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Ancon Technologies Case

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Abstract: This case study examines the organizational, operational, and ethical challenges Ancon Technologies faced during its digital transformation when implementing an artificial intelligence (AI)-driven applicant screening system. In particular, the study focuses on how this company's reliance on keyword matching and historical hiring data unintentionally excluded highly qualified candidates, delayed the filling of critical research positions, and weakened its ability to compete for them within the biotechnology industry. The objective of the research is to identify the design, governance, and oversight improvements needed to better align AI-enabled recruitment systems with organizational talent acquisition goals. A qualitative, literature-based case study methodology was used to analyze the problem within its strategic and technological context. A secondary research approach was used to inform the analysis, drawing from one peer-reviewed journal article, scholarly books, and academic literature on digital transformation, artificial intelligence in recruitment, ethical governance, and change management. Using the Strategic Alignment Model, Digital Transformation Theory, and Kotter's Eight-Step Change Model, the study identifies and addresses the root causes of recruitment failure. There is a growing body of evidence showing that misalignment among algorithm design, training data, governance practices, and workforce needs can compromise the effectiveness of recruitment and the effectiveness of an organization. The case highlights that overreliance on automated decision-making without sufficient human oversight increases the risk of bias, exclusion, and poor hiring outcomes. The study concludes that organizations can improve AI-driven recruitment by broadening evaluation criteria, updating training data, strengthening governance frameworks, and embedding human judgment into decision-making processes. This study demonstrates the importance of aligning technology, ethics, and strategy to support fair, effective, and sustainable talent acquisition through the responsible implementation of AI.

Keywords: Digital Transformation, Artificial Intelligence, AI-Driven Recruitment, Talent Acquisition, Ethical Governance, Human Oversight, Algorithmic Bias

Introduction

Key Concepts

Several key concepts are defined as they are used throughout this study. Digital transformation is the integration of digital technologies into organizational processes, reshaping operations, culture, and value delivery to improve efficiency, innovation, and competitiveness in rapidly changing environments (Ghosh et al., 2022). Artificial intelligence refers to computer systems designed to perform tasks that require human intelligence, including learning, reasoning, problem-solving, and decision-making, using data-driven algorithms and models (Huang et al., 2022). AI-driven recruitment denotes the use of AI tools to automate and enhance hiring processes, including sourcing, screening,

and evaluating candidates, thereby improving efficiency, consistency, and the accuracy of decision-making (Mujtaba & Mahapatra, 2024). Talent acquisition is understood as the strategic process of identifying, attracting, and hiring skilled individuals to meet organizational needs, support long-term goals, and build a competitive workforce (Albert, 2019). Ethical governance involves establishing policies, standards, and oversight mechanisms to ensure organizational decisions, including technology use, are fair, transparent, accountable, and aligned with ethical principles (Xue & Pang, 2022). Closely related, human oversight refers to the active involvement of people in monitoring, evaluating, and guiding automated systems to ensure decisions remain accurate, fair, and aligned with organizational and ethical standards (Holzinger et al., 2025). Finally, algorithmic bias occurs when automated systems produce unfair or discriminatory outcomes due to biased data, flawed design, or incorrect assumptions embedded in the algorithm's decision-making processes (Akter et al., 2022).

Context and Research Focus

In an increasingly competitive and rapidly evolving market, digital transformation has become a strategic priority for organizations seeking to enhance operational efficiency, improve decision-making, and sustain long-term competitiveness. To manage complex business functions, organizations are investing in advanced technologies, including artificial intelligence (AI), machine learning, and large language models, to automate processes and improve performance (Olan et al., 2022). Among these applications, AI-driven recruitment systems are widely adopted to manage large applicant pools, reduce administrative costs, and accelerate hiring timelines (Akter et al., 2022).

While these technologies offer significant benefits, existing research highlights important limitations in both implementation and understanding, as many studies rely on conceptual models or secondary data, thereby limiting empirical validation in real-world organizational settings and reducing generalizability across industries, particularly in specialized sectors such as biotechnology (Akter et al., 2022). Furthermore, research tends to emphasize efficiency gains while overlooking unintended consequences, including algorithmic bias, candidate exclusion, and long-term workforce implications. Limited longitudinal research also constrains understanding of how AI recruitment systems perform as labor markets and skill requirements in the biotechnology industry evolve (Akter et al., 2022). Additionally, current literature often treats AI systems as static tools, overlooking the dynamic interaction between technology, human decision-makers, and organizational culture (Xue & Pang, 2022). Governance and ethical considerations are frequently addressed at a high level, with insufficient practical guidance for implementation, monitoring, and accountability (Xue & Pang, 2022). These gaps underscore the need for stronger alignment between technology design, organizational strategy, and ethical governance (Xue & Pang, 2022). As demonstrated by Ancon Technologies, inadequate oversight and flawed algorithm design can lead to the exclusion of qualified candidates, underscoring the importance of responsible AI implementation and human oversight to achieve effective and equitable recruitment outcomes (Lu et al., 2024).

Background

Ancon Technologies, based in Des Moines, Iowa, is undergoing a rapid digital transformation as it expands internationally and responds to growing demand for specialized research capabilities in the biotechnology industry (Atianashie et al., 2021). To remain competitive, the organization adopted advanced technologies designed to improve operational efficiency, support innovation, and strengthen talent acquisition (Prasanth et al., 2023). In order to help the company manage increasing volumes of applications and reduce

recruitment costs associated with traditional hiring processes, the company implemented an artificial intelligence (AI)-driven applicant screening system in 2023 as part of the initiative (Olan et al., 2022). According to the leadership, automation was expected to streamline recruitment operations, accelerate hiring timelines, and increase consistency in candidate evaluations, thereby reducing the need for large human resources recruiting teams and creating efficiencies in the recruitment process (Porlezza, 2022).

According to the system, resumes were evaluated by identifying keywords related to the required qualifications and comparing candidate information with historical hiring data to determine which candidates would be recommended to hiring managers (Olan et al., 2022). However, several weeks after its implementation, department leaders reported that far fewer candidates were reaching the interview stage, even for positions that were already experiencing persistent staffing shortages (Olan et al., 2022).

A recent internal audit has revealed that the algorithm relied heavily on narrow keyword matching and historical hiring patterns that did not reflect the evolving career paths in the biotechnology industry (Porlezza, 2023). As a result, highly qualified applicants with interdisciplinary experience, regulatory knowledge, and transferable laboratory skills were frequently excluded from consideration (Devianto, 2022). Competitors recruited valuable talent due to these limitations, thereby delaying the hiring of critical research and development staff (Porlezza, 2023). This case illustrates how misalignment among algorithm design, training data, and governance oversight can undermine organizational goals, underscoring the importance of AI governance and stronger alignment between technology and workforce strategies during digital transformation initiatives (Porlezza, 2023).

Problem Statement

Although these technological advancements improve efficiency and help organizations manage large candidate pools, a growing body of research suggests that poorly governed algorithms can be biased and unintentionally exclude qualified candidates (Alshahrani et al., 2022). This challenge is illustrated by Ancon Technologies' experience, which implemented an AI-driven applicant screening system based on keyword matching and historical hiring data, resulting in the rejection of highly qualified candidates (Alshahrani et al., 2025).

Consequently, critical research positions remained unfilled while competitors recruited valuable talent. As a result of these factors, key research positions remained unfilled while competitors secured top talent. To prevent these gaps, organizations must strengthen oversight of AI-driven hiring systems, refine algorithm design, and implement more robust governance frameworks (Alshahrani et al., 2025). These improvements help ensure that automated recruitment processes are fair, accurate, and aligned with organizational needs (Tursunbayeva et al., 2022).

Companies such as Ancon Technologies can remain competitive in attracting highly skilled professionals by strengthening human involvement and accountability in AI-enhanced recruitment processes. To ensure fairness, accuracy, and alignment with organizational goals, advanced technologies must be used in combination with thoughtful human oversight. Relying solely on automated systems can lead to missed opportunities and overlooked talent. By integrating technology with human judgment in a balanced manner, decision-making and candidate selection can be enhanced. Ultimately, combining innovation with responsible governance supports effective talent acquisition and contributes to sustained workforce success (Tursunbayeva et al., 2022).

Purpose and Significance Statement

The purpose of this case study is to identify design and governance improvements that will better align the technology with the organization's talent acquisition objectives (Dwivedi et

al., 2021). This study analyzes the operational, strategic, and ethical challenges associated with Ancon Technologies' implementation of an artificial intelligence-driven applicant screening system (Dwivedi et al., 2021). As organizations increasingly adopt AI-enhanced tools to improve efficiency and decision-making, automated recruitment systems are widely used to manage large applicant pools and reduce administrative resources (Devianto, 2022). When the evaluation criteria fail to reflect evolving industry requirements and diverse professional experiences, poorly designed algorithms and misaligned training data may unintentionally exclude highly qualified candidates (Dwivedi et al., 2021).

This study analyzes how Ancon Technologies' reliance on narrow keyword matching and historical hiring data led to the systematic rejection of highly qualified applicants and delays in filling critical research and development roles (Halim et al., 2023). By strengthening oversight frameworks, validating models, and integrating human judgment into automated decision-making processes, it is possible to improve AI-driven recruitment systems. This can be achieved by examining the relationship between algorithm design, training data, and governance mechanisms (Dwivedi et al., 2021; Halim et al., 2023).

The significance of this case lies in its implications for the responsible implementation of AI in organizational decision-making, particularly in talent acquisition (Dwivedi et al., 2021; Halim et al., 2023). As organizations increasingly rely on AI-driven systems to improve efficiency and manage large volumes of data, the risks associated with poorly governed algorithms, biased training data, and limited human oversight become more significant because research indicates that when AI systems are not properly designed or properly monitored by humans, like in the case of Ancon Technologies they may unintentionally exclude qualified candidates, reinforce historical biases, or produce inaccurate outcomes that undermine the overarching organizational objectives (Dwivedi et al., 2021; Kraus et al., 2021). Without improved governance and transparency, Ancon Technologies risks continuing staffing shortages, reduced productivity, and reputational or regulatory challenges (Enes, 2024). Strengthening oversight and accountability can help ensure that digital transformation initiatives support effective talent acquisition and sustainable organizational performance (Halim et al., 2023).

Literature review

The Goal of Digital Transformation

The primary goal of AI in digital transformation is to improve organizational efficiency and enhance decision-making while helping organizations adapt to rapidly changing environments (Baslyman, 2022). AI-enhanced technologies can streamline processes, strengthen communication, and expand access to large volumes of information and services across organizations (Rubio-Andres et al., 2025). However, research shows that successful adoption of AI-enhanced systems depends on more than technological capability alone, as trust, user readiness, and ethical governance are critical factors influencing whether AI systems achieve their intended outcomes (Qiao et al., 2024).

Concerns about reliability, privacy, security, job stability, and overreliance on technology may limit acceptance and weaken the effectiveness of AI-enhanced initiatives, as excessive dependence on automated systems can reduce human interaction and create uncertainty about fairness and accountability (Rubio-Andres et al., 2025; Qiao et al., 2024). Therefore, organizations like Ancon Technologies must implement AI-enhanced systems in ways that incorporate human oversight, protect employee well-being, and maintain ethical governance and transparency to ensure that digital transformation initiatives deliver sustainable organizational benefits (Qiao et al., 2024).

Impact on the prospective candidate

The primary goal of AI in digital transformation is to improve efficiency and enhance decision-making while assisting organizations like Ancon Technologies to adapt to rapidly changing environments because research shows that AI-enhanced technologies can streamline organizational processes, strengthen communication, and expand access to information and services, while enabling organizations to operate more effectively in the evolving digital market environment (Rubio-Andres et al., 2025). However, successful AI adoption depends on more than technical capability alone; studies emphasize that trust, user readiness, and ethical governance are critical to whether AI systems achieve their intended benefits (Dwivedi et al., 2021; Kraus et al., 2021).

Finally, concerns about reliability, privacy, security, and job stability can reduce acceptance and weaken outcomes if not properly addressed (Dwivedi et al., 2021; Kraus et al., 2021). Implementation should prioritize transparency, human oversight, and ethical design to ensure that digital transformation supports organizational performance while protecting stakeholder trust and well-being (Qiao et al., 2024).

Impact on the Hiring Manager

AI-enhanced systems are rapidly reshaping the recruitment landscape by enabling hiring managers to sift through large volumes of data and make faster, more data-driven decisions (Deepa et al., 2024). AI-enhanced tools support resume screening, predictive analytics, candidate sourcing, and applicant assessment, allowing organizations to process large volumes of applications while reducing administrative workload and accelerating hiring timelines (Krishnan et al., 2024). These capabilities, if implemented correctly, can improve efficiency and consistency in human resource service delivery by providing structured insights to support more informed decision-making (Bhatt, 2023; Krishnan et al., 2024). However, research emphasizes that AI should complement rather than replace human judgment, particularly in complex hiring decisions involving candidate fit, interpersonal dynamics, and ethical considerations (Krishnan et al., 2024).

Companies like Ancon Technologies' over-reliance on automated systems enables them to overlook critical contextual information that reinforces biases embedded in training data (Bhatt, 2023). By critically evaluating algorithmic recommendations, hiring managers can ensure that AI-assisted decisions align with fairness standards, organizational needs, and long-term talent acquisition strategies, while adopting a balanced recruitment approach in which AI-enhanced technologies serve as decision-support tools while human managers maintain oversight and accountability (Bhatt, 2023).

Impact on the Organization

AI-enhanced recruitment significantly influences both talent acquisition outcomes because it can improve recruitment efficiency by reducing time-to-hire, supporting résumé screening, and enabling recruiters to focus on higher-value tasks that strengthen organizational productivity and competitiveness, as these capabilities allow organizations to manage large applicant pools while improving operational efficiency in hiring processes (Alshahrani et al., 2025; Tursunbayeva et al., 2025).

Additionally, candidates often associate the use of AI-enhanced systems with innovation and technological advancement, which can enhance perceptions of an organization's attractiveness and modernity (Tursunbayeva, 2024). However, the impact of AI-driven recruitment is not always entirely positive when AI systems analyze professional or personal digital data collected online; some candidates may become cautious or reluctant to apply, particularly individuals with specialized technical or engineering expertise (Tursunbayeva, 2024). Therefore, organizations such as Ancon Technologies must

implement transparent, ethical, and well-governed AI recruitment practices to maintain employer credibility, protect candidate trust, and ensure effective, fair talent acquisition outcomes (Alshahrani et al., 2025; Tursunbayeva et al., 2025).

Strategic Planning Model

The Strategic Alignment Model developed by Henderson & Venkatraman (1999) provides an effective framework for addressing the recruitment challenges at Ancon Technologies (Abou-Moghli, 2025). The model argues that organizations achieve stronger performance when technology initiatives are aligned with business strategy, organizational processes, and management structures (Ghonim et al., 2022; Audretsch & Belitski, 2022).

In this case, Ancon Technologies' AI-driven screening system became misaligned with its workforce needs because the technology prioritized narrow keyword matching and historical hiring data over the broader competencies required for biotechnology roles (Ghonim et al., 2022; Audretsch & Belitski, 2022). For Ancon Technologies, applying the Strategic Alignment Model will assist in developing a comprehensive root cause analysis in order to identify the root cause of the problem by evaluating four key components: business strategy, IT strategy, organizational infrastructure, and IT infrastructure (Valaskova et al., 2025; Tursunbayeva et al., 2022). This analysis shows that while Ancon Technologies aimed to reduce recruiting costs and accelerate hiring, the system's design did not support evolving talent requirements (Valaskova et al., 2025; Tursunbayeva et al., 2022). Realigning these elements can improve algorithm design, strengthen governance oversight, and restore human involvement in hiring decisions, while providing an effective framework for addressing the recruitment challenges at Ancon Technologies (Valaskova et al., 2025; Tursunbayeva et al., 2022). The model argues that organizations achieve stronger performance when technology initiatives are aligned with business strategy, organizational processes, and management structures (Valaskova et al., 2025; Tursunbayeva et al., 2022).

In this case, the company's AI-driven screening system became misaligned with its overarching organizational need for highly qualified potential candidates; nevertheless, the technology that was implemented was biased from its inception and prioritized narrow keyword matching and historical hiring data over the broader competencies required for qualified biotechnology roles (Ghonim et al., 2022; Audretsch & Belitski, 2022). Applying the Strategic Alignment Model will help companies like Ancon Technologies to diagnose the root cause of the problem by evaluating four key components: business strategy, IT strategy, organizational infrastructure, and IT infrastructure (Valaskova et al., 2025; Tursunbayeva et al., 2022). This analysis shows that while Ancon aimed to reduce recruiting costs and accelerate hiring, the system's design did not support evolving talent requirements and caused the company to miss out on recruiting highly qualified candidates (Ghonim et al., 2022; Audretsch & Belitski, 2022).

Focusing on aligning these elements can significantly improve the effectiveness of Ancon Technologies' AI-driven recruitment system by ensuring that technology initiatives support the organization's broader strategic and workforce objectives (Ghonim et al., 2022; Audretsch & Belitski, 2022). When the overarching business strategy, IT strategy, organizational infrastructure, and technological infrastructure are properly aligned, organizations can design AI-enhanced systems to evaluate prospective candidates more accurately and fairly (Ghonim et al., 2022; Audretsch & Belitski, 2022). In the case of Ancon Technologies, this alignment would allow the organization to redesign the algorithm to recognize a broader range of competencies, including interdisciplinary expertise, regulatory knowledge, and transferable research skills commonly required in biotechnology roles (Ghonim et al., 2022).

Problem-Solving Model Application

Applying John Kotter's Eight-Step Change Model provides a structured approach to resolving the recruitment challenges facing Ancon Technologies (Kotter, 1996; Carreto, 2021). There has been an increase in recognition of Kotter's framework in recent years for its ability to guide organizations through complex change initiatives, particularly in digital transformation projects involving advanced technologies such as artificial intelligence (Kotter, 1996; Carreto, 2021). Research indicates that successful AI adoption depends on strong leadership commitment, transparent communication, and cross-functional collaboration to ensure that technological systems align with organizational strategy and operational needs (Varanda et al., 2024). It can be argued that this model was developed by Baumann & Wu to address both the technological and organizational barriers that prevented the AI-driven screening system from excluding qualified candidates in the case of Ancon Technologies (Baumann & Wu, 2022).

Creating a sense of urgency by clearly communicating the risks of maintaining the current AI recruitment system is the first step (Kotter, 1996; Carreño, 2025). In light of this, it is imperative that all executives, human resource leaders, and hiring managers are aware of the fact that the algorithm relies heavily on keyword matching and historical hiring data, which has led to a shortage of staffing in key research roles as well as the rejection of qualified candidates (Varanda et al., 2024). By presenting audit findings and evidence of delayed hiring outcomes, organizations can demonstrate that the issue threatens their innovation capacity and competitive position (Waghid, 2022).

The second step involves forming a guiding coalition to redesign and govern the AI-enhanced screening system, including HR executives, data scientists, AI engineers, research leaders, and legal and compliance professionals (Waghid, 2022). Through integrated cross-functional collaboration, Ancon Technologies will strengthen governance and improve algorithmic oversight by keeping humans involved, while ensuring that a redesigned recruitment system aligns with workforce needs and the organization's overall strategy (Papagiannidis et al., 2025; Appelbaum et al., 2012).

Digital Transformation Theory

The Digital Transformation Theory provides a valuable framework for Ancon Technologies to address the challenges associated with its AI-driven recruitment system (McLaughlin, 2025). As market conditions evolve, organizations use digital technologies to redesign operations, business models, and value creation processes (Alojail & Khan, 2023) Research indicates that digital transformation involves more than simply adopting new technologies; it also requires aligning innovation with organizational culture, strategy, and structure (Krishnan et al., 2024). In the case of Ancon Technologies, the recruitment problem stemmed from a technological solution that was misaligned with workforce needs, governance structures, and hiring strategies (Brokaw, 2025). Applying Digital Transformation Theory clarifies that successful technology adoption requires integration of technological capabilities with organizational decision-making processes. When properly governed and aligned with business goals, artificial intelligence, data analytics, and automation can significantly improve operational efficiency and support better strategic decisions (Ghosh et al., 2022; Vaska et al., 2021).

According to Kahveci (2025), by incorporating this framework, Ancon Technologies will be able to redesign its AI recruitment system to improve algorithm governance, update training data, and maintain human oversight in candidate evaluation, thereby improving the efficiency of its recruitment process. As a result of Digital Transformation Theory, Ancon Technologies can improve its overall performance, while

hiring better, and support long-term strategic competitiveness through responsible technology integration (Papagiannidis et al., 2025; Azzam & Beckmann, 2022).

Methods

The aim of this study is to examine the organizational, operational, and ethical challenges associated with Ancon Technologies' AI-driven applicant screening system through a qualitative, literature-based case analysis. A qualitative case study approach is appropriate because it enables an in-depth examination of a complex organizational problem within its technological and strategic context (Tong et al., 2016). A number of secondary sources were used to conduct this study, including peer-reviewed journal articles, scholarly books, and academic literature on digital transformation, artificial intelligence in recruitment, change management, and ethical governance (Thomas & Harden, 2008). Using existing research provides a comprehensive understanding of how AI-enhanced technologies influence organizational decision-making and workforce management (Thomas & Harden, 2008).

As part of the study, several theoretical frameworks, including the Digital Transformation Theory and Kotter's Eight-Step Change Model (Kotter, 1996; Papagiannidis et al., 2022), are used to assess the impact of artificial intelligence systems on recruitment outcomes, stakeholder trust, and organizational performance while incorporating a frameworks that helps evaluate the relationship between technology design, governance practices, and workforce requirements (Thomas & Harden, 2008). Using both theoretical analysis and the case context, the research identifies the root causes of the recruitment failure (Thomas & Harden, 2008). To align digital innovation with responsible governance, improved hiring practices, and long-term organizational strategy, it is necessary to develop practical recommendations aligned with this methodology (Bodenstein & Kemmerling, 2026).

Recommendations

To ensure that the new AI-enhanced technology aligns with the overarching organization's strategy, ethical governance, and workforce needs, Ancon Technologies should redesign its AI-driven recruitment systems using Kotter's Eight-Step Change Model to ensure that the system is aligned with the company's strategy, ethical governance, and workforce needs (Papagiannidis et al., 2021). Although AI has the potential to improve efficiency and decision-making, its success depends on leadership support, transparent governance, and meaningful human oversight (Dwivedi et al., 2021; Kraus et al., 2021).

Following Kotter's framework, leadership should first create a sense of urgency by communicating how the current system excludes qualified candidates and slows innovation. Next, the organization should build a guiding coalition comprising HR leaders, AI engineers, compliance officers, and research managers to oversee the system redesign (Kotter, 1996). For the ethical use of artificial intelligence in hiring to be effective, a coalition must be formed to develop and communicate a vision that goes beyond the narrow use of keywords to encompass interdisciplinary expertise, transferable biotechnology skills, as well as a strategic vision for its ethical use (Dwivedi et al., 2021; Kraus et al., 2021).

It is suggested that, during implementation, Ancon should remove barriers by retraining the algorithm with diverse datasets, granting hiring managers greater authority to review algorithms, and establishing governance policies for algorithm monitoring (Batool et al., 2023; Papagiannidis et al., 2025). The importance of early improvements in the hiring process lies in their ability to have an immediate impact on an organization's confidence, including identifying overlooked candidates and reducing time-to-hire (Papagiannidis et al., 2022).

With continuous algorithm audits, updated training data, and collaboration between HR and data scientists, acceleration can be sustained. Furthermore, responsible AI governance needs to be embedded in organizational culture to ensure transparency, accountability, and human oversight in recruitment policies (Papagiannidis et al., 2021). By applying Kotter's Eight-Step Change Model, Ancon Technologies can systematically address the organizational and technological challenges affecting its AI-driven recruitment system. Using the framework, you can identify the causes of the problem, engage key stakeholders, and implement technology improvements that align with business objectives. By creating urgency, building a coalition, and developing a clear strategic vision, leadership can ensure that the redesigned AI system supports broader talent-acquisition objectives.

In addition, the model emphasizes continuous evaluation, communication, and the removal of barriers that prevent effective implementation. This process can give the organization the opportunity to redesign the algorithm, incorporate broader evaluation criteria, and ensure that hiring decisions align with human standards, thereby enhancing the organization's hiring process. As a result, applying Kotter's model can improve hiring accuracy, restore confidence among hiring managers and job applicants, and strengthen governance practices surrounding AI use. Ancon Technologies' goal should be to rebuild trust in AI-assisted recruitment by using this structured change framework while supporting sustainable and responsible digital transformation initiatives (Papagiannidis et al., 2025).

Conclusion

There is no doubt that digital transformation is a powerful tool for improving an organization's performance. However, the Ancon Technologies case illustrates the risks associated with poorly governed artificial intelligence systems, which can undermine organizational objectives when technology is not aligned with organizational needs (Dwivedi et al., 2021; Kraus et al., 2021). According to Devianto (2022), its AI-driven applicant screening system, which relies on keyword matching and biased training data, may have unintentionally excluded qualified applicants.

In light of these issues, Ancon Technologies was unable to recruit candidates for critical research roles, severely limiting its ability to compete for specialized talent. For AI-enabled technologies to be successfully implemented, more than advanced technology alone is required, as research emphasizes the importance of strategic alignment, ethical governance, and human oversight to ensure a fair and effective decision-making process (Dwivedi et al., 2021).

To address Ancon Technologies' challenge, Kotter's Eight-Step Change Model and the Strategic Alignment Model can be applied. By engaging leaders, communicating effectively, and continuously evaluating, Ancon Technologies will show how technological misalignment can be corrected and outcomes improved (Kotter, 1996). With the addition of AI-enhanced capabilities and responsible governance, Ancon Technologies will be able to enhance its recruitment effectiveness, maintain stakeholder trust, and support sustainable innovations in technology-driven industries, thereby improving the efficiency of its recruitment process (Romeo & Lacko, 2026).

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