JIOBA
Journal of Industrial and Organisational Behaviour in Africa
A peer-reviewed journal of the Nigerian Association of Industrial and Organisational Psychologists (NAIOP) • naiop.org.ng/journal

e-ISSN: 0189-4285
https://doi.org/10.68422/jioba.jioba.v2i2.007
Vol. 2 • No. 2 • October 2026
pp. 73–86

REVIEW ARTICLE PEER REVIEWED

Artificial Intelligence in Recruitment and Selection: Enhancing Talent Acquisition in Nigerian Organisations

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RECEIVED	REVISED	ACCEPTED	PUBLISHED
30 June 2026	1 September 2026	10 September 2026	2 November 2026

ABSTRACT

Artificial Intelligence (AI) is rapidly transforming recruitment and selection processes by enabling data-driven decision-making, automating candidate screening, and enhancing the accuracy and efficiency of talent acquisition systems. In contemporary organisations, AI-driven tools such as machine learning algorithms, chatbots, and predictive analytics are increasingly replacing traditional hiring practices, thereby redefining how organisations identify, assess, and select talent. The study aims to critically examine the role of Artificial Intelligence in recruitment and selection and its potential to enhance talent acquisition in Nigerian organisations. The study adopts a secondary data approach, drawing on peer-reviewed journal articles, industry reports, and policy documents. A systematic narrative review was conducted using databases such as Scopus, Web of Science, and Google Scholar, while thematic analysis was used to synthesise findings. Findings indicate that AI significantly improves recruitment efficiency, reduces time-to-hire, enhances person–job fit, and supports evidence-based hiring decisions. However, key constraints in the Nigerian context include inadequate technological infrastructure, limited AI expertise, data privacy concerns, and risks of algorithmic bias. The study concludes that AI holds strong potential to transform talent acquisition in Nigeria. It recommends investment in digital infrastructure, capacity building for HR professionals, ethical regulatory frameworks, and the adoption of hybrid human–AI recruitment systems.

KEYWORDS Artificial Intelligence • Recruitment and Selection • Talent Acquisition • Nigerian Organisations

HOW TO CITE THIS ARTICLE • APA 7
Kenku, A. A., & Ogunkuade, I. M. (2026). Artificial intelligence in recruitment and selection: Enhancing talent acquisition in Nigerian organisations. *Journal of Industrial and Organisational Behaviour in Africa, 2*(2), 73–86. https://doi.org/10.68422/jioba.jioba.v2i2.007

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1. INTRODUCTION

Artificial Intelligence (AI) is rapidly redefining recruitment and selection practices across the globe, transforming traditional hiring processes into data-driven, automated, and predictive systems. Contemporary organisations increasingly deploy AI-powered tools such as machine learning algorithms, natural language processing systems, and predictive analytics to enhance candidate sourcing, screening, and selection decisions (Tambe et al., 2019; Vrontis et al., 2022). Empirical evidence indicates that approximately 87% of organisations globally use AI in recruitment processes, reflecting a significant shift toward digital talent acquisition systems (LinkedIn, 2023). Similarly, about 44%–51% of organisations worldwide have integrated AI into recruitment and HR functions, with adoption rates rising sharply in recent years (IBM, 2023; SHRM, 2023).

In the Nigerian context, AI adoption is expanding but remains uneven. Evidence suggests that only about 30% of Nigerian organisations actively integrate AI into HR functions, highlighting a gap relative to global trends (PwC Nigeria, 2023). Nonetheless, broader digital transformation is accelerating, with over 60% of Nigerian firms adopting HR technologies and automation systems, indicating growing readiness for AI-driven recruitment (World Bank, 2023). Artificial Intelligence (AI) is making significant waves in the recruitment landscape across Nigeria, especially in sectors like telecommunications, banking, oil and gas, professional services, and technology. For instance, in telecommunications, MTN Nigeria has showcased how AI can enhance recruitment decision-making. Usman and Biba (2025) delve into its role in candidate screening, assessment, and hiring choices. In the banking sector, Access Bank stands out as a prime example of how AI is being woven into human resource management, particularly in recruitment and selection (Owulo et al., 2024). Additionally, research from Nigerian deposit-money banks reveals a notable trend towards adopting AI-driven recruitment and selection processes (Ronnie et al., 2026). In the oil and gas industry, companies like Shell Nigeria, Chevron Nigeria, and Nigeria LNG are highlighted in recruitment studies for their growing use of AI in these processes (Odili et al., 2024). On the tech front, organisations like Jobberman and Andela are leveraging AI for candidate matching and assessment, showcasing the innovative ways technology is reshaping recruitment (TEMPLARS, 2025).

More recent national-level reports indicate that over 90% of organisations in Nigeria have initiated some form of AI adoption, although advanced usage remains limited (National Information Technology Development Agency [NITDA], 2024). At the workforce level, adoption is also rising, with surveys showing that AI awareness and usage among Nigerian professionals exceed global averages, reflecting increasing familiarity with digital tools in organisational contexts (Google & Ipsos, 2023).

The increasing adoption of AI is largely driven by its capacity to improve efficiency, reduce recruitment costs, and enhance decision accuracy. Studies show that AI can significantly reduce time-to-hire and improve hiring efficiency by automating repetitive tasks such as resume screening and candidate communication (Bogen & Rieke, 2018; Upadhyay & Khandelwal, 2022). In addition, AI-enabled recruitment systems facilitate the rapid processing of large applicant pools, enabling organisations to identify high-quality candidates more effectively than traditional methods (Chamorro-Premuzic et al., 2019). According to the Society for Human Resource Management, HR professionals increasingly use AI tools to generate job descriptions, screen resumes, and manage candidate engagement, thereby improving recruitment outcomes (SHRM, 2023).

Beyond efficiency gains, AI is reshaping recruitment by introducing predictive and analytical capabilities that support evidence-based decision-making. AI-driven recruitment systems can analyse vast datasets to predict candidate performance, job fit, and retention likelihood, thereby enhancing organisational effectiveness (Minbaeva, 2021; Tambe et al., 2019). Furthermore, the integration of AI into recruitment aligns with the broader shift toward digital transformation and workforce analytics in organisations (George et al., 2021). These advancements are particularly relevant in the context of Industrial and Organisational Psychology, where improving the validity and reliability of selection processes remains a central concern.

Despite these advantages, the integration of AI into recruitment and selection is not without challenges, particularly in developing economies such as Nigeria. While global adoption is accelerating, many Nigerian organisations face significant constraints, including inadequate technological infrastructure, limited access to AI tools, low levels of digital literacy among HR professionals, and weak regulatory frameworks governing data privacy and ethical AI use (World Bank, 2023; Afolabi et al., 2023). These challenges may limit the effectiveness and fairness of AI-driven recruitment systems if not properly addressed. Moreover, concerns about algorithmic bias and the potential exclusion of certain groups from AI-based hiring processes remain critical issues in the literature (Raghavan et al., 2020; Ajunwa, 2020).

Given these dynamics, this study seeks to examine the role of AI in recruitment and selection and its implications for enhancing talent acquisition in Nigerian organisations. Specifically, it explores how AI-driven

tools can improve recruitment outcomes while also identifying the structural, ethical, and organisational constraints that may hinder their effective adoption. By integrating insights from recent empirical and theoretical literature, this paper contributes to the growing discourse on digital transformation in human resource management within developing economies.

Objective of the Study

This study examines the role of Artificial Intelligence in recruitment and selection and its impact on talent acquisition in Nigerian organisations. It specifically focuses on AI applications, benefits, challenges, theoretical foundations, and practical as well as policy implications. The study is organised into five sections: Section one introduces the study; Section two reviews relevant literature; Section three outlines the methodology; Section four discusses findings; and Section five presents the conclusion and recommendations.

2. CONCEPTUAL CLARIFICATIONS

Artificial Intelligence

Artificial Intelligence refers to the use of computer systems and algorithms capable of performing tasks that typically require human intelligence, including learning, reasoning, decision-making, and problem-solving. In the context of recruitment and selection, AI encompasses technologies such as machine learning, natural language processing (NLP), and predictive analytics used to automate and enhance hiring processes (Tambe et al., 2019; Vrontis et al., 2022). These technologies enable organisations to screen large volumes of applications, analyse candidate data, and predict job performance with greater accuracy than traditional methods. Globally, AI adoption in recruitment has expanded rapidly, with approximately 44%–51% of organisations integrating AI into HR functions and a growing proportion relying on AI-driven tools for talent acquisition (IBM, 2023; SHRM, 2023). In Nigeria, however, adoption remains uneven. Evidence indicates that only about 30% of organisations actively integrate AI tools into HR processes, reflecting a significant gap relative to global trends. Nonetheless, AI is increasingly recognised as a strategic tool for improving recruitment efficiency, objectivity, and decision-making in Nigerian organisations (Nwambuko, 2025).

Recruitment and Selection

Recruitment and selection refer to the systematic and strategic processes through which organisations attract, evaluate, and choose suitable candidates for employment. Recruitment involves identifying, sourcing, and attracting a pool of qualified applicants, while selection focuses on assessing candidates and making hiring decisions based on predetermined criteria such as skills, competencies, and organisational fit (Armstrong, 2020; Dessler, 2020). These processes are central to human resource management, as they directly influence workforce quality, organisational performance, and long-term competitiveness.

From an Industrial and Organisational Psychology perspective, recruitment and selection are not merely administrative functions but scientifically grounded processes aimed at maximising person–job fit and person–organisation fit (Kristof-Brown et al., 2005). Effective recruitment ensures that organisations attract a diverse and competent applicant pool, while rigorous selection procedures enhance predictive validity in hiring decisions, thereby improving employee performance and retention (Gatewood et al., 2016). In practice, recruitment and selection typically follow structured stages, including job analysis, vacancy advertisement, applicant sourcing, screening, testing, interviewing, and final selection. However, traditional recruitment methods in many organisations particularly in developing contexts are often characterised by manual screening, subjective judgment, and inefficiencies (Armstrong, 2020). These limitations may result in biased hiring decisions, increased time-to-hire, and reduced alignment between candidate competencies and job requirements.

Within the Nigerian context, recruitment and selection practices have historically relied on conventional and semi-structured approaches. Empirical evidence indicates that a significant proportion of organisations, particularly small and medium enterprises (SMEs), still depend on manual HR systems, including paper-based records and basic spreadsheet tools (Aguinis et al., 2020; Okolie & Udom, 2019). For instance, studies suggest that over 60% of SMEs in Nigeria utilise informal or manual recruitment processes, often lacking standardised procedures and advanced technological support (Ezeani & Oladele, 2021; Nwosu et al., 2023). This reliance on traditional systems contributes to delays, inefficiencies, and increased susceptibility to nepotism, favouritism, and other forms of bias in hiring decisions (Ogunyomi & Bruning, 2016). Furthermore, recruitment in Nigeria is often influenced by socio-cultural and institutional factors, including personal networks, informal referrals, and organisational politics, which may undermine merit-based selection processes (Akanbi, 2017; Fajana et

al., 2018). These challenges highlight the need for more structured, transparent, and evidence-based recruitment systems that align with global best practices.

Taken together, recruitment and selection constitute critical organisational processes that determine the quality of human capital. While traditional methods remain prevalent in Nigeria, they are often constrained by inefficiencies and subjectivity. The integration of AI offers a promising pathway for enhancing recruitment effectiveness, but its successful implementation requires careful consideration of contextual, ethical, and institutional factors.

Talent Acquisition

Talent acquisition is a strategic and proactive approach to identifying, attracting, selecting, and retaining individuals whose skills, competencies, and values align with organisational objectives and long-term performance goals. Unlike traditional recruitment, which is often reactive and vacancy-driven, talent acquisition is continuous and future-oriented, emphasising workforce planning, employer branding, succession management, and the development of talent pipelines (Collings et al., 2019; Armstrong, 2020). It integrates multiple human resource functions, including recruitment, selection, onboarding, and retention, to ensure that organisations secure and sustain high-quality human capital.

From an Industrial and Organisational Psychology perspective, talent acquisition is grounded in the principles of person–job fit and person–organisation fit, which are critical predictors of employee performance, job satisfaction, and retention (Kristof-Brown et al., 2005). Effective talent acquisition systems leverage structured assessment methods, competency-based frameworks, and data-driven decision-making to enhance the validity and reliability of hiring outcomes (Gatewood et al., 2016). In this regard, talent acquisition extends beyond hiring to encompass strategic alignment between human capital and organisational performance.

In the Nigerian context, talent acquisition has increasingly become a critical concern for organisations operating in a highly competitive and dynamic labour market. Studies indicate that many Nigerian organisations face challenges in attracting and retaining skilled talent due to skill gaps, unemployment paradoxes, and mismatches between educational outcomes and labour market demands (Fajana et al., 2018; Okolie et al., 2019). Furthermore, empirical evidence suggests that ineffective talent acquisition practices contribute to high employee turnover, reduced productivity, and suboptimal organisational performance (Ogunyomi et al., 2016; Akinyemi & Abiddin, 2013). As a result, there is a growing emphasis on adopting strategic and technology-driven approaches to talent acquisition in Nigeria. However, talent acquisition is a comprehensive and strategic process that plays a critical role in organisational success. While traditional approaches remain prevalent in Nigeria, the integration of AI offers significant potential to enhance the effectiveness, efficiency, and fairness of talent acquisition systems. However, achieving these benefits requires deliberate investment in technology, capacity development, and institutional frameworks to support sustainable implementation.

3. THEORETICAL FRAMEWORK

This section explains the theoretical foundations underpinning the study and demonstrates how they provide a basis for understanding the integration of Artificial Intelligence in recruitment and selection, as well as its implications for enhancing talent acquisition in Nigerian organisations. The study is anchored on four key theories: the Technology Acceptance Model (TAM), Person–Environment Fit Theory, Socio-Technical Systems Theory, and Social Exchange Theory.

The *Technology Acceptance Model* was developed by Fred D. Davis (1989) to explain how individuals come to accept and use new technologies. The model posits that two primary factors perceived usefulness (the degree to which a person believes that using a system will enhance job performance) and perceived ease of use (the degree to which a person believes that using the system will be free of effort) significantly influence users' attitudes toward technology adoption, which in turn determines actual usage behaviour (Davis, 1989; Venkatesh & Davis, 2000). In the context of AI in recruitment and selection, TAM provides a useful framework for understanding how HR professionals and organisational decision-makers adopt AI-driven recruitment systems. Specifically, HR practitioners are more likely to adopt AI tools if they perceive them as enhancing recruitment efficiency, improving decision accuracy, and reducing time-to-hire (Tambe et al., 2019; Upadhyay & Khandelwal, 2022). Similarly, the perceived ease of use of AI systems, such as user-friendly recruitment platforms, automated screening tools, and AI-driven dashboards, plays a critical role in determining whether these technologies are integrated into daily HR practices. In Nigeria, where technological adoption varies across organisations due to differences in infrastructure, digital literacy, and organisational readiness, TAM

helps explain the uneven adoption of AI in recruitment processes. Studies indicate that organisations with higher perceived usefulness of AI tools are more likely to implement them, while concerns about complexity and lack of expertise hinder adoption in many firms (Afolabi et al., 2023; Nwosu et al., 2023). Thus, TAM provides a strong explanatory basis for understanding the adoption and utilisation of AI-driven recruitment systems in Nigerian organisations.

The *Person–Environment Fit Theory*, as articulated by Amy L. Kristof-Brown and colleagues (Kristof-Brown et al., 2005), emphasises the alignment between an individual's characteristics (e.g., skills, values, personality) and the work environment, including job requirements and organisational culture. The theory posits that higher levels of fit are associated with positive outcomes such as job satisfaction, organisational commitment, performance, and retention. Within the context of recruitment and selection, Person–Environment Fit Theory is particularly relevant because it highlights the importance of selecting candidates whose competencies and values align with organisational needs. AI-driven recruitment systems enhance this process by enabling data-driven matching between candidate profiles and job requirements. For instance, machine learning algorithms can analyse candidate qualifications, experience, and behavioural traits to predict person–job fit, while advanced analytics can assess cultural alignment to improve person–organisation fit (Chamorro-Premuzic et al., 2019). In Nigerian organisations, where mismatches between employee competencies and job requirements are common due to skill gaps and labour market inefficiencies, the application of AI can significantly improve talent acquisition outcomes. By enhancing the accuracy of candidate matching and reducing reliance on subjective judgment, AI-driven systems contribute to better hiring decisions, improved employee performance, and reduced turnover (Okolie et al., 2019; Ogunyomi et al., 2016).

The *Socio-Technical Systems Theory* was originally developed by Eric Trist and Ken Bamforth (Trist & Bamforth, 1951). The theory posits that organisational effectiveness is achieved through the joint optimisation of social systems (people, culture, structure) and technical systems (tools, technologies, processes). It emphasises that technological innovations cannot function effectively in isolation but must be aligned with human and organisational factors. In the context of AI in recruitment and selection, Socio-Technical Systems Theory underscores the importance of integrating AI technologies with organisational structures and human capabilities. AI-driven recruitment systems must be designed and implemented in ways that complement human judgment, rather than replace it entirely. For example, while AI can automate candidate screening and provide predictive insights, final hiring decisions often require human evaluation to ensure contextual understanding and ethical considerations (Minbaeva, 2021). In Nigeria, this theory is particularly relevant due to the varying levels of technological readiness across organisations. AI adoption is influenced not only by the availability of technology but also by organisational culture, employee skills, and management support. Poor alignment between AI systems and human factors such as resistance to change or lack of technical expertise can limit the effectiveness of AI-driven recruitment processes (Afolabi et al., 2023). Therefore, successful implementation requires a balanced integration of technological innovation and human resource capabilities.

The *Social Exchange Theory*, developed by Peter Blau (1964), explains social relationships in terms of reciprocal exchanges between individuals and organisations. The theory posits that individuals are more likely to engage in positive behaviours when they perceive fair and beneficial treatment from their organisation. In recruitment and selection, Social Exchange Theory is relevant in explaining how candidates perceive and respond to hiring processes. AI-driven recruitment systems, when implemented transparently and fairly, can enhance perceptions of procedural justice by reducing human bias and ensuring consistent evaluation criteria (Raghavan et al., 2020). This, in turn, increases candidate trust in the organisation and positively influences their attitudes and behaviours. In Nigerian organisations, where concerns about nepotism, favouritism, and lack of transparency in recruitment have been widely reported, the application of AI has the potential to improve fairness and objectivity in hiring processes (Akanbi, 2017). When candidates perceive AI-based recruitment systems as fair and unbiased, they are more likely to develop positive perceptions of the organisation, leading to increased commitment, engagement, and retention (Ogunyomi & Bruning, 2016). However, if AI systems are perceived as opaque or biased, they may undermine trust and negatively affect organisational reputation.

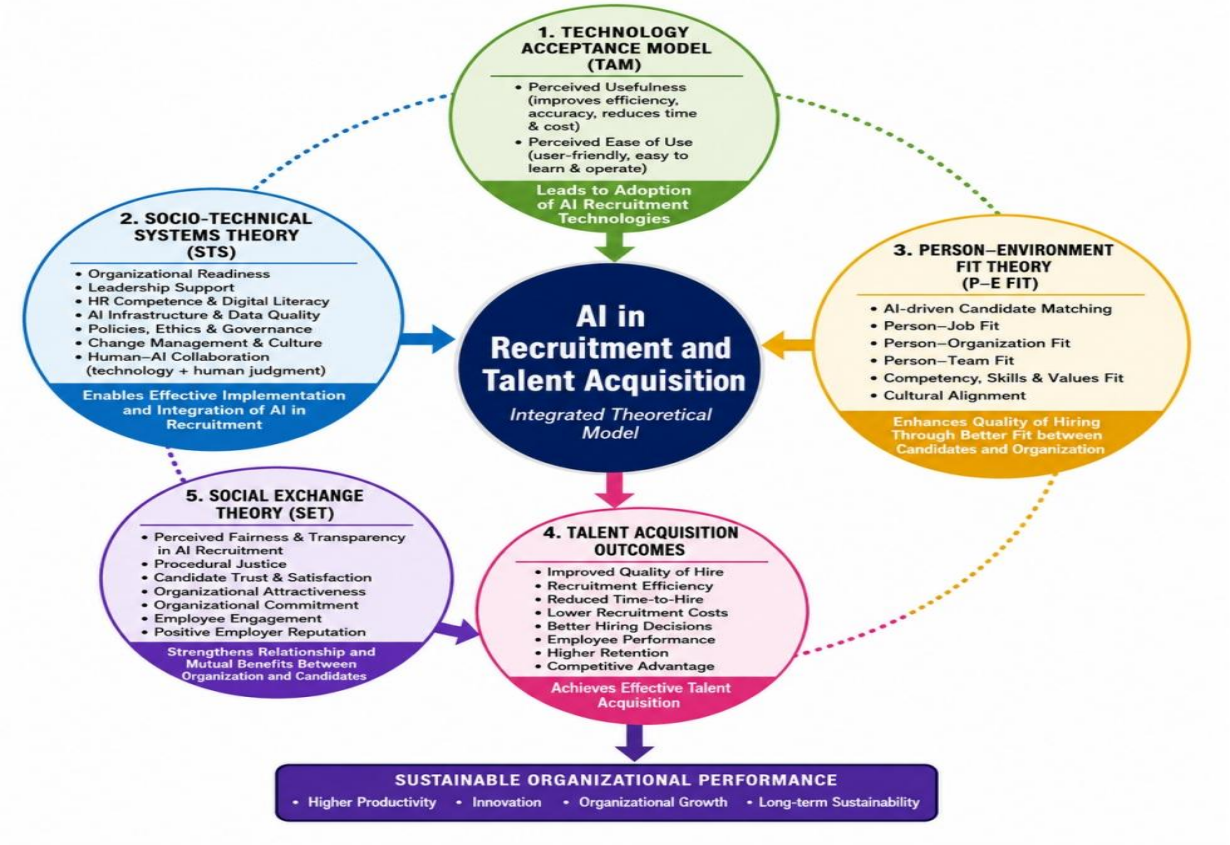


Figure 1. *Integrated theoretical model illustrating the relationships among the Technology Acceptance Model (TAM), Socio-Technical Systems Theory (STS), Person–Environment Fit Theory, Social Exchange Theory, Talent Acquisition Outcomes, and Sustainable Organisational Performance.*

Source: Developed by the Researchers (2026), adapted from Davis (1989); Trist & Bamforth (1951); Blau (1964); Kristof-Brown et al. (2005).

Note. This figure illustrates how AI influences recruitment through theoretical frameworks leading to improved talent acquisition outcomes.

Collectively, these theories provide a comprehensive framework for understanding the role of AI in recruitment and selection. Together, these theoretical perspectives highlight that the effectiveness of AI in enhancing talent acquisition in Nigerian organisations depends not only on technological capabilities but also on user acceptance, organisational readiness, and perceived fairness.

4. LITERATURE REVIEW

This section presents prior scholarship on two closely related themes: AI applications in recruitment and selection, and the benefits of AI in talent acquisition.

Artificial Intelligence Applications in Recruitment and Selection

Artificial Intelligence has significantly transformed recruitment and selection processes by introducing automation, predictive analytics, and data-driven decision-making. Globally, organisations increasingly deploy AI tools such as résumé-screening algorithms, chatbots, and machine learning systems to enhance hiring efficiency and accuracy (Tambe et al., 2019; Vrontis et al., 2022). For example, multinational firms such as Unilever have adopted AI-driven recruitment platforms that combine online assessments and video interview analytics to screen thousands of applicants efficiently, reducing human bias and improving decision consistency (Chamorro-Premuzic et al., 2019).

One of the most common applications of AI is automated résumé screening, where algorithms analyse candidate qualifications and rank applicants based on job requirements. Studies show that AI can process large volumes of applications more efficiently than manual screening, significantly reducing recruiter workload (Upadhyay & Khandelwal, 2022). In addition, AI-powered chatbots are increasingly used for candidate engagement, providing real-time responses to applicant inquiries and improving communication throughout the recruitment process (Minbaeva, 2021).

Another key application is predictive analytics, where AI systems analyse historical data to forecast candidate performance, retention, and job fit. This approach enhances evidence-based decision-making and reduces reliance on subjective judgments (Tambe et al., 2019). For instance, organisations using AI-based hiring tools can predict employee success by analysing behavioural and cognitive indicators derived from assessments and digital interactions (George et al., 2021).

In the Nigerian context, AI applications in recruitment are emerging but not yet widespread. Studies indicate that many organisations still rely on traditional hiring methods; however, there is growing adoption of digital HR tools, particularly among large firms and multinational corporations operating in Nigeria (Afolabi et al., 2023; Nwosu et al., 2023). For example, some Nigerian financial institutions and telecommunications companies have begun integrating AI-driven applicant tracking systems to automate screening and improve recruitment efficiency (Okolie & Udom, 2019). Similarly, research by Ezeani and Oladele (2021) found that SMEs in Nigeria are gradually adopting digital recruitment platforms, although the use of advanced AI tools remains limited due to cost and technical constraints.

Furthermore, local studies highlight that AI-driven recruitment systems can help address persistent challenges in Nigerian hiring practices, such as nepotism, favouritism, and lack of transparency (Akanbi, 2017; Ogunyomi et al., 2016). By standardising evaluation criteria and reducing human interference, AI has the potential to enhance fairness and objectivity in recruitment processes. However, the extent of adoption is influenced by infrastructural limitations, digital literacy, and organisational readiness.

Benefits of Artificial Intelligence in Talent Acquisition

The literature identifies several benefits of AI in enhancing talent acquisition outcomes. One of the most widely cited advantages is improved efficiency. AI reduces time-to-hire by automating repetitive tasks such as résumé screening, interview scheduling, and candidate communication (Upadhyay & Khandelwal, 2022). Global evidence suggests that organisations using AI in recruitment experience faster hiring cycles and reduced administrative costs (Tambe et al., 2019).

Another key benefit is enhanced quality of hire. AI-driven systems improve person–job and person–organisation fit by analysing candidate data more comprehensively than traditional methods (Kristof-Brown et al., 2005; Minbaeva, 2021). For example, predictive analytics tools can identify candidates who are more likely to perform well and remain in the organisation, thereby improving long-term workforce outcomes (George et al., 2021). AI also contributes to better candidate experience. Automated communication systems, including chatbots and AI-enabled platforms, provide timely feedback and streamline the application process, which enhances applicant satisfaction (Chamorro-Premuzic et al., 2019). This is particularly important in competitive labour markets where employer branding plays a critical role in attracting top talent.

In the Nigerian context, the benefits of AI in talent acquisition are increasingly recognised. Empirical studies show that organisations adopting digital HR technologies experience improved recruitment efficiency, employee engagement, and organisational performance (Afolabi et al., 2023). For instance, research by Nwosu et al. (2023) found that HR digitalisation in Nigerian SMEs is associated with better talent management outcomes, including improved employee productivity and retention. Similarly, Usman et al. (2025) reported that AI-driven recruitment systems significantly enhance talent acquisition quality in Nigerian organisations by improving candidate matching and reducing bias.



Figure 2. *AI-Driven Talent Acquisition Benefits Model*

Source: Adapted from Tambe et al. (2019); Chamorro-Premuzic et al. (2019); Minbaeva (2021); George et al. (2021); Upadhyay & Khandelwal (2022); Afolabi et al. (2023); Nwosu et al. (2023); Usman et al. (2025); Raghavan et al. (2020); Ajunwa (2020), and the present review.

Note. This model illustrates how Artificial Intelligence drives recruitment processes, generates benefits, and leads to improved talent acquisition outcomes.

A further significant benefit is reduction of bias and improved fairness. AI systems, when properly designed, apply consistent evaluation criteria across candidates, thereby reducing the influence of human biases in hiring decisions (Raghavan et al., 2020). In Nigeria, where recruitment processes are sometimes influenced by social networks and informal practices, AI has the potential to promote merit-based selection and enhance organisational credibility (Akanbi, 2017).

A further significant benefit of Artificial Intelligence (AI) in talent acquisition is its potential to reduce bias and promote fairness in recruitment and selection processes. When appropriately designed, trained on representative datasets, and regularly audited, AI systems apply standardised evaluation criteria across all applicants, thereby minimising the influence of subjective human judgments, unconscious bias, and inconsistencies that often characterise traditional hiring decisions (Raghavan et al., 2020). This standardised approach enhances objectivity, improves the reliability of candidate assessments, and supports more transparent and evidence-based recruitment practices. In the Nigerian context, where recruitment processes in some organisations have historically been influenced by patronage, personal relationships, ethnic affiliations, and other informal practices, AI offers a valuable opportunity to strengthen merit-based recruitment and improve organisational credibility (Akanbi, 2017). By emphasising candidates' qualifications, competencies, experience, and job-related attributes, AI can contribute to equal employment opportunities, enhance workforce diversity, and foster greater public confidence in organisational hiring practices.

Despite these advantages, the literature consistently emphasises that the effectiveness of AI in talent acquisition depends on its responsible and ethical implementation. Challenges such as algorithmic bias arising from poor-quality training data, concerns over data privacy and security, lack of transparency in AI decision-making, and limited human oversight can significantly undermine the anticipated benefits if not adequately addressed (Ajunwa, 2020). In Nigeria, these concerns are further compounded by inadequate digital infrastructure, limited AI expertise, weak regulatory and ethical governance frameworks, and low levels of organisational readiness for AI adoption. Consequently, maximising the benefits of AI in recruitment requires context-specific implementation strategies, including the development of clear regulatory policies, investment in digital infrastructure, continuous capacity building for HR professionals, regular auditing of AI algorithms, and the adoption of hybrid recruitment systems that integrate AI-driven analytics with informed human judgment.

5. METHODOLOGY

This study adopts a review research design to examine the role of Artificial Intelligence in recruitment and selection and its implications for enhancing talent acquisition in Nigerian organisations. Specifically, the study utilises a secondary data approach, drawing on existing scholarly and institutional sources to synthesise current knowledge, identify patterns, and provide a comprehensive understanding of the subject matter. The study is based on a systematic narrative review, which combines elements of systematic literature search with qualitative synthesis. This design is appropriate because it allows for a structured and critical examination of existing literature while maintaining flexibility in interpreting findings across diverse contexts (Creswell & Creswell, 2018). The approach enables the integration of both global and Nigeria-specific studies on AI-driven recruitment and talent acquisition.

6. CHALLENGES AND CONSTRAINTS OF ARTIFICIAL INTELLIGENCE IN RECRUITMENT AND TALENT ACQUISITION

Despite the significant benefits of Artificial Intelligence in recruitment and selection, the literature identifies several critical challenges and constraints that may limit its effectiveness, particularly within the Nigerian context.

1. *Technological and Infrastructure Constraints:* One of the major challenges to AI adoption in Nigeria is the lack of adequate technological infrastructure. Effective AI systems require reliable internet connectivity, robust data storage, and advanced computing capabilities. In many developing economies, including Nigeria, infrastructural deficits such as unstable power supply, limited broadband penetration, and inadequate digital systems hinder the implementation of AI-driven recruitment tools (World Bank, 2023; Afolabi et al., 2023). Additionally, many small and medium enterprises (SMEs) lack the financial capacity to invest in sophisticated AI technologies, which are often expensive to deploy and maintain. This creates a digital divide between large organisations and smaller firms in terms of AI adoption.

2. *Limited Technical Expertise and AI Literacy:* Another significant constraint on the adoption of Artificial Intelligence in Nigeria is the shortage of skilled professionals with expertise in AI and data analytics. The successful implementation of AI-driven recruitment systems requires HR practitioners to possess technical knowledge in areas such as machine learning, data interpretation, and system management. However, studies indicate that many HR professionals in Nigeria have limited exposure to these competencies (Nwosu et al., 2023). This skills gap reduces the effectiveness of AI tools and increases dependence on external vendors, which may not always align with organisational needs.
3. *Algorithmic Bias and Ethical Concerns:* Another critical issue is algorithmic bias and ethical concerns. Although AI is often viewed as objective, it can inadvertently reproduce or amplify existing biases embedded in training data. This may result in discriminatory hiring outcomes, thereby undermining fairness and equity in recruitment processes (Raghavan et al., 2020; Ajunwa, 2020). Additionally, the lack of transparency in AI decision-making the so-called "black box" problem raises concerns about accountability and trust, particularly in contexts where fairness in recruitment is already a sensitive issue.
4. *Data Privacy and Security Concerns:* The use of AI in recruitment also raises important data privacy and security concerns. AI systems rely heavily on large volumes of personal data, including applicants' educational, professional, and behavioural information. In Nigeria, data protection frameworks are still evolving, and enforcement mechanisms are relatively weak, increasing the risk of data breaches and misuse of personal information (National Information Technology Development Agency [NITDA], 2024). This creates uncertainty for organisations and may hinder widespread adoption.
5. *Organisational Resistance to Change:* Furthermore, organisational resistance to change represents a significant barrier. Employees and managers may be reluctant to adopt AI-driven recruitment systems due to fear of job displacement, lack of trust in technology, or preference for traditional hiring practices. In many Nigerian organisations, recruitment processes are influenced by informal networks and socio-cultural factors, which may conflict with the standardised and data-driven nature of AI systems (Akanbi, 2017; Ogunyomi & Bruning, 2016).
6. *Legal and Regulatory Challenges:* In addition, there are legal and regulatory challenges associated with the use of AI in recruitment. Nigeria currently lacks comprehensive legal frameworks specifically addressing the ethical and operational use of AI in human resource management. This regulatory gap creates uncertainty regarding compliance, accountability, and protection against discrimination (NITDA, 2024).
7. *High Cost of Implementation:* The deployment of AI technologies involves significant financial investment, including costs related to software acquisition, system integration, training, and maintenance. For many Nigerian organisations, particularly SMEs, these costs may be prohibitive (Ezeani & Oladele, 2021). As a result, AI adoption is often limited to large corporations and multinational firms with greater financial resources.

7. DISCUSSION

This study examined the role of Artificial Intelligence (AI) in recruitment and selection and its implications for enhancing talent acquisition in Nigerian organisations. The findings from the reviewed literature suggest that AI is fundamentally transforming traditional hiring processes by introducing automation, predictive analytics, and data-driven decision-making. These transformations align with global trends in Human Resource Management (HRM), where organisations increasingly leverage AI technologies to improve efficiency, objectivity, and strategic workforce planning.

A key insight from the study is that AI significantly enhances recruitment efficiency. Consistent with the findings of Tambe et al. (2019) and Upadhyay and Khandelwal (2022), AI reduces time-to-hire by automating repetitive tasks such as résumé screening, interview scheduling, and candidate communication. This is particularly relevant in large organisations that process high volumes of applications. However, within the Nigerian context, while some large firms and multinational corporations have begun to adopt AI-enabled recruitment systems, many organisations especially SMEs still rely on manual or semi-automated processes (Afolabi et al., 2023; Nwosu et al., 2023). This indicates a clear disparity between global advancements and local practice, largely driven by infrastructural and financial constraints.

Another important finding is the role of AI in improving the quality of hire through enhanced person–job and person–organisation fit. Drawing on Person–Environment Fit Theory (Kristof-Brown et al., 2005), AI-driven systems enable more accurate matching of candidate competencies with job requirements using

predictive analytics and large datasets. Studies such as George et al. (2021) and Minbaeva (2021) affirm that AI can predict employee performance and retention, thereby supporting evidence-based hiring decisions. In Nigeria, where skill mismatches and employability gaps remain persistent challenges (Okolie et al., 2019), the integration of AI has the potential to significantly improve talent alignment and organisational performance.

The findings also highlight that AI contributes to greater fairness and objectivity in recruitment processes. By standardising evaluation criteria and minimising human intervention, AI can reduce biases associated with nepotism, favouritism, and subjective judgment issues that have been widely reported in Nigerian hiring practices (Akanbi, 2017; Ogunyomi & Bruning, 2016). This aligns with Social Exchange Theory (Blau, 1964), which suggests that fair and transparent recruitment processes enhance trust and positive perceptions among job applicants. However, this potential benefit is not without contradiction. Existing literature (e.g., Raghavan et al., 2020) cautions that AI systems may also reproduce or amplify biases embedded in historical data, thereby raising ethical concerns. Thus, while AI can improve fairness, its effectiveness depends on proper design, monitoring, and governance.

Furthermore, AI enhances the candidate experience, an increasingly important component of talent acquisition in competitive labour markets. AI-powered chatbots and automated communication platforms provide timely feedback and continuous engagement with applicants, improving satisfaction and employer branding (Chamorro-Premuzic et al., 2019). In the Nigerian context, where recruitment processes are often slow and opaque, such improvements can strengthen organisational attractiveness and competitiveness in attracting top talent.

Despite these advantages, the study identifies several constraints limiting the adoption and effectiveness of AI in Nigeria. These include inadequate technological infrastructure, limited digital literacy among HR professionals, high costs of implementation, and weak regulatory frameworks governing data privacy and ethical AI use (Afolabi et al., 2023; World Bank, 2023). From the perspective of the Technology Acceptance Model (Davis, 1989), these barriers influence perceived usefulness and ease of use, thereby affecting the adoption of AI technologies in HR functions. Additionally, Socio-Technical Systems Theory (Trist & Bamforth, 1951) emphasises that successful AI implementation requires alignment between technological systems and human capabilities. In many Nigerian organisations, this alignment remains weak, limiting the full realisation of AI benefits.

Another important issue emerging from the literature is the uneven adoption of AI across organisational types. While multinational corporations and large firms in sectors such as banking and telecommunications are more likely to adopt AI-driven recruitment systems, SMEs lag behind due to resource limitations (Ezeani & Oladele, 2021). This creates a digital divide within the Nigerian labour market, where only certain organisations benefit from advanced talent acquisition tools. Addressing this gap is critical for ensuring inclusive and widespread improvements in recruitment practices. In synthesising these findings, the study reveals a dynamic interplay between technological innovation and contextual realities. While AI offers substantial opportunities to enhance recruitment efficiency, quality, fairness, and candidate experience, its impact in Nigeria is moderated by structural, institutional, and socio-cultural factors. This underscores the need for a contextualised approach to AI adoption that considers local challenges and capacities.

8. PRACTICAL, THEORETICAL AND POLICY IMPLICATIONS

The adoption of Artificial Intelligence in recruitment and selection requires a balanced and strategic approach. At the organisational level, firms should implement hybrid systems that combine AI efficiency with human judgment, while investing in training and AI literacy for HR professionals. Ensuring transparency, accountability, and data privacy is essential to build trust and enhance the effectiveness of AI-driven hiring. Theoretically, this approach emphasises the perspective of Human Technology Interaction. It points out that recruitment results are not solely shaped by technology. Rather, they result from interactions among AI systems, human decision makers, organisational practice and broader institutional context. This also endorses thinking about socio technology systems. That is that innovation works best when a system's technical capabilities match human skills, organisational structure and social needs. From a policy perspective, there is a need for stronger regulatory frameworks to guide ethical AI use in recruitment, alongside investment in digital infrastructure such as internet access and power supply. Governments should also promote capacity development and inclusive adoption, especially for SMEs, through training programmes and financial incentives. Overall, successful AI integration in Nigerian organisations depends on capacity building, ethical governance, infrastructure development, and supportive policies, ensuring that the benefits of AI in talent acquisition are fully realised while minimising risks.

9. CONCLUSION

This review concludes that Artificial Intelligence (AI) has significant potential to transform recruitment and selection by enhancing efficiency, improving the consistency of hiring decisions, reducing administrative burdens, and strengthening the quality of talent acquisition. AI-driven technologies can support organisations in identifying qualified candidates more accurately, minimising time-to-hire, and improving overall recruitment outcomes. However, these benefits are not automatic; they depend on the responsible design and deployment of AI systems, the availability of high-quality and unbiased data, users' technological competence, and the existence of robust ethical, legal, and institutional frameworks. For Nigerian organisations, AI presents both a strategic opportunity and a significant responsibility. While AI offers practical solutions to persistent recruitment challenges such as delays, subjectivity, high recruitment costs, and skills mismatch, its implementation must be guided by principles of transparency, fairness, accountability, data privacy, and human oversight. A hybrid recruitment approach that combines AI capabilities with professional human judgment remains essential to ensuring equitable and context-sensitive hiring decisions. Ultimately, the successful integration of AI into recruitment and selection requires sustained investment in digital infrastructure, organisational readiness, workforce training, and supportive public policies. By adopting ethical AI governance and evidence-based implementation strategies, Nigerian organisations can harness the transformative potential of AI to build a more efficient, inclusive, and competitive workforce, thereby contributing to sustainable organisational performance and national economic development.

10. RECOMMENDATIONS

To maximise the benefits of Artificial Intelligence in recruitment and selection while minimising associated risks, the following recommendations are proposed:

i. Organisations should implement human–AI collaborative models where AI supports tasks such as screening and data analysis, while final hiring decisions remain under human control. This ensures efficiency without losing contextual judgment and ethical sensitivity. More so, there is a need for continuous training of HR professionals in AI literacy, data analytics, and digital recruitment tools. Organisations and professional bodies should organise workshops, certifications, and hands-on training programmes to bridge the skills gap.

ii. In addition, organisations should establish robust data protection policies, including secure data storage, informed consent, and compliance with national data regulations. This will enhance trust and prevent misuse of candidate information. Of course, AI systems used in recruitment should be regularly audited for bias and accuracy. Organisations should adopt explainable AI (XAI) approaches to ensure that hiring decisions are transparent and justifiable.

iii. Organisations, especially SMEs, should begin with modular AI applications such as résumé screening and candidate communication before expanding to advanced predictive systems. This reduces risk and allows gradual adaptation. While, Policymakers should establish clear guidelines on ethical AI use in recruitment, including standards for fairness, accountability, and non-discrimination. Regulatory bodies should also monitor compliance.

iv. Government and stakeholders should invest in reliable electricity, internet connectivity, and digital systems, which are essential for effective AI implementation in organisations. Beyond, academic institutions and research bodies should conduct context-specific studies on AI in recruitment to ensure that solutions are tailored to Nigerian socio-economic realities. Consequently, collaboration between government, industry, and academia should be strengthened to promote knowledge sharing, innovation, and the development of best practices in AI-driven recruitment.

Suggestions for Future Directions

From the studies not much work has been done on how AI influences recruitment in organisations particularly in Nigeria. Further studies utilise empirical and longitudinal designs to examine direct influence of Artificial Intelligence on recruitment and selection outcomes across different organisations in Nigeria. In addition, future researches should compare AI-assisted and traditional recruitment methods in terms of efficiency, fairness, candidate experience, and quality of hire. Moreso researcher should also investigate algorithmic bias, data privacy, employee acceptance and tolerance of AI assisted recruitment, and the role of human oversight in AI-driven recruitment. Finally, attention should be given to SMEs, regional differences, and sector-specific adoption patterns to provide more contextually relevant evidence.

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