



FEDERAL UNIVERSITY
OF CEARÁ

ISSN 1678-2089
ISSNe 2178-9258

www.periodicos.ufc.br/contextus

Artificial intelligence in recruitment and selection in organizations: A bibliometric analysis of Brazilian scientific production (2012-2024)

Inteligência artificial no recrutamento e seleção em organizações: Uma análise bibliométrica da produção científica brasileira (2012-2024)

Inteligencia artificial en el reclutamiento y selección en las organizaciones: Un análisis bibliométrico de la producción científica brasileña (2012-2024)

<https://doi.org/10.36517/contextus.2026.95569>

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ABSTRACT

Background: In recent decades, digital transformation has driven significant changes in human resource management practices, especially in recruitment and selection processes. Artificial intelligence (AI) has emerged as one of the main technological innovations in this context, promising gains in efficiency, agility, and assertiveness in candidate selection.

Purpose: This study investigates the trends and gaps in Brazilian scientific production regarding the use of artificial intelligence (AI) in recruitment and selection processes.

Method: This is a study based on a bibliometric analysis of Brazilian scientific literature on the use of artificial intelligence (AI) in recruitment and selection processes. Sixty-four papers published between 2012 and 2024 were analyzed. The analysis included variables such as year, number of authors, type of study, keywords, thematic areas, and citations. The data were organized and categorized into thematic axes, enabling the identification of trends, gaps, and contributions to the Brazilian literature on the topic.

Results: The results indicate a significant increase in the volume of publications in recent years, especially in 2024, reflecting growing interest in the topic. The publications highlight the benefits of AI in task automation, cost reduction, and analytical accuracy, while also raising ethical concerns related to algorithmic bias and data privacy.

Conclusions: This study consolidates an updated overview of Brazilian academic literature and identifies opportunities for future research, promoting a balance between technological innovation and humanized practices in the human resources sector.

Keywords: bibliometrics; human resource management; artificial intelligence; recruitment; selection.

RESUMO

Contextualização: Nas últimas décadas, a transformação digital tem impulsionado mudanças significativas nas práticas de gestão de pessoas, especialmente nos processos de recrutamento e seleção. A inteligência artificial (IA) surge como uma das principais inovações tecnológicas nesse contexto, prometendo ganhos em eficiência, agilidade e assertividade na escolha de candidatos.

Objetivo: O presente estudo investiga as tendências e lacunas na produção científica brasileira sobre o uso de inteligência artificial (IA) em processos de recrutamento e seleção.

Método: Trata-se de uma pesquisa baseada na análise bibliométrica da produção científica brasileira sobre o uso da inteligência artificial (IA) em processos de recrutamento e seleção. Foram analisados 64 artigos publicados entre 2012 e 2024. A análise contemplou variáveis como ano, número de autores, tipo de estudo, palavras-chave, áreas temáticas e citações. Os dados foram organizados e categorizados em eixos temáticos, possibilitando a identificação de tendências, lacunas e contribuições da literatura nacional sobre o tema.

Resultados: Os resultados apontam um aumento expressivo no volume de publicações nos últimos anos, especialmente em 2024, refletindo o interesse crescente no tema. As publicações destacam os benefícios da IA na automação de tarefas, na redução de custos e na precisão das análises, ao mesmo tempo em que levantam preocupações éticas relacionadas ao viés algorítmico e à privacidade de dados.

Conclusões: Este estudo consolida um panorama atualizado da literatura acadêmica brasileira e identifica oportunidades para pesquisas futuras, promovendo um equilíbrio entre inovação tecnológica e práticas humanizadas no setor de recursos humanos.

Palavras-chave: bibliometria; gestão de pessoas; inteligência artificial; recrutamento; seleção.

Article Information

Uploaded on 18/06/2025
Final version on 28/08/2025
Accepted on 12/09/2025
Published online on 30/04/2026

Interinstitutional Scientific Committee
Editor-in-chief: Diego de Queiroz Machado
Evaluation by the double blind review system
(SEER / OJS - version 3)



RESUMEN

Contextualización: En las últimas décadas, la transformación digital ha impulsado cambios significativos en las prácticas de gestión de personas, especialmente en los procesos de reclutamiento y selección. La inteligencia artificial (IA) ha surgido como una de las principales innovaciones tecnológicas en este contexto, prometiendo mejoras en eficiencia, agilidad y precisión en la selección de candidatos.

Objetivo: El presente estudio investiga las tendencias y brechas en la producción científica brasileña sobre el uso de la inteligencia artificial (IA) en los procesos de reclutamiento y selección.

Método: Este es un estudio basado en un análisis bibliométrico de la literatura científica brasileña sobre el uso de inteligencia artificial (IA) en procesos de reclutamiento y selección. Se analizaron sesenta y cuatro artículos publicados entre 2012 y 2024. El análisis incluyó variables como año, número de autores, tipo de estudio, palabras clave, áreas temáticas y citas. Los datos se organizaron y categorizaron en ejes temáticos, lo que permitió la identificación de tendencias, brechas y contribuciones a la literatura brasileña sobre el tema.

Resultados: Los resultados muestran un aumento significativo en el volumen de publicaciones en los últimos años, especialmente en 2024, lo que refleja un creciente interés en la temática. Las publicaciones destacan los beneficios de la IA en la automatización de tareas, la reducción de costos y la precisión en los análisis, al mismo tiempo que plantean preocupaciones éticas relacionadas con el sesgo algorítmico y la privacidad de los datos.

Conclusiones: Este estudio consolida un panorama actualizado de la literatura académica brasileña e identifica oportunidades para futuras investigaciones, promoviendo un equilibrio entre la innovación tecnológica y las prácticas humanizadas en el sector de recursos humanos.

Palabras clave: bibliometría; gestión de personas; inteligencia artificial; reclutamiento; selección.

How to cite this article:

Vidal, P. H. L., Santos, F. W. G., Silva, R. V. A. F., Aquino, J. T., & Jerônimo, T. B. (2026). Artificial intelligence in recruitment and selection in organizations: A bibliometric analysis of Brazilian scientific production (2012-2024). *Contextus – Contemporary Journal of Economics and Management*, 24, e95569. <https://doi.org/10.36517/contextus.2026.95569>

1 INTRODUCTION

The task of recruiting and selecting candidates, once restricted to physical means such as newspaper advertisements, is now also guided by artificial intelligence (AI) (Francis et al., 2014). An example of this evolution is the study *State of AI in Talent Acquisition 2023*, conducted by the consulting firm Deloitte, which reveals that 42% of global companies already use AI in processes such as screening resumes and conducting initial interviews. In addition, 73% of respondents highlight that the use of AI improves the quality of hiring (Monteiro, 2024). With advances in big data, AI, and the Internet of Things (IoT), human resources (HR) management has been reshaped, requiring constant adaptation (Blumen & Cepellos, 2023).

The use of technology in HR has grown exponentially, given that this area was heavily dependent on human intervention (Carvalho et al., 2023). HR performs various functions within organizations, such as recruitment and selection (Ribeiro, 2018; Jatobá, 2020; Chagas et al., 2022). As it is through these processes that new employees are integrated, the results of a well-done selection can drive business growth, while an inadequate selection can lead to stagnation (Klaus, 2022).

A well-conducted process ensures the hiring of professionals who not only have the necessary technical skills but are also aligned with the organization's values and objectives (Fernandes, 2021). On the other hand, a superficial selection process can lead to high turnover and dissatisfaction rates, affecting team morale and productivity (Fernandes, 2021). In this scenario, technological advances, especially AI, have become powerful tools for transforming recruitment and selection practices (Pineiro, 2024).

AI does not replace the role of HR, but it reduces costs, processing time, and the chances of error (Sousa et al., 2020). It allows for the automation of tasks such as screening resumes and identifying patterns of success among candidates, which provides a detailed analysis of professionals' skills and compatibility with the company's culture (Garcia, 2022).

In the Brazilian context, although some studies explore the impact of AI on recruitment and selection practices, they do not yet comprehensively cover the challenges and opportunities that AI offers (Macedo et al., 2024). Existing studies generally focus on aspects such as organizational innovation, the impact of IT on HR processes, and empirical advances in research in the area, but they still require further study (Gonzalez et al., 2020; Al-Harazneh & Sila, 2021; Blumen & Cepellos, 2023).

Thus, this study aims to identify the main trends and gaps in Brazilian scientific production regarding the use of artificial intelligence in the recruitment and selection process in organizations. Therefore, it is essential to understand not only technological advances but also the perceptions of candidates and recruiters, as well as the ethical and practical dilemmas involved. In this sense, the present bibliometric analysis seeks to contribute both to the theoretical advancement of the area, by mapping trends and gaps in national scientific production, and to organizational practice, by offering support to managers and policymakers in a scenario of increasing digitization of work (Oliveira et al., 2025). It should be noted that the use of AI in recruitment has proven to be an ally in the search for efficiency, time savings, and automation, bringing gains in speed, accuracy, and reduction of biases; however, it also raises risks related to the dehumanization of processes, algorithmic biases, and privacy issues, in addition to the limitation of the absence of human judgment (Horodyski, 2023; Tursunbayeva, Fernandez, Gallardo-Gallardo, & Moschera, 2025).

2 THEORETICAL FRAMEWORK

2.1 Development of Information Technology in People Management

Digital transformation has reshaped organizations, including in people management, by incorporating technologies such as Big Data, AI, cloud computing, and IoT (Barboza, 2019; Vial, 2019). This change has driven the automation of HR functions, transferring operational tasks to intelligent systems and repositioning the sector as a strategic agent for aligning skills and organizational objectives (Mendonça et al., 2018; Horodyski, 2023; Coelho et al., 2025).

AI is defined as the ability of devices to learn and make decisions without human intervention through the use of algorithms and computer systems (Banov, 2020; Barreto & Venturi, 2020). More recently, AI has been characterized as a socio-technical phenomenon, while redefining the forms of interaction between humans and machines (Kaufman, 2022; Santaella, 2023). Currently, its application in recruitment and selection allows for the automation of screening, identification of compatible profiles, and reduction of errors, transforming traditionally manual practices (Silva & Mairink, 2019; Lacombe, 2020; Baia, 2024).

Virtual tools and social networks, such as LinkedIn, expand the reach and diversity of candidates (Sousa et al., 2019; Klaus, 2022). Although it does not replace human judgment, AI complements the selection process with efficiency and impartiality, while raising ethical questions about bias, privacy, and inclusion (Kaufman, 2022).

2.2 Artificial Intelligence (AI) in the recruiting and selection process

Digital transformation has reshaped recruitment and selection, replacing manual and bureaucratic practices with more agile and accurate processes driven by digital platforms, social networks, and artificial intelligence (AI) (Baia, 2024). Tools such as LinkedIn have expanded the geographical and cultural reach of hiring, promoting diversity, and initial screening (Silva & Albuquerque, 2019; Sousa et al., 2019; Klaus, 2022). AI makes it possible to identify patterns of success among candidates and perform predictive analyses of compatibility and performance, optimizing decisions that previously depended exclusively on human judgment (Ferreira, 2020). This strategic restructuring, however, poses ethical challenges: algorithms trained with biased data can reinforce inequalities, and practices such as cybervetting compromise candidates' privacy (Berkelaar, 2017; Biberg, 2019; Nasser & Silva, 2023). To mitigate these risks, seeking to balance technology and human sensitivity, especially in the early stages of the process, can be a key factor for success (Reis, 2024).

When well integrated, digital tools and human judgment create selections that tend to foster environments for fairer, more inclusive selections that are aligned with organizational values (Klaus, 2022). AI, in addition to automating repetitive tasks such as resume screening and scheduling, allows for the creation of continuous talent databases and the simulation of retention scenarios (Geetha & Bhanusree, 2018; Pashkevich et al., 2019). The conscious application of these technologies can increase productivity and facilitate adaptation to new labor market demands (Kot et al., 2021; Schroeder et al., 2021). However, this requires training HR professionals in the responsible use of AI, reinforcing an organizational culture focused on ethics,

In the international scenario, contrasting perceptions about the adoption of AI in recruitment have been present. From the candidates' point of view, there is a positive perception regarding the innovation and efficiency provided by technology but also concerns about privacy and excessive use of personal and professional data (Tursunbayeva, Fernandez, Gallardo-Gallardo, & Moschera, 2025). Among recruiters, AI has been an ally for efficiency, time savings, and automation, but one of its limitations is the absence of human judgment in decisions (Horodyski, 2023).

Empirical research also indicates that AI contributes to greater accuracy and reduced bias, while raising dilemmas about the dehumanization of processes, algorithmic bias, and transparency (Oliveira et al., 2025). In technical sectors, such as IT, experiments comparing large language models (LLMs), such as ChatGPT, human experts indicate potential for replacing initial interviews, although they still present inconsistencies and instability in assessments (Szandala, 2025).

In Brazil, although the adoption of AI tools in recruitment is growing, there are still barriers, such as a scarcity of longitudinal academic research, a shortage of qualified professionals, and a lack of consensus on definitions and best practices for use (Mendonça et al., 2018; Sousa et al., 2020; Cozman et al., 2021). This reinforces the need for systematic analyses that can map trends, identify gaps, and provide support for more effective and ethically responsible practices in the organizational context.

3 METHODOLOGY

This research adopts a quantitative, exploratory approach, developed through a bibliometric analysis of Brazilian scientific production on the use of artificial intelligence (AI) in recruitment and selection processes. According to Gil (2022), this type of study is characterized by describing phenomena and establishing relationships between variables, without the purpose of explaining their causes. In this sense, bibliometric analysis allows us to identify patterns, map the evolution of the field, and systematize the main trends, gaps, and directions of research.

Bibliometrics was used as the main methodology, as it allows for the quantification of the various dimensions of scientific production, enabling the mapping of trends, gaps, and contributions in the field of study. Chueke and Amatucci (2022) define bibliometrics as the application of statistical and mathematical methods in the analysis of academic publications, aiming to evaluate scientific production and its interrelationships within a given field of knowledge. This approach can be applied to the use of AI in HR, as it allows large volumes of data to be organized and synthesized objectively. Bibliometrics thus contributes to mapping the chronological evolution of publications and identifying the main topics covered.

The research focused on papers published between 2012 and 2024, and this time frame is justified by several factors. First, 2012 marks the emergence of SPELL (Scientific Periodicals Electronic Library), a database that aims to fill a gap in databases and indexes focused on national journals (Rossoni & Rosa, 2024). It should be noted that, starting in 2012, there was significant growth in digital technologies applied to recruitment and selection processes, including the initial adoption of AI tools. This period also coincides with the advancement of scientific publications related to technology in the labor market, such as the popularization of machine learning concepts. The final section in 2024 aims to provide an updated overview, covering the state of the art on the topic and allowing for a contemporary analysis.

For the collection of bibliometric data, national databases such as the CAPES Journal Portal, SciELO, SPELL, and Redalyc were used. The international database Scopus, on the other hand, was not included in the bibliometric survey but was consulted in a complementary manner, aiming to identify international trends and compare them with national scientific production. This choice is justified by the scope and editorial quality of Scopus, considered one of the largest

multidisciplinary databases in the world, which provides access to high-impact publications and enriches the comparative analysis between the national and international contexts (Elsevier, 2024).

The Google Scholar search engine was also used. The keywords “artificial intelligence” and “recruitment and selection” were used in all the databases mentioned. In Google Scholar, the initial search returned 242 papers, which were filtered according to pre-established inclusion and exclusion criteria. To ensure the relevance and quality of the results obtained in the bibliometric analysis, strict screening criteria were defined for the inclusion and exclusion of papers. Initially, filters were applied that excluded studies published before 2012 and those with keywords irrelevant to the central theme of the study. This time frame was essential to focus on the most recent advances in AI applied to recruitment and selection.

The inclusion criteria covered: (i) complete and peer-reviewed studies published in journals, as well as dissertations, theses, and conference papers, seeking to ensure academic quality and the credibility of the sources and their direct or indirect relationship with the topic studied, through titles, keywords, and abstracts; (ii) studies that address the research question of the study, either directly or indirectly; and (iii) materials that, even if they raise initial doubts about adherence to the topic studied, are relevant to the research question. and abstracts; (ii) studies that address the research question of the study, either directly or indirectly; and (iii) materials that, even though they initially raised doubts as to their relevance to the topic, were included because they showed potential to contribute to the analysis, this verification occurred through a process of exploratory reading and critical evaluation, in which not only direct alignment with the research problem was observed, but also the possibility of indirect connections that, throughout the analysis, proved to be significant for the theoretical and methodological enrichment of the study.

On the other hand, the exclusion criteria included: (i) papers with less than six pages, (ii) publications in foreign languages that were not translated or accessible to the Brazilian public, (iii) studies without abstracts or keywords, (iv) duplicates, in which only one version of the paper was considered, and (v) papers that only had the abstract available or expanded abstracts without the full text. In addition, papers that did not meet the established quality criteria, in other words, those that did not contribute directly to the discussion proposed by the research, were excluded.

After initial screening, 88 papers were identified from the SPELL, CAPES Journal Portal, SciELO, and Redalyc databases. The papers were then analyzed in light of methodological criteria and adherence to the research objectives, resulting in the selection of only six papers. Given the limitation of this number, a new search was conducted in the Google Scholar database, which returned 242 studies. Of these, 184 were excluded for not meeting the established criteria, leaving 64 papers to compose the bibliometric analysis. Thus, a qualitative evaluation of the selected materials was performed, considering methodological and structural aspects. Priority was given to papers that: (i) explicitly detailed the problem and objectives of the study, (ii) presented a clear and replicable description of the methodology used, (iii) included a detailed analysis of academic or managerial contributions, (iv) presented relevant implications in the conclusion, whether in the academic or organizational sphere, and (v) highlighted the limitations of their findings.

Based on the criteria applied, after qualitative analysis, the screening resulted in a total of 64 papers for final analysis, distributed among different databases: 58 from Google Scholar, 5 from SPELL, and 1 from Redalyc, as shown in Figure 1. Among these, 25 were directly related to the research topic, as evidenced by their titles, keywords, and abstracts, mainly exploring the adoption of AI by companies, process automation, and gains in efficiency and performance in selection processes.

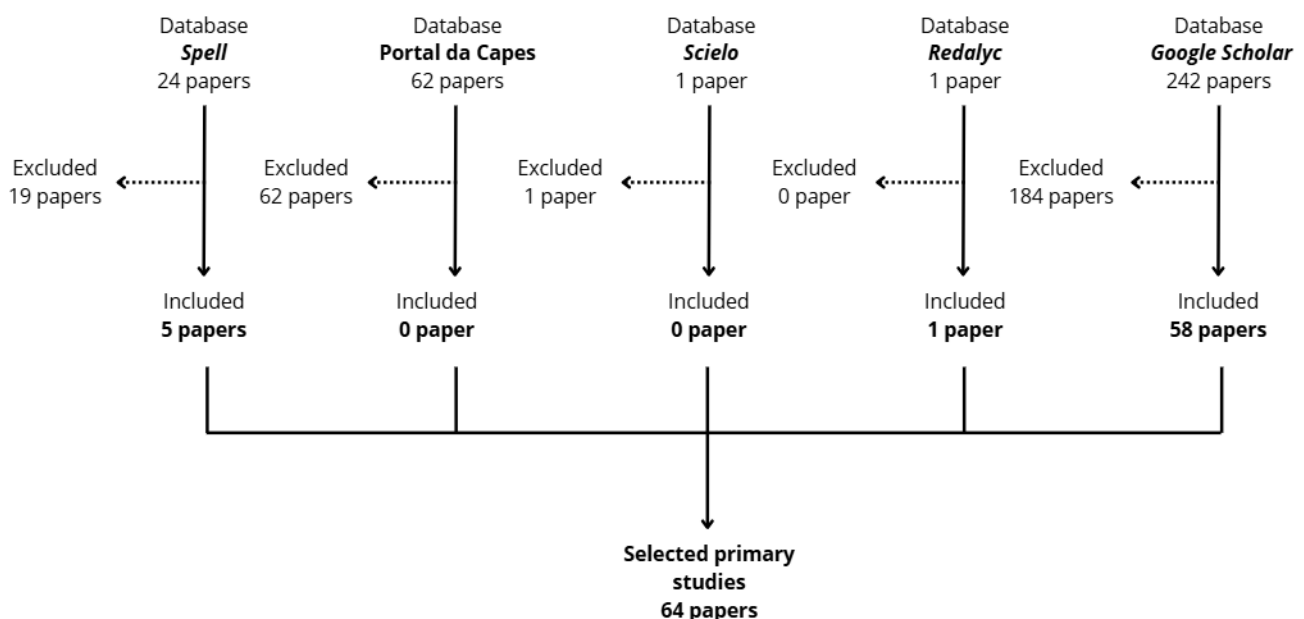


Figure 1. Systematization of primary study selection
Source: Prepared by the authors.

The other 39 papers, although they did not explicitly mention the term “artificial intelligence” in their abstracts, titles, or keywords, were included because they dealt with topics related to the use of technology in recruitment and selection. These studies addressed the impact of various technological innovations on the improvement of these processes, considering aspects such as ethics, diversity, and organizational performance, in addition to highlighting biases resulting from the application of AI.

The choice of Brazilian databases sought to ensure the relevance of the analysis to the national context, enabling an understanding of how the literature produced in the country has addressed the application of AI in recruitment and selection processes. Although this is a widely explored topic in international contexts, this decision reflects the intention to understand how AI has been discussed and applied in organizational practices in Brazil, considering particularities such as the dynamics of the labor market, local regulations, and ethical and cultural challenges specific to the country. It is also worth noting that Brazil has unique socioeconomic characteristics and specificities (Soares & Santos, 2021), which make it even more relevant to analyze studies published in national sources in order to fully understand how the phenomenon manifests itself.

For Fraga et al. (2022), the focus on Brazilian scientific production seeks to contribute to strengthening academic debate in Brazil, increasing the visibility of studies conducted, and encouraging new research on the topic in the local context. Choosing databases such as the CAPES Journal Portal, SciELO, SPELL, and Redalyc allowed access to a significant set of publications in Portuguese, promoting an analysis aligned with the reality of Brazilian organizations and their people management practices.

In Scopus, the keywords were applied in English, using the string TITLE-ABS-KEY (“recruitment” AND “selection” AND “AI”). The search returned 14 initial papers, of which only one met the inclusion criteria: the study by Galán Hernández et al. (2024), entitled *Artificial Intelligence Applied to Human Resources Management: A Bibliometric Analysis*. To broaden the scope, the snowball technique (Kitchenham & Charters, 2007; Petticrew & Roberts, 2006) was used, based on its references, resulting in 14 additional papers, of which 6 were selected and incorporated into the database, in line with the research question, enriching the comparative analysis. The remaining papers were excluded according to the exclusion criteria presented above. It is worth noting that the analysis of these six papers was conducted separately and is not included in the national bibliometric analyses.

The information collected was organized in a Microsoft Excel spreadsheet, divided into seven tabs to facilitate data analysis. The tabs included: paper definitions (title, source, year of publication, and citations), number of authors, classification as empirical or theoretical, distribution of papers over the years (2012-2024), keyword analysis, categorization of papers into six main themes, that is, recurring topics that reflected the most discussed aspects in the analyzed studies, namely: “Adoption by Companies,” “Process Automation,” “Efficiency and Performance,” “Candidate Experience,” “Ethics and Bias,” and “Impact on Diversity,” and identification of the 10 most cited papers among the 64 analyzed. This process allowed for a detailed systematization of the information, in line with the research objectives.

In addition, the papers were categorized thematically in two stages. In the first stage, each paper was classified into one of six defined thematic areas based on an analysis of keywords and content. In the second stage, it was found that some of the studies addressed more than one dimension, which led to the application of a second classification, assigning them to other related themes as well. Thus, 45 papers received a double classification, while 19 remained with a single classification. This procedure sought to increase analytical accuracy and highlight the interactions between the different thematic themes.

4 ANALYSIS AND DISCUSSION OF RESULTS

4.1 Chronological Evolution of the papers

Figure 2 illustrates the behavior of publications between 2016 and 2024, highlighting exponential growth, especially in the last two years analyzed. Between 2012 and 2015, no national publications on the topic were identified, which can be attributed to the limited discussion of AI technology in Brazil regarding recruitment and selection during that period. The first papers appeared in 2016, with a total of two publications. From 2018 onwards, a slight increase was observed, which remained relatively stable until 2021. However, starting in 2022, there is an inflection in the growth curve: from 4 publications in 2022 to 9 in 2023 and a significant jump to 38 publications in 2024, representing a 322% increase over the previous year.

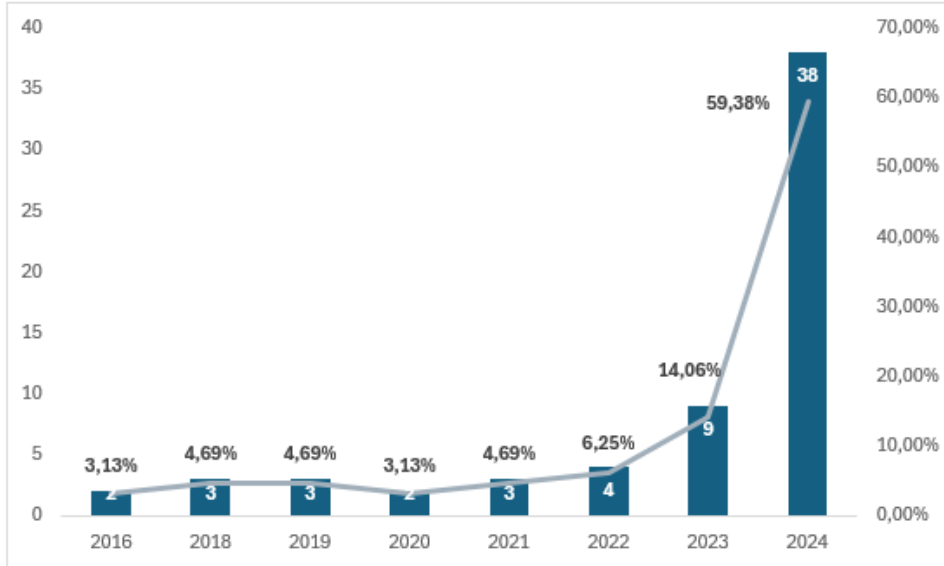


Figure 2. Number of papers per year of publication.

Source: Prepared by the authors.

This growth reflects not only the greater accessibility of AI tools and the advancement of digital technologies in the Brazilian labor market but also the consolidation of the thematic axis as a field of scientific research. The COVID-19 pandemic played an important role in this scenario by accelerating the digitization of organizational processes and fostering interest in technological solutions that would increase efficiency and competitiveness in the labor market (Barboza, 2019; Jatobá, 2020).

Between 2016 and 2020, the annual average number of publications remained at 2.6, highlighting the still early nature of the topic in Brazil. This scenario began to change in 2022, with the increased adoption of AI-based technologies in HR practices (Sousa et al. 2020; Klaus, 2022). The integration of AI as a strategic tool in decision-making (Garcia, 2022) and the benefits related to automation and efficiency have driven academic and practical interest in the topic, as highlighted by Blumen and Cepellos (2023).

4.2 Collaboration between authors

The distribution of authors per paper (Figure 3) shows a predominance of individual publications, with 25 papers signed by a single author, corresponding to 39.06% of the total. This scenario suggests that the field is still explored by independent researchers seeking to delimit specific objects of investigation.

On the other hand, collaborative studies are also present. Papers with two authors represent 16% of the total, while those with three authors correspond to 19%. Publications with four, five, and six authors appear in smaller proportions (9%, 11%, and 6%, respectively). This pattern indicates that, although individual production still prevails, there are cases in which research is developed in larger teams.

Regarding recruitment and selection using AI, collaboration between authors may be associated with the need to integrate different areas of knowledge, such as people management, information technology, and data science. This interdisciplinary arrangement is not unique to this field, but it becomes relevant because the application of AI involves both technical aspects of system development and organizational and ethical dimensions linked to human resources practices (Horodyski, 2023; Oliveira et al., 2025; Tursunbayeva, Fernandez, Gallardo-Gallardo, & Moschera, 2025).

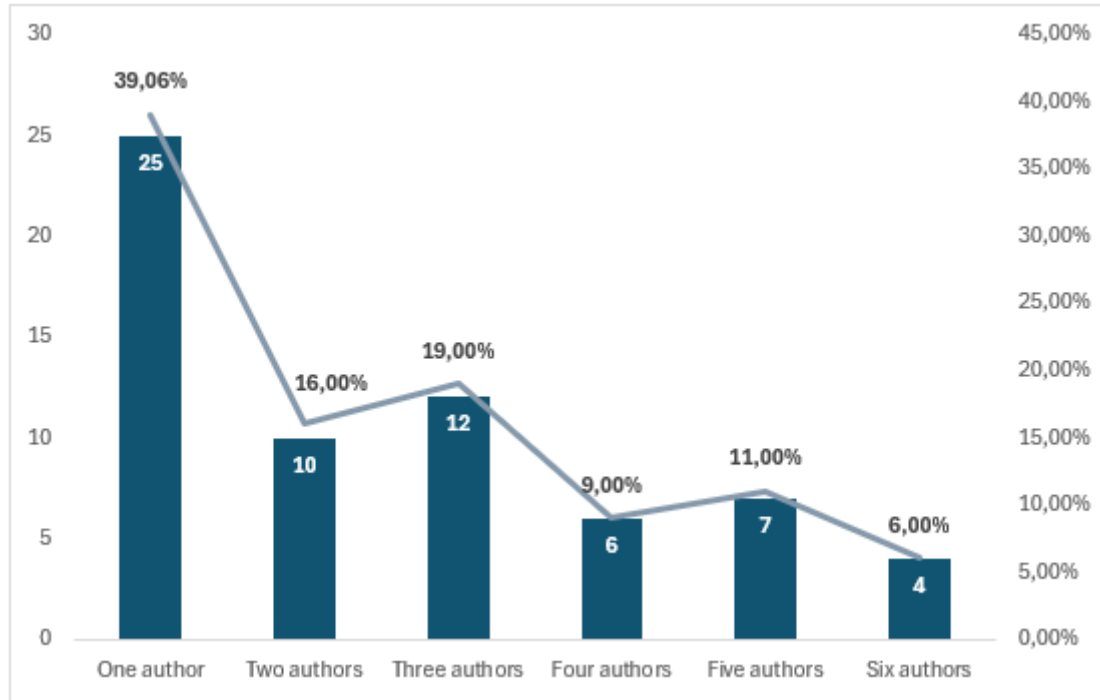


Figure 3. Number of authors on the analyzed papers.
Source: Prepared by the authors.

4.3 Methodological approach of the publications

The predominance of empirical studies (36 papers - 56.25%) indicates an emphasis on the practical validation of AI technologies. These papers use methodologies such as interviews, case studies, data collection, and experiments to demonstrate how AI operates in real contexts, such as screening resumes or making decisions during selection processes. On the other hand, the 28 theoretical studies (28 papers - 43.75%) emphasize the importance of building a solid conceptual foundation for the use of AI in recruitment and selection. These papers explore theoretical models, ethical implications, and methodological challenges, offering an essential perspective for contextualizing and substantiating empirical practices. As Blumen and Cepellos (2023) highlight, reflection is needed to understand not only the benefits and risks associated with automation, but also algorithmic biases and data privacy.

4.4 Main thematic areas

An analysis of publications by field of study indicates that the largest proportion of academic output is concentrated in Human Resources (HR), which accounts for 33% of the total papers analyzed. This percentage is higher than that found in Administration/Interdisciplinary (23%), Psychology (9%), and Technology and Management (6%), showing that the discussion on the application of AI in recruitment and selection has developed mainly in the field of HR. The significant presence of Administration/Interdisciplinary, with 23% of publications, shows, however, that the topic is also addressed from broader perspectives related to organizational strategies and people management at different levels. In this regard, Gomes et al. (2023) highlight that AI plays a growing role in organizational transformation, affecting not only recruitment practices but also talent management and development processes, contributing to aligning the workforce with companies' strategic goals.

Figure 4 shows the distribution of publications by subject area, highlighting the main areas of study on the use of AI in recruitment and selection.

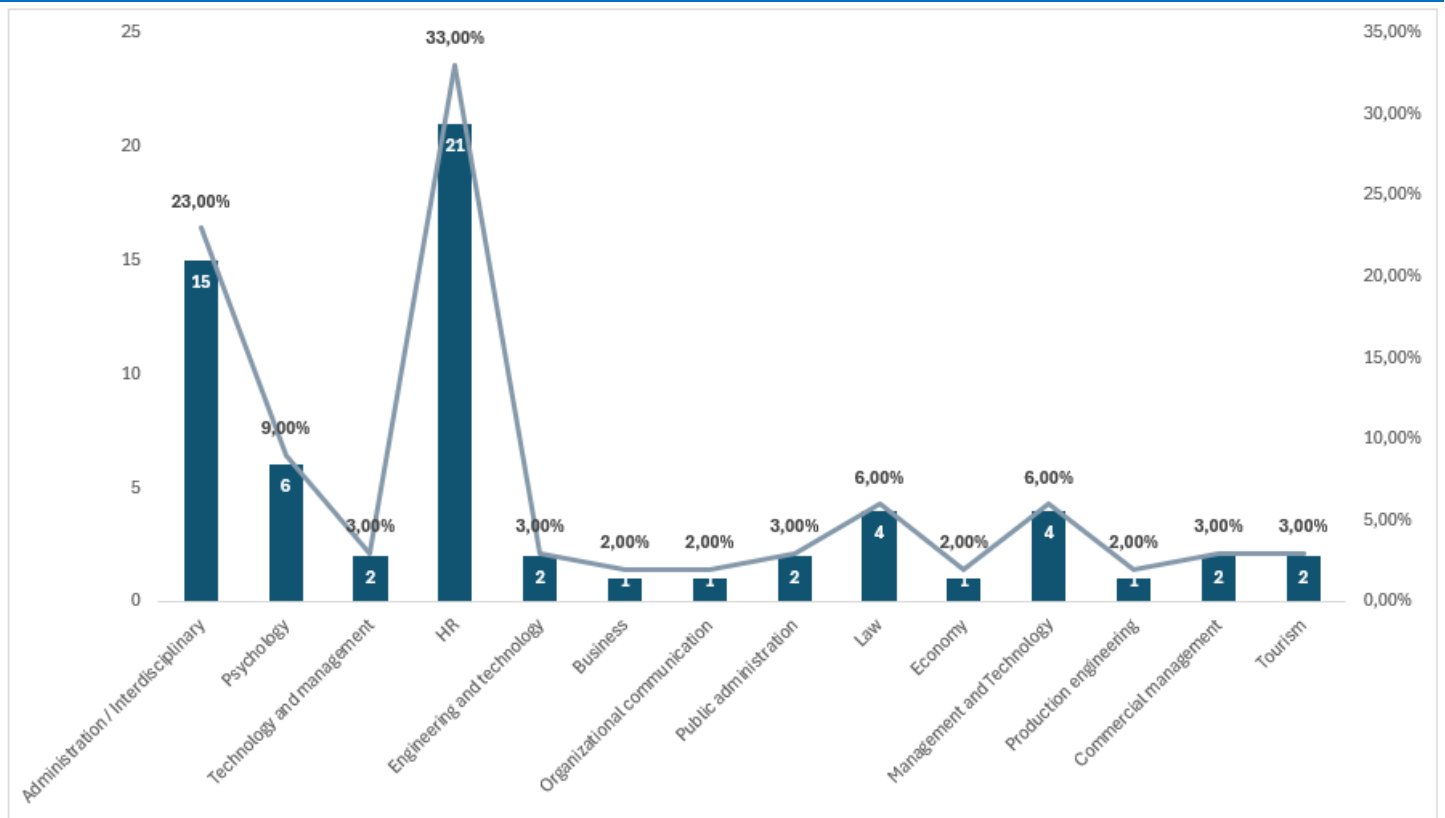


Figure 4. Areas of the analyzed papers.
Source: Prepared by the authors.

Psychology, with 9% of publications, also has a significant share, reflecting the growing interest in applying AI to understand and improve candidate profiles and behaviors, which integrates behavioral issues into the selection process. The combination of psychology and AI in candidate selection allows a more in-depth analysis of individuals' compatibility with the organizational culture, considering not only technical skills but also values and behaviors (Garcia, 2022).

Although areas such as Technology and Management (6%) and Engineering and Technology (3%) are less represented, they show a growing interest from sectors that are traditionally less focused on HR but recognize the importance of AI in optimizing recruitment and selection processes. The focus of these areas is more related to the development of tools and algorithms that support automation, data analysis, and the use of AI in organizations. On the other hand, areas such as Public Management and Business, with 2% and 3%, respectively, indicate that the adoption of AI in recruitment and selection is still an emerging trend, with great scope for further application and development in this sector.

4.5 Impact and academic importance

Figure 5 illustrates the annual citations of the papers analyzed, highlighting the evolution of the academic impact of Brazilian scientific production on the use of AI in recruitment and selection. In 2016, with only two papers published, the number of 62 citations demonstrates that these initial studies were influential. The studies in question were those of Cassiano and Santos (2016) entitled "The efficiency of social networks in organizational recruitment processes" published in the journal NAVUS-Revista de Gestão e Tecnologia and the paper by Gulini and Inácio (2016), entitled "Social Networks as a Tool in the Recruitment and Selection Process," published in the UNISOCIESC Journal of Extension and Scientific Initiation. This can be attributed to the pioneering nature of these studies, which laid the foundations for the use of AI in recruitment and selection, aligning with what Blumen and Cepellos (2023) describe as the need to explore the strategic benefits of AI in Brazilian organizations.

In the following years, between 2018 and 2019, there was a drop in citations, despite a slight increase in the number of publications. In 2018, there were 46 citations, and in 2019, only 29, suggesting a diversification of the topics covered. According to Garcia (2022), this trend may be associated with the difficulty of integrating fragmented studies into a cohesive narrative that simultaneously explores the ethical, practical, and technological challenges of AI in Brazil.

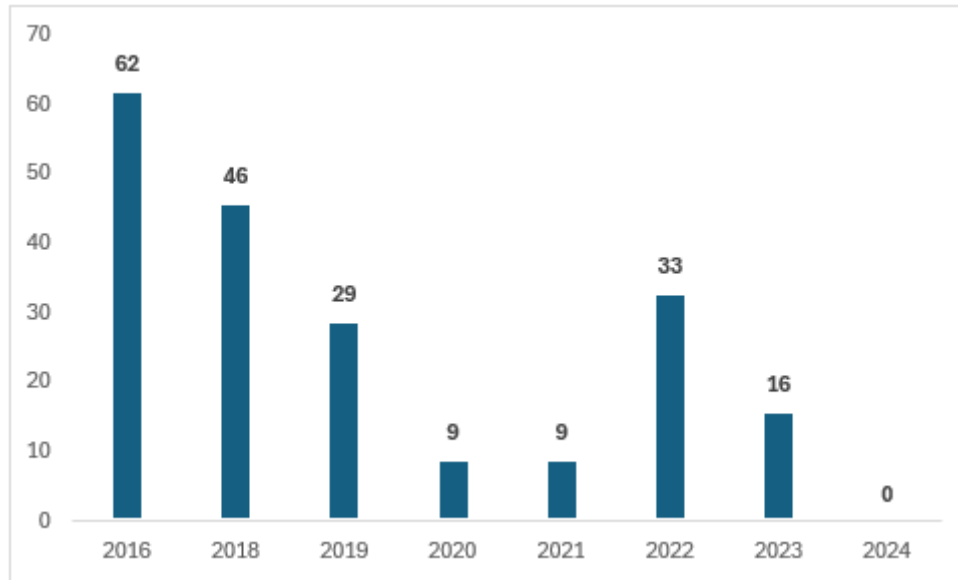


Figure 5. Citations by year of publication of the analyzed papers.

Source: Prepared by the authors.

Between 2020 and 2021, the number of citations stabilized at 9 per year, with the publication of 2 and 3 papers, respectively. This low productivity may reflect the transition period caused by the COVID-19 pandemic, which redirected organizations' focus to emergency technological adaptation strategies, as indicated by Jatobá (2020). In 2022, the academic impact began to recover, with 33 citations associated with 4 papers, evidencing a resurgence of interest in the topic due to the maturation of AI technologies and their practical adoption in the Brazilian market (Sousa et al., 2020).

In 2023, the number of publications grew to nine papers, but the academic impact was limited, with 16 citations. This discrepancy reflects the time needed for new publications to be recognized and integrated into the body of academic knowledge. In 2024, the exponential growth in the number of publications (38 papers) marks a turning point in the volume of research on AI in recruitment and selection in Brazil. However, the absence of citations is explained by the short interval between publication and the moment of analysis, reinforcing the prospective nature of this production.

The calculation of the average number of citations per paper (3.19) reveals that, although the number of publications has increased, the average impact per paper has decreased. This can be explained by thematic diversification and the growing focus on practical and applied studies, as described by Klaus (2022). This trend reflects an expanding field in which academic maturity is still under construction.

Furthermore, Google Scholar emerged as the main repository for the publications analyzed, accounting for 91% (58 papers) of the total. This representation reflects the central role of this search engine in disseminating studies related to AI in Brazil. The wide reach and accessibility of Google Scholar make it a tool widely used by researchers, especially for exploratory analyses, in which topics are researched to verify research on the subject and discuss it in general terms.

In contrast, the Redalyc portal presented only one paper, which is equivalent to 1% of the total analyzed. This number, which is much lower than that of Google Scholar, suggests that, although Redalyc is a relevant platform in the context of open access, the topic of AI applied to recruitment and selection has not yet gained ground in the publications indexed by this portal. The scarcity of papers can be attributed to the predominance of more traditional approaches in the social sciences and humanities, which make up the majority of the journals indexed in Redalyc.

On the other hand, the SPELL platform, which is mainly focused on Brazilian journals in the areas of applied social sciences and humanities (Soares et al., 2016), presented five papers, which is equivalent to 8% of the total.

4.6 Frequent keywords

The analysis of keywords in the 64 papers studied identified a total of 131 terms, with only 12 repeating between 3 and 28 times, while the remaining 119 appear 1 to 2 times. This distribution highlights the concentration in a small group of main keywords, which represent 9.16% of the total, while the vast majority, with 90.84%, is composed of less recurrent terms, as shown in Figure 6.

The percentage distribution of the most recurring words was as follows: "Artificial Intelligence" with 28 occurrences (21.37%), followed by "Recruitment and Selection" with 20 occurrences (15.27%), "Technology" with 17 occurrences (12.98%), "Human Resources" with 15 occurrences (11.45%), "People Management" with 13 occurrences (9.92%), "Recruitment" with 8 occurrences (6.11%), and "Selection" with 4 occurrences (3.05%).

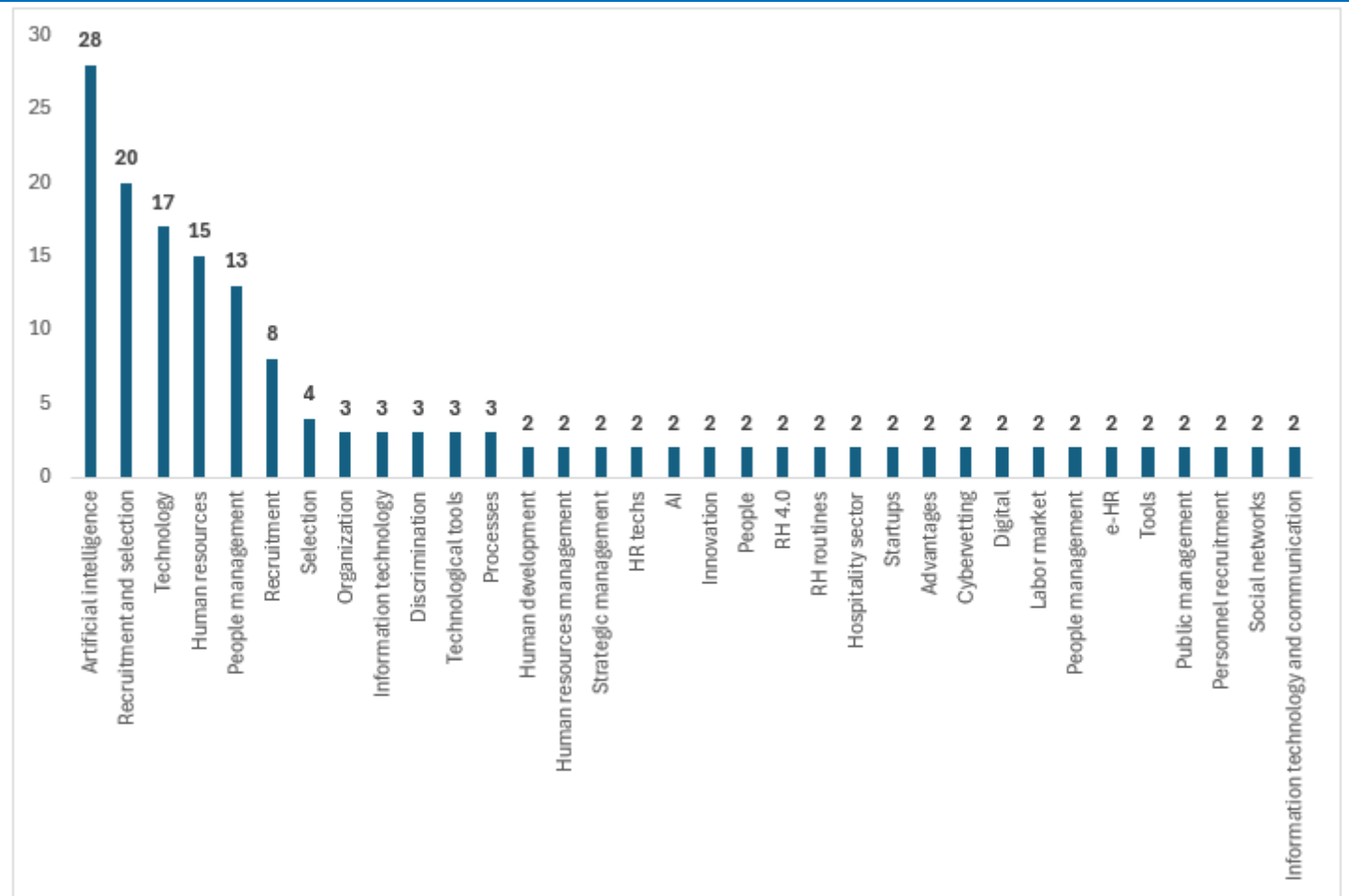


Figure 6. Frequency of the keywords found on the analyzed papers.

Source: Prepared by the authors.

Although topics such as Human Resources (11.45%) and People Management (9.92%) also appear frequently, they show that the discussion focuses mainly on the application of technology in Recruitment and Selection, leaving the broader approach to people management or human development in the background. The words Recruitment (6.11%) and Selection (3.05%) appear less frequently, indicating that, although they are fundamental, these aspects are addressed more specifically or in association with the use of AI in the selection process. The words that are repeated twice each represent 1.53% of the total 131, while those that appear only once each represent 0.76% of the total.

The emphasis on AI, with 21.37% of occurrences, is in line with the growing global interest in automation and optimization of organizational processes, especially in areas that require a large volume of decisions, such as the recruitment of new employees. The presence of terms such as “Human Resources” and “People Management” suggests that, although AI is a relevant technological solution, the organizational and human context still plays a central role. AI in recruitment, therefore, cannot be viewed in isolation, but as part of a more complex system, where human interaction and organizational needs remain determining factors (Boulay, 2023). For example, the use of AI must be accompanied by an ethical approach that considers the impacts of automated decisions on diversity, inclusion, and organizational justice. The importance of concepts such as “Diversity,” “Ethics,” and “Equity” is also beginning to emerge in the debate on the use of AI in selection processes, reflecting a growing concern with the social and legal implications of decision automation (Mulholland & Frajhof, 2021).

4.7 Main Thematic Areas of Study

The analysis of the 64 papers revealed six main themes related to the application of AI in recruitment and selection, highlighting the most discussed aspects in the field, such as “Adoption by Companies,” “Process Automation,” “Efficiency and Performance,” “Candidate Experience,” “Ethics and Bias,” and “Impact on Diversity.” These thematic areas, illustrated in Figure 7, also highlight important gaps in scientific production, offering a comprehensive view of the areas most explored and those that still need further investigation.

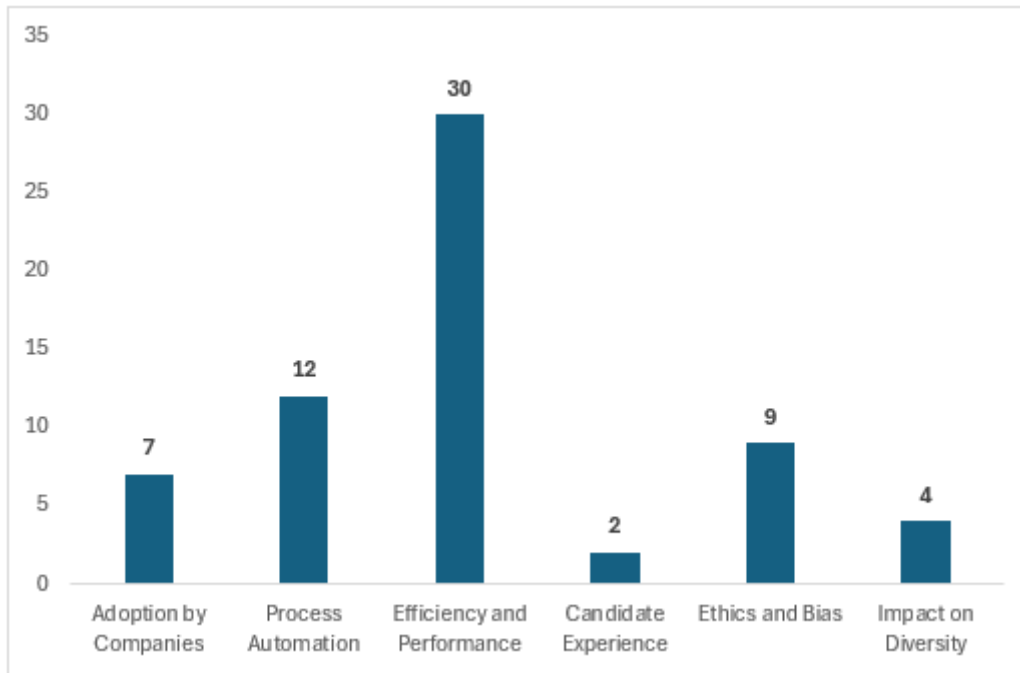


Figure 7. Classification of papers researched by thematic area.

Source: Prepared by the authors.

Among the thematic areas, “Efficiency and Performance” appears as the most predominant, covering 30 papers (46.88%). This result highlights the significant interest in how AI can optimize selection processes, increasing accuracy and reducing the time needed to perform tasks such as screening resumes and analyzing large volumes of data.

The results found in the “Efficiency and Performance” axis classification reflect companies’ search for technological solutions that align operational efficiency with organizational strategies, reinforcing the relevance of AI as an essential tool for improving results, because, according to Lopes (2021), the adoption of intelligent technologies not only optimizes internal processes, but also allows for faster adaptation to market changes.

The second most discussed topic was “Process Automation,” with 12 papers (18.75%). This category highlights the use of AI to replace manual and repetitive activities. This finding demonstrated how AI has established itself as a valuable resource for optimizing recruitment and selection processes, especially with regard to the automation of repetitive tasks (Michailidis, 2018).

The topic “Ethics and Bias” appears in 9 papers (14.06%), suggesting that, although ethical challenges in the use of AI are recognized, they still do not receive the same attention as other topics, such as efficiency and automation. This gap is concerning, considering that issues such as algorithmic bias, discrimination, and data privacy are critical to the responsible application of AI. Future studies could further the debate on how to minimize ethical risks and ensure more transparent and fair decisions.

Leandro et al. (2024) reinforce concerns about ethical bias and impartiality in the use of AI. Although this technology has the potential to increase representation and promote inclusion, the research revealed that there is still a lack of knowledge and fear among HR professionals regarding the impartiality of AI systems.

The thematic axis “Adoption by Companies,” with 7 papers (10.94%), reflects interest in exploring how organizations are implementing AI in their recruitment and selection practices. These studies generally address barriers and facilitators to technology adoption, including cultural and structural aspects that impact the integration of AI in companies.

An analysis of the papers on “Adoption by Companies” and the study by Blumen and Cepellos (2023) reveals a consistent picture of the implementation of AI in recruitment and selection processes. Both sets of research highlight the benefits of AI, such as reduced time and costs, which facilitates and streamlines the screening of resumes and the selection of candidates. However, common challenges also emerge, especially concerning cultural and structural barriers that hinder the full adoption of technology in organizations. Blumen and Cepellos (2023) reflect on the assertiveness of AI tools in candidate selection as a result of the loss of human contact.

The topics “Impact on Diversity” and “Candidate Experience” were the least frequent, appearing in 4 (6.25%) and 2 (3.13%) papers, respectively. Atanazio et al. (2021) argue that AI has the potential to reduce human bias.

4.7.1 Second classification of the thematic areas of the studies

Of the 64 papers analyzed, 45 received a “second classification,” while 19 papers were classified with a “single classification.” Figure 8 below shows the most frequent interactions between classifications and their implications.

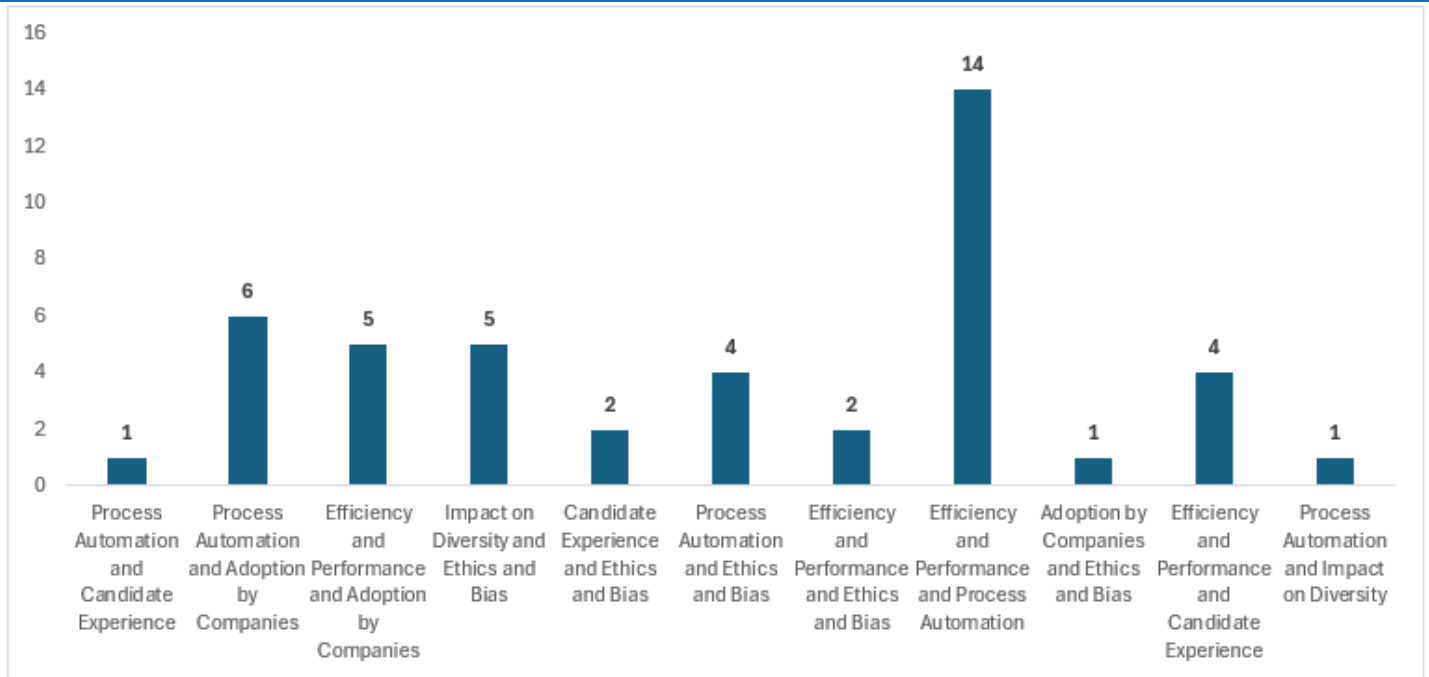


Figure 8. Second classification of Papers researched by thematic area.

Source: Prepared by the authors.

The most common combination was between “Efficiency and Performance” and “Process Automation,” with 14 papers addressing both topics (Mendonça et al., 2018; Glicerio et al., 2024; Avelar et al., 2021; Oliveira et al., 2024; Carvalho et al., 2024; Reis, 2024; Freitas, 2023; Silva, 2023; Miranda et al., 2023; Alexandre & Santos, 2023; Blumen & Cepellos, 2023; Puccini et al., 2022).

The term “Process Automation” also appears in conjunction with the term “Adoption by Companies,” with six papers (Pinheiro, 2024; Lima & Rabelo, 2018; Santos & Souza, 2024; Mariano & Gualter, 2024; Romão et al., 2024). Although the adoption of AI has proven to be a promising solution for optimizing recruitment processes, companies face challenges related to the implementation of these technologies. Lack of technical knowledge, resistance to cultural change, and the need for adjustments to internal processes are frequent obstacles faced by organizations.

The combination of “Impact on Diversity” and “Ethics and Bias” covers five papers and reflects concerns about the effects of AI on inclusion and equity in recruitment practices (Garcia, 2024; Silva et al., 2024; Ferreira, 2020; Bautista, 2024). AI, if poorly designed or trained with biased data, can perpetuate discrimination based on gender, race, age, and other personal characteristics, undermining diversity in organizations. The papers analyzed discuss how companies can use AI ethically to promote more inclusive recruitment and avoid algorithmic biases.

Concern for diversity has gained prominence, especially in companies seeking to reflect a more equitable society. However, many AI systems are based on historical data that can amplify existing biases. Thus, discussions about “Impact on Diversity” and “Ethics and Bias” suggest the importance of companies not only adopting AI but also developing mechanisms to monitor and correct possible errors in recruitment.

The combination of “Efficiency and Performance” and “Adoption by Companies” was also observed in five papers (Silva, 2024; Silva & Grabher, 2024; Matos et al., 2024; Silva, 2019; Silva & Barreto, 2019). This combination reflects the relationship between companies’ desire to improve organizational performance and the need to adopt innovative technologies.

Studies indicate that, when adopting AI, companies seek not only automation but also an increase in the quality and efficiency of recruitment decisions. However, this process requires investment in technology, training, and adaptation of internal processes.

“Efficiency and Performance” and “Candidate Experience” are addressed in four papers, reflecting the concern with improving the efficiency of recruitment processes while maintaining a good experience for candidates (Carvalho et al. 2024; Cosme et al., 2024; Rodrigues & Santos, 2023; Cassiano et al., 2016).

The combination of “Process Automation” and “Ethics and Bias” was observed in four papers (Leandro et al., 2024; Silva, 2024; Belo, 2024; Oliveira, 2022), focusing on the ethical risks related to the use of AI to automate the recruitment and selection stages. These papers emphasize that automation must be carefully supervised to ensure that bias, whether unconscious or explicit, is not incorporated into automated decisions.

The combination of “Candidate Experience” and “Ethics and Bias” was addressed by two papers, reflecting an approach focused on the impact of AI on candidates’ perceptions and experiences during the selection process (Toczek et

al., 2024; Machado, 2016). The candidate experience has become crucial for companies, which recognize its impact on reputation and talent attraction.

The combination of “Efficiency and Performance” and “Ethics and Bias” (2 papers) is also noteworthy, as it involves the duality of optimizing recruitment process performance while addressing ethical issues and algorithmic biases (Silva et al., 2024; Almeida & Fernandes, 2024). Although this pair was addressed in only 2 papers, it indicates that as selection processes become more automated, companies are increasingly focused on not only optimizing processes but also ensuring that they are effective and accurate.

The relationship between “Process Automation” and “Candidate Experience,” found in one paper, highlights a critical aspect of AI use in recruitment: how automation can affect the experience candidates have during the selection process (Pereira & Colombo, 2024). Excessive automation in recruitment can make the candidate experience impersonal, causing a negative perception. However, when implemented well, it streamlines the process, improves transparency, and allows for more fluid interactions. Research shows that the candidate experience should be strategically integrated with automation, ensuring a balance between efficiency and personalization.

Finally, the combination of “Process Automation” and “Impact on Diversity” (Oliveira et al., 2024) reveals an important tension in the application of AI in recruitment and selection: the possibility that automation, while seeking to increase efficiency, may inadvertently reduce diversity in organizations.

Analysis of the first classification reveals that, between 2012 and 2024, research on AI in recruitment in Brazil focused on efficiency and performance, with 30 papers (46.8%), reflecting a focus on AI improvements such as agility, cost reduction, and optimization of results. By prioritizing efficiency, companies seek not only immediate results but also more assertive and transparent processes, in addition to strengthening organizational culture, favoring innovation and talent development (Pontes, 2022).

The least emphasis in the Brazilian scientific studies analyzed was on the candidate's experience and the impact on diversity. Concerns about ethics and bias indicate a growing interest in ensuring that AI is used responsibly, while adoption by companies appears to be a topic that has yet to be fully explored. According to Dinis (2019, p. 20), “for morality to exist in AI systems, a set of factors is necessary, such as the study of individuals’ internal cognitive processes, as well as full interaction between AI systems and humans.” This scenario points to a need for greater balance in future research, which should consider not only the operational benefits of AI but also its social, ethical, and organizational implications.

The most frequent combinations, such as Efficiency and Performance and Process Automation, reflect the quest for process optimization, while the combination of Ethics and Bias with other voices highlights the growing concern with fairness, impartiality, and inclusion in automated processes.

4.8 Impacts of Artificial Intelligence on Recruitment and Selection Practices

Companies are increasingly turning to chatbots, which are establishing themselves as an essential technology in this scenario. These tools perform important functions, such as screening resumes and answering questions, without requiring direct human intervention. In addition, their uninterrupted availability, 24 hours a day, contributes to reducing operating costs and improving the candidate’s experience, making processes more agile and efficient.

The COVID-19 pandemic has driven the adoption of remote working, requiring adjustments to recruitment processes. Digital tools such as LinkedIn and Microsoft Teams have become essential for recruitment and talent management. LinkedIn, in particular, has established itself as a valuable resource for networking and lead generation in the B2B segment, allowing paid ads and detailed metrics analysis. Costa (2021) describes the use of the Microsoft Teams platform as an essential tool for the HR sector, especially in remote recruitment and selection processes. The author stresses that Microsoft Teams has proven to be an effective solution for optimizing the stages of the selection process, providing a more agile and integrated experience, even in a remote work environment, allowing HR teams to maintain productivity and organization throughout the hiring process. Cabral and Nunes (2021) analyzed the use of the Gupy platform in the recruitment and selection of a digital solutions company. 84% of employees believe that technology can influence recruitment in a biased way.

4.9 Connection with International Trends

International studies have worked on a comprehensive overview of how AI can transform talent management processes, highlighting both the benefits and risks associated with its use, as presented by some studies highlighted in Table 1.

Table 1
Comparison of International Studies

Reference	International Contribution	Identified Brazilian Gap	Practical Relevance
Palos-Sánchez et al. (2022)	Bibliometric mapping of AI use in HR, with a focus on recruitment and diversity.	Underexploitation of diversity and inclusion in national studies.	Development of more inclusive strategies aligned with global practices.
Selvakumar; Rajendran (2023)	AI integration for talent management in remote work, with a focus on productivity and retention.	Lack of technological adaptation for work-life balance in remote settings.	Application of AI in retention and engagement strategies in hybrid and remote contexts.
Khan (2023)	Exploitation of HR strategies during crises, such as the COVID-19 pandemic, for operational continuity.	Limited use of AI in crisis scenarios for strategic planning.	Mitigation of organizational impacts and adaptation to adverse contexts with AI support.
Deviprasad et al. (2023)	Machine learning-based automation for resume screening and selection processes in multinational companies.	Financial and structural limitations for implementation in small and medium-sized enterprises.	Optimization of selection processes and greater accessibility to scalable solutions in the emerging market.
Shenbhagavadivu et al. (2024)	Use of chatbots and analytics tools to personalize the candidate experience and increase efficiency.	Low adoption of technologies for personalizing selection processes.	Improvement of the candidate experience and strengthening of the employer brand.

Source: Research data.

Table 1 highlights the gap between international and national practices. Studies such as those by Palos-Sánchez et al. (2022) emphasize the importance of integrating ethical and inclusion principles into recruitment and selection processes. Despite the widespread international discussion on diversity and algorithmic fairness, these topics are underexplored in Brazil.

The adoption of hybrid and remote practices, as verified by Selvakumar and Rajendran (2023), offers valuable insight for Brazilian companies facing challenges in technological infrastructure and cultural adaptation. In the international context, AI has been used to monitor productivity and engagement in remote environments, enabling more efficient talent retention.

The automation of selection processes, described by Deviprasad et al. (2023), has had a significant impact on multinational companies, particularly in terms of automated resume screening and predictive analytics. However, in Brazil, the adoption of these technologies faces financial and structural barriers, especially in small and medium-sized enterprises (SMEs).

4.10 Gaps and Future Directions for Research in AI in Recruitment and Selection

Regarding the Candidate Experience, future research needs to qualitatively explore how candidates perceive and interact with AI-based tools, focusing on issues such as transparency and impartiality.

In the field of Ethics and Bias, future research should study AI models that provide greater transparency in recruitment decisions, as well as investigate ways to reduce algorithmic bias. This is essential to ensure that selection decisions are made based on objective and impartial data.

In Brazil, the use of AI is being regulated through Bill 2,338/2023, which has sparked debate about the ethical and fair application of this technology. The lack of clear regulations on transparency and data protection in AI affects public trust. To resolve this issue, it is essential to regulate its use in recruitment, requiring periodic audits, model reviews, and ensuring fair and equal practices. In addition, companies must inform candidates about the use of their data and actions to reduce bias in algorithms.

The adoption of AI in recruitment must go beyond efficiency and cost reduction, requiring continuous training of HR teams to ensure ethical use, promoting diversity and inclusion. A robust governance process is essential, with constant review of automated models by experts from various fields. In addition, barriers and facilitators to the use of AI in different types of organizations must be studied. The development of more transparent and equitable tools will strengthen the efficiency of selection processes, ensuring equal opportunities.

5 CONCLUSIONS

This study analyzed trends and gaps in Brazilian scientific production on the use of Artificial Intelligence (AI) in recruitment and selection processes, using bibliometric analysis of articles published between 2012 and 2024. The main contributions include the detailed organization of the national literature on AI, highlighting key topics such as process automation, organizational efficiency, ethics in algorithms, and algorithmic biases. The study demonstrated the growing

academic interest in AI, highlighting its importance in modernizing selection processes, mitigating human errors, and improving the accuracy of hiring decisions.

In addition, the research addressed ethical issues such as data privacy and fairness in algorithms, pointing to the need for further investigation into these aspects. Significant gaps were identified, such as the lack of empirical studies on the implementation of AI in Brazil, particularly in small and medium-sized enterprises, and the lack of in-depth analysis of the social and cultural impacts of this technology on organizations.

This paper is also aligned with the Sustainable Development Goals (SDGs), especially SDG 8 (Decent Work and Economic Growth) and SDG 10 (Reduced Inequalities), since AI can contribute to promoting more efficient selection processes, increasing inclusion and diversity in the labor market, and generating quality jobs. The implementation of AI in recruitment can therefore reflect not only technological advances but also an ethical evolution in organizational practices.

This study also highlighted the importance of professionals from all business sectors adapting to the reality of AI as a strategic tool. Continuous training is essential, as AI can be an important ally in optimizing processes and increasing competitiveness. For companies that have not yet adopted the technology, the study offers valuable insights, encouraging them to benchmark themselves against organizations that have already implemented AI, which can accelerate the adoption of innovative solutions.

In addition, it is suggested that partnerships between universities and companies be established to test AI solutions in recruitment processes, providing a practical analysis of organizational impacts. It is also important to further study AI compliance with the General Data Protection Law (LGPD) and other local regulations, ensuring the ethical and legal adoption of the technology.

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CONTEMPORARY JOURNAL OF ECONOMICS AND
MANAGEMENT.

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ISSNe 2178-9258

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