

The Use of AI in Different HRM Systems of Companies in Asia-Pacific Countries

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Abstract

Purpose: This review paper checks the application of artificial intelligence (AI) in human resource management (HRM) systems across Asia-Pacific organizations, with a focus on recruitment and talent acquisition. **Methodology:** A systematic review of 37 peer-reviewed empirical studies was conducted across nine Asia-Pacific countries, including Malaysia, China, India, and South Korea, analyzing four core AI-driven HRM functions: automated resume screening, video interview evaluation, candidate matching, and intelligent scheduling and communication. **Findings:** HRM systems using AI show quantifiable benefits as compared to conventional methods, improving recruitment times, manual processing, decreasing unconscious bias, and quality/diversity of candidates. Predicting personality and behavioral traits using AI video apps and making multilingual communication with candidates much more effective using chatbots powered by NLP and extensive across the region are key contributors to the success of AI-based recruiting methods. **Implications:** Successful AI adoption in Asia-Pacific HRM requires context-sensitive implementation strategies, transparent algorithmic governance, consistent bias auditing, and meaningful human oversight in final hiring decisions, particularly given regional challenges such as data privacy concerns, regulatory heterogeneity, and resistance to technological change.

Keywords: Artificial Intelligence (AI), Human Resource Management (HRM), Recruitment and Hiring, Candidate Experience, HR Technology

Introduction

The fourth industrial revolution has entirely transformed how organizations are practiced in the world and Human Resource Management (HRM) is one of the most impacted fields (Nankervis et al., 2021). The fact that artificial intelligence (AI) has emerged as a strategic need in HRM functions has become a necessity in the search by organizations to acquire competitive advantage in a fast-digitized world. The Asia-Pacific region is a rather rapid economic development with technological advancement and a variety of organizational environments, which makes it a unique situation where AI technologies are reevaluating

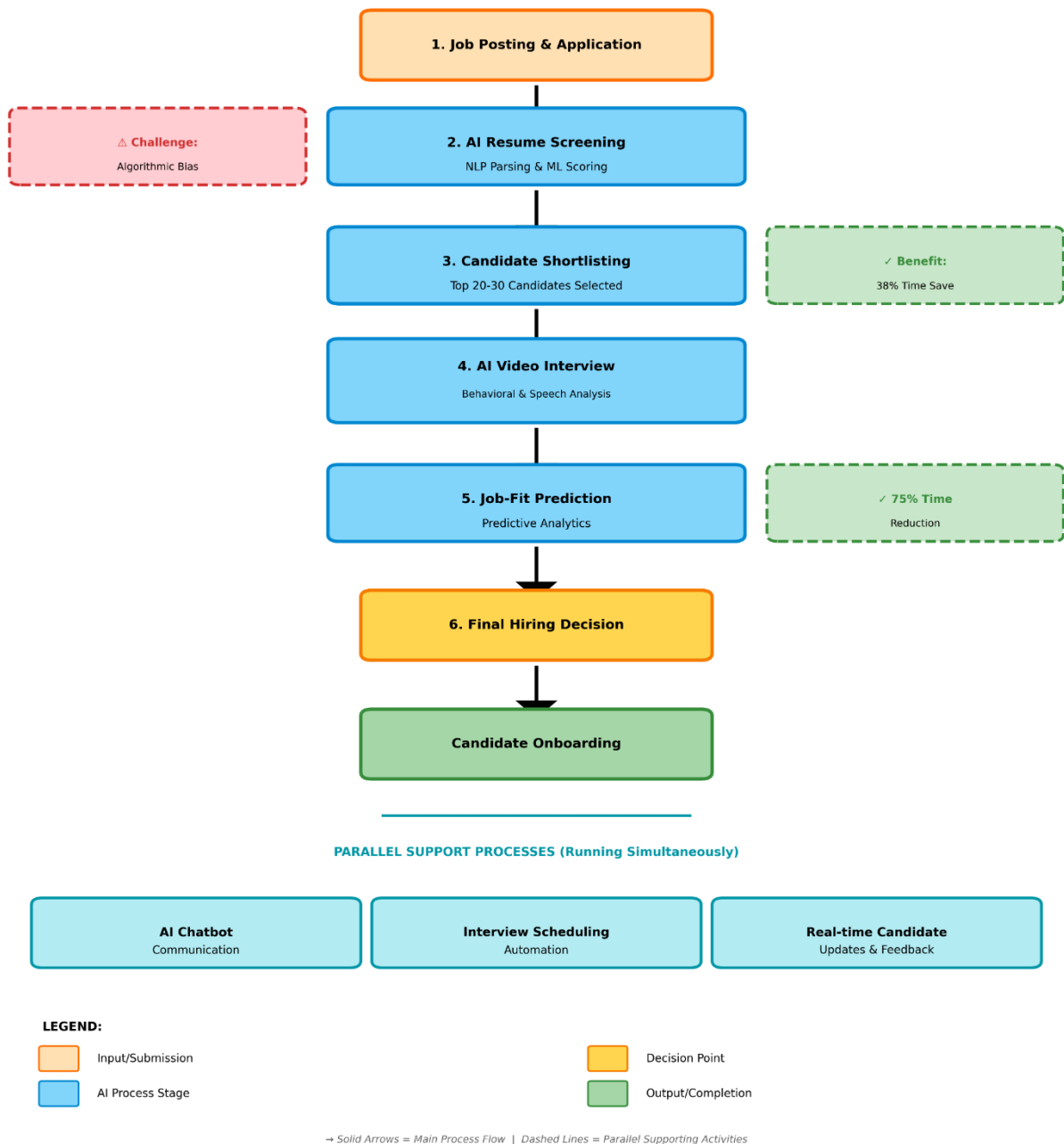
human resource practices (Xin et al., 2022). It has been found that AI in HRM can have immense potential in the different functions of an organization, specifically in the areas of recruitment, performance management, and employee development because of personalized HR analytics that allow making decisions based on data on an individual level (Huang et al., 2023). Screening of candidates and the analysis of interviews are automated using AI-based tools that make hiring more effective and allow making decisions based on biases, which are more objective and less biased than traditional manual approaches (Islam et al., 2024). AI is used in performance management systems to enable continuous feedback and real-time evaluation of performance through data and thus the evaluation processes are more objective and transparent. In addition, the AI-based training and development systems apply individual learning behavior and preferences to suggest certain learning content and produce operational and strategic advantages across HRM functions (Sithambaram & Tajudeen, 2022). These applications signify a significant shift in the reactive, administrative HR functions to the active, strategic talent management strategies that take advantage of data analytics and predictive modelling. However, the Asia-Pacific environment has its own challenges and opportunities, which distinguish it as different, as compared to the Western organizational environment. The region is characterized by nations of different technological levels, and they have diverse regulatory systems, cultural oriented approaches on how technology should be embraced, and institutional structures of employment relations (Rowley et al., 2016). The research in the Asian-Pacific nations shows that the pattern of adoption and methods of its implementation depends on the organizational factors, in particular, the presence of foreign-owned companies, joint-ventures, or domestic companies (Yu et al., 2013). The diversity of the labor market and the education system and the specific cultural approach to automation and the human-AI collaboration necessitate the introduction of the context-specific AI implementation strategies that extend beyond the models of the one-size-fits-all that are over-represented in the literature (Alexandro, 2025). Recruitment with models using AI introduces unintentional biases in algorithms, and the danger of unfairness, transparency, and unethical use of AI in recruitment is significant and must be addressed by the organization through the integration of ethical decision-making channels and human responsibility in AI-generated HRM results (Rodgers et al., 2023). Another additional constraint to the complete adoption of AI is the problem of data privacy particularly in the Asia-Pacific where the regulatory environment is increasingly more stringent. The threat of having excessive reliance on technology without human supervision and the lack of readiness to change by HR professionals and organizational cultures is the eternal organizational dilemma (Nawaz et al., 2024). Moreover, the human-centered nature of HRM, such as building relations, employee engagement, and organizational culture, should be properly adjusted to the efficiency of technologies to ensure that AI is an enforcer, rather than a replacement of fruitful human relationships in the organizational environment. It is a systematic review of the empirical research and available literature on AI application in HRM systems by the Asia-Pacific countries, which is intended to establish trends, problems, and practices in the use of AI in HRM systems. With the emphasis on the detailed study of the specific situation of the Asia-Pacific organizations, the review is likely to provide practitioners, policymakers, and researchers with evidence-based information on the possibility of implementing AI technologies strategically to reach effective HRM and take into account the region-specific concerns associated with the implementation of AI technologies in terms of ethics, fairness, cultural integration, and organizational preparedness. This extrapolation of the results of the studies carried in different Asia-Pacific settings can be a piece of advice to

the organizations that are willing to surmount the obstacles of AI adoption in the sphere of human resource management during the period of crucial digital transformation.

AI Applications in Different Aspects of Hiring in HRM Systems

AI-Powered Recruitment Process Flow

From Application to Hiring Decision



This figure shows the complete recruitment journey from job posting to hiring decision, including seven sequential stages and three parallel support processes.

Resume Screening and Automated Candidate Sourcing

The initial significant move in the AI-transfigured recruitment procedure is re-emerging in screening and computerized sourcing of job hunters. Machine learning algorithms and natural language processing (NLP) technology have transformed the manual resume review process

and therefore organizations can now review hundreds or thousands of applications within a few minutes rather than weeks (Tambe et al., 2019). Resume screening systems based on AI do not depend on the ability to match the keyword with the resume but rather comprehend the context, transferable skills, and are able to evaluate the potential of the candidates with regards to the general job requirements. These applications scan resume automatically, extract organized data, including work history, education, skills and certifications, and rank the applicants in accordance with preset job qualification with an almost perfect level of accuracy (Porfírio et al., 2021). It has been demonstrated that AI-assisted resume screening can help to automate recruiting processes that might consume a considerable amount of time, thus enhance the effectiveness of the hiring process and facilitating more objective and data-driven assessments of candidates, which can minimize the role of human influence in initial screening (Ore & Sposato, 2021). Resume screening can be used together with applicant tracking systems (ATS) to offer the functionality of handling large-scale recruitment without significant difficulties, allowing the HR departments to focus on engaging with the most promising applicants rather than engaging in manual screening activities (Laumer et al., 2014). However, organizations must be mindful of the problem of algorithmic bias, in which training data ought to be a sample of diverse candidate pools and systems are audited on a regular basis to prevent discrimination against qualified candidates in underrepresented groups (Soleimani et al., 2025).

Table 1

AI-Powered Resume Screening and Candidate Sourcing Systems

HRM System	AI Tool/Technology	Company	Country	Performance Metric	Result/Value	Citation
AI-Powered Recruitment & ATS	AI Screening + Automated Sourcing Tools	Multiple Malaysian Organizations	Malaysia	Recruitment Efficiency & Process Streamlining	Reduced manual HR workload	(Sithambaran & Tajudeen, 2022)
AI Recruitment Tools	AI Screening & Matching	IT/Service Organizations	Bangladesh	Recruitment Efficiency	Improved candidate screening; faster shortlisting	
AI Talent Acquisition	Predictive & NLP Tools	IT/ITeS Organizations	India/Asia-Pacific	AI Adoption & Efficiency	Cost-effectiveness drives adoption; improved sourcing	(Pillai & Sivathanu, 2020)
AI Talent Acquisition	Predictive & NLP Tools	IT/ITeS Organizations	India	Screening Efficiency & Adoption	Cost-effectiveness drives adoption; improved sourcing	(Bankins et al., 2022)

AI Recruitment & Communication	AI Chatbots + Automated Screening	IT Organisations	India	Candidate Communication	Faster workflows ; improved experience	(Mehrotra & Khanna, 2022)
AI Recruitment Screening	AI Talent Acquisition Tools	Manufacturing & Service Organisations	Bangladesh	Recruitment Efficiency & Objectivity	AI replaces manual screening; improves hiring objectivity	(Islam et al., 2024)

Video Interview Assessment and Behavioral Analysis

Artificial intelligence has changed the interviewing of candidates with the help of automated video interview systems which read both non-verbal and verbal patterns of communication. Video interview systems that are AI-based use machine learning techniques to assess the clarity of communication, competency display, and behavioral attributes, as well as indicators of cultural fit by interpreting facial expressions, tone, speech patterns, and the choice of language (Bayes & Druckman, 2021). These services facilitate the preliminary screening steps by allowing asynchronous interviews in which candidates answer predefined questions at their convenience, thus saving the recruiter much effort, and giving each job seeker personalized feedback (Raghavan et al., 2020). Studies have shown that AI analysis of video interviews increases the precision of candidate evaluation since it can detect certain behavioral nuances which human interviewers may overlook and saves up to 75 percent of time to hire when recruiting in large volumes (Yin et al., 2023). The systematic assessment method eliminates the subjectivity of conventional interviews; however, organizations should be aware of potential bias related to accents, speech patterns, and cultural communication styles that may disadvantage foreign or non-native candidates, as research confirms that non-standard-accented applicants are consistently rated less favorably in interview evaluations, a bias that may carry over into AI-assisted scoring systems (Chen, 2023). The introduction of AI into Asia-Pacific organizations has demonstrated specific opportunities in high-volume hiring sectors such as banking, retail, and technology, where AI video interviews have reduced interview scheduling from weeks to days without compromising the quality of candidate assessment (Suen et al., 2019).

Table 2

AI-Powered Video Interview and Behavioral Assessment Systems

HRM System	AI Tool/Technology	Company	Country	Performance Metric	Result/Value	Citation
AI Video Interview & Behavioral Assessment	AVI-AI Platform (TensorFlow CNN)	Real Employer Recruitment	Taiwan	Personality Recognition Accuracy	90–97.4% Big Five accuracy	(Suen et al., 2019)
AI Video Interview Agent	AVI-AI TensorFlow CNN Decision Agent	Structured Behavioral Interviews	Taiwan	Communication & Personality Prediction	Predicts communication skills & personality traits	(Suen et al., 2020)
AI Video Interview Platform	AI Interview Platform (Watson + SoftBank)	Korean Enterprises	South Korea	Interview Efficiency & Cost	More efficient than traditional; cost & time savings	(Kim & Heo, 2021)
Automated Video Interview Scoring	Multi-modal Window-Consistency Fusion	Enterprise Recruitment	China	Automated Scoring Accuracy	Simultaneous audio, visual & verbal scoring	(Lv et al., 2024)
AI Recruitment Screening	AI Talent Acquisition Tools	Medium-sized Firms	Vietnam	AI Adoption & Screening Efficiency	Improved perceived value; faster hiring	(Cao & Nguyen, 2024)

Candidate Matching and Job-Fit Prediction

Machine learning and predictive analytics: AI-powered candidate matching and job-fit prediction systems operate on the premise that machine learning and predictive analytics can identify candidates most likely to succeed in specific positions. These systems analyze detailed candidate profiles — including skills, experience, educational background, work style preferences, and behavioral patterns — to generate advanced job-candidate alignment scores (Pan et al., 2021). By applying predictive algorithms trained on an organization's historical hiring and performance data, these tools can identify candidates who are more likely to perform well, remain with the organization, and contribute positively to team dynamics (Gupta et al., 2023). AI improves the identification, selection, and retention of talent by adopting a qualitative approach centered on candidates' values, soft skills, and behavioral interactions, going beyond conventional credential-based filtering (Allal-Chérif et al., 2021). Furthermore, AI can actively recommend candidates based on their individual profiles and skills, thereby ensuring better alignment between job requirements and applicant qualifications, and enabling organizations to identify passive candidates with transferable competencies that expand the available talent pool and support workforce diversity (Allal-Chérif et al., 2021). Highly developed systems encompass skills-based matching that extends beyond conventional job titles, which allows companies to recognize passive applicants who

could transfer competencies and skills across professional experiences, increasing the size of candidate pools and enhancing diversity (Dineen & Allen, 2016). The use of job-fit prediction in Asian-Pacific companies has proven specifically valuable in the competitive human resource markets of Singapore and India, where AI matching algorithms serve to determine the applicants who are likely to stay in organizations longer, eliminating the expenditure incurred on replacement hiring and training directly (Islam et al., 2022).

Table 3

AI-Powered Candidate Matching and Job-Fit Prediction Systems

HRM System	AI Tool/Technology	Company	Country	Performance Metric	Result/Value	Citation
AI Candidate Matching	AI Recruitment Platform (<i>TOE Model-based adoption</i>)	297 Surveyed Companies	China	Quality of Hire & Contextual Fit	significantly shaped by contextual factors, and organizations adopting.	(Pan et al., 2021)
Employee Development & Skills Matching	ML-Based Skills Analytics & Training Tools	Enterprise Organizations	India	Employee Engagement & Retention Analytics	ML predicts employee satisfaction; identifies skills gaps	(Gupta et al., 2023)
AI Talent Acquisition	AI Predictive Screening Tools	IT/Services Sector	Bangladesh	Recruitment Efficiency & Fit	Improved screening; faster shortlisting	(Islam et al., 2022)
AI Talent Acquisition	NLP + Predictive Analytics	IT/ITeS Firms	India	Adoption Drivers & Candidate Fit	Cost-effectiveness & competitive pressure drive adoption	(Pillai & Sivathanu, 2020)
AI Candidate Matching	AI Collaborative Screening	Enterprise Recruitment	China	Bias Reduction & Matching Accuracy	AI removes human prejudices; improves candidate matching	(Chen, 2022)
AI Recruitment Screening	AI Talent Acquisition Tools	Medium-sized Firms	Vietnam	AI Adoption & Screening Quality	Improved perceived value; faster hiring	(Cao & Nguyen, 2024)

Automated Interview Scheduling and Intelligent Candidate Communication

Chatbots and smart scheduling systems have transformed the process of communicating with the candidate and arranging interviews; manual scheduling procedures, which have previously consumed a lot of recruiter time, are now abolished. Chatbots with AI capabilities

can manage the first-time candidate queries, respond to frequently asked questions, book interviews according to the calendar availability, and give applicants a personalized message during the recruitment process (Akram et al., 2024). The systems improve candidate experience by offering instant feedback, personal feedback, and clear communication about the status and the further actions of the application (Mehrotra & Khanna, 2022). Studies show that AI-based interview scheduling significantly reduces the administrative burden on HR teams by automating candidate shortlisting and scheduling, while enhancing the speed and responsiveness of candidate communication throughout the recruitment process (HR Recruitment Through Chatbot, 2021). The natural language processing allows such systems to comprehend candidate queries in a variety of languages, which is especially important in the Asia-Pacific context where organizations must work in multilingual settings with multi-ethnic and multi-linguistic groups of candidates (Swapna & Arpana, 2021). Asia-Pacific organizations, especially those with high volumes of hiring, such as retail, hospitality, and business process outsourcing, have demonstrated that AI chatbots can communicate with candidates 24/7 and that they enhance accessibility to candidates in various time zones and with different working hours (Pillai & Sivathanu, 2020).

Table 4

AI-Powered Interview Scheduling and Candidate Communication Systems

HRM System	AI Tool/Technology	Company	Country	Performance Metric	Result/Value	Citation
AI E-Recruitment & Communication	AI-Enabled E-Recruitment Platform	Enterprise Organizations	China/Pakistan	Candidate Interaction & Application Efficiency	Improved job searching & selection interactivity	(Wang et al., 2021)
Conversational AI Recruitment	HR Recruitment Chatbot	IT Organizations	India	Candidate Communication & Engagement	Faster workflows; improved experience	(Mehrotra & Khanna, 2022)
Conversational AI Recruitment	HR Recruitment Chatbot	HR Organizations	India	Candidate Satisfaction & HR Time Saving	Saves time; speeds up shortlisting	
AI Candidate Communication	NLP Recruitment Chatbot	IT Organizations	India (Asia-Pacific)	Candidate Communication & Interview Scheduling	Faster hiring; reduced manual tasks	(Swapna & Arpana, 2021)
AI Talent Acquisition Platform	AI Predictive & NLP-Based Tools	IT/ITeS Firms	India/Asia-Pacific	Multilingual & Cross-functional Support	Diverse cross-market candidate sourcing	
BambooHR Chatbot	Automated Scheduling + FAQ	Small to Mid-size Enterprises	Australia/New Zealand	Recruiter Efficiency Gain	50% time savings	(Dineen & Allen, 2016)

The overall adoption of AI in various stages of hiring has revolutionized the entire recruitment system in the world and in Asia-Pacific. The technologies address long-standing issues such as time-to-hire, cost per hire, and the quality of candidate experience and open possibilities to minimize algorithmic bias and gain access to more diverse candidate pools (Chen, 2022). Nevertheless, to achieve successful AI implementation, exceptional care should be taken regarding ethical issues, the visibility of algorithms in decision-making, regular auditing of bias, and ensuring a human element in the ultimate employment choices (Bankins et al., 2022).

Conclusion

In this review, the author has explored four key recruitment functions of artificial intelligence implementation in the Asian-Pacific HRM systems with a sample of 37 peer-reviewed studies of empirical studies conducted in the region. The data is continually proving that AI-based tools present significant benefits compared to traditional manual methods of recruiting candidates in speed, efficiency, objectivity, and scalability. Empirical research on the use of AI in the field of resume screening and candidate sourcing indicates that AI tools have been effective in automating time-intensive screening processes, eliminating the need for manual evaluation, and encouraging more standardized and data-driven candidate screening processes that reduce the effects of human bias in the initial hiring procedures. AI-based systems in video interview assessment have been shown to evaluate candidate personality, communication skills and behavioral competency using automated analysis of facial expression, tone and speech patterns, with research in Taiwan and South Korea finding that AI-based assessment tools enhance efficiency in the interview process and save time in scheduling than more traditional approaches. Machine learning algorithms trained on organizational data have been found to enhance candidate screening accuracy, predict employee behavior and job satisfaction, and can inform hiring decisions in more companies in China, India, Bangladesh and Vietnam in candidate matching and job-fit prediction. NLP-based chatbots have been identified to remove manual burdens during the scheduling of interviews and communicating with candidates within India and Asia-Pacific organizations, where the region has a high number of languages spoken. Regardless of these realized advantages, the review notes that there are still a number of chronic issues that restrain the realization of the full potential of AI in the Asian-Pacific HRM. The issue of algorithmic bias, which is based on unrepresentative training data, is also a critical issue, and research has already established that AI recruitment algorithms can unwillingly recreate discrimination on the basis of gender, race, accent, and cultural patterns of communication. Tightening data privacy laws in the Asia-Pacific states, the resistance to change on the organizational level among the HR professionals, and the difference in the level of technological preparedness of the region further limit the speed and extent of AI usage. The institutional diversity of many countries in the Asian-Pacific region, the cultural attitude towards automation, and the regulations imply that the strategies of AI, which work well in one country, cannot be supposed to be effective in another. Such results have significant implications to practitioners, policymakers, and researchers. It is recommended that organizations using AI in HRM should focus on transparency in algorithm decision-making, have diverse and representative training data, and audit the system regularly to identify and resolve new biases. Most importantly, human control should not be eliminated in the decision-making on final employment to make sure that AI is used as a strategic facilitator of HRM instead of the alternative to human judgement and organizational culture. Regulators in the Asia-Pacific region must aim to ensure that there are harmonized regulations in the region that safeguard the rights of the candidates and yet allow responsible innovation in AI in employment procedures. A longitudinal empirical research in underrepresented Asian-Pacific countries, especially countries such as Pakistan, Japan, the Philippines, and Thailand, should be prioritized in future studies and how the outcomes of AI adoption in HRM are determined by certain cultural, institutional, and regulatory factors.

Consent for Publication

Not applicable. This manuscript does not contain any individual person's data in any form.

Availability of data and material

All data analyzed in this study are derived from previously published articles, reports, and publicly accessible sources. The relevant references are cited within the manuscript. No new datasets were generated or analyzed during the current study.

Competing interests

The author(s) declare that there are no competing interests regarding the publication of this paper.

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Author(s) contribution

The co-author (Zaigham Abbas) played a central role in shaping the study by leading the development of the conceptual framework, structuring the review, and handling the synthesis of AI applications in HRM systems across Asia-Pacific countries. He also contributed significantly to the analysis and interpretation of literature on AI in recruitment and talent acquisition. The remaining authors (Ali Hassan, Syed Asad Shah, Rafay Siddiqui, Syed Muhammad Salman Haider Shamsi, and Hafsa Farid) equally supported the work through literature collection, screening of relevant studies, data organization, and assisting in drafting and refining different sections of the review paper.

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