

"Recruitment In The Age Of AI: Struggles, Strategies, And Sustainability"

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Being a HR professional for almost a decade and a half, with experience in various sectors like IT, Manufacturing, Education, and Healthcare, I often wonder if we truly find the right candidates for the right jobs. Despite receiving hundreds of profiles for each vacancy posted, why do we still have unfilled vacancies for more than 90 days, or sometimes even half a year? This often forces us to go to extremes, such as altering job descriptions or compromising on experience. There are also situations where we recruit people with the intention of training them to meet our requirements.

In this era of Artificial Intelligence, we use Applicant Tracking Systems (ATS) to identify the most suitable profiles for a vacancy. Unfortunately, candidates are also leveraging AI to create tailor-made resumes that match job descriptions, which often results in rejection during interviews.

Candidates acquire numerous technical qualifications from open sources such as Coursera, LinkedIn, and so many online portals. But are they truly gaining relevant knowledge from these courses? That remains a critical question.

Even students from high-tech B-Schools and premier institutes, who appear brilliant and attractive during interviews, sometimes fail to perform over time. These institutes provide basic skills to help students present themselves better but often fall short in preparing them for sustained performance in the long run.

For students from non-premier colleges, landing a high-paying job remains a nightmare even today, whereas it is often a cakewalk for students from premier institutes.

Regardless of which institute they graduate from, job stability remains a concern. Employees join organizations, gain knowledge, and then leave for better opportunities. Some may argue that frequent job changes are essential for career growth, but what about gratitude? Shouldn't there be a balance between professional ambition and loyalty to the organizations that invest in their development?

When we think about the retention strategies used today, they often fail to resonate with the new generation. Strategies like employee engagement, succession planning, growth paths, and competitive salaries are common in organizations in India.

But are these strategies known to employees? Are they aware that their names are part of the succession planning process for the coming year? Do they know they are set to receive a promotion in the next cycle? These are areas where we, as HR professionals, fall short.

As trends change, why don't we change as well? Why can't HR provide a growth chart to new joiners? Why can't discussions on succession planning involve the employees themselves? Why don't we hold individual discussions with employees about their performance and planned salary increments for the next appraisal cycle?

Why are performance appraisals conducted only to assess KRAs and not to discuss salary expectations and market salary standards?

If an employee can justify a salary increase to a new company while interview, why can't we, as their current employers, listen to their reasoning atleast once in a year? Trust grows where ears are open !!! These are not conclusions or recommendations; they are simply points for a healthy discussion.