A STUDY ON TECH-ENHANCED TALENT ACQUISITION: INVESTIGATING THE IMPACT ON RECRUITMENT PROCESSES

Summer internship project submitted in partial fulfilment *of the requirements for the completion of*

MASTERS DEGREE IN BUSINESS ADMINISTRATION

SUBMITTED BY

REBECCA DSOUZA

Reg No. 2216159

UNDER THE GUIDANCE OF

DR. SUMITHA ACHAR

Assistant Professor

POST GRADUATE DEPARTMENT OF BUSINESS ADMINISTRATION

ST. ALOYSIUS COLLEGE (AUTONOMOUS)
ALOYSIUS INSTITUTE OF MANAGEMENT AND INFORMATION TECHNOLOGY (AIMIT)
MADOOR, MANGALORE – 575022

2022-2024

ST ALOYSIUS COLLEGE (AUTONOMOUS)

ALOYSIUS INSTITUTE OF MANAGEMENT AND INFORMATION TECHNOLOGY (AIMIT)

MADOOR, MANGALORE-575022

CERTIFICATE

This is to certify that **Ms Rebecca Dsouza** bearing Register Number **2216159** is a bonafide student of Master of Business Administration (MBA) course of this institute (2022 - 2024 batch). The Summer Internship Project titled "**A STUDY ON TECH-ENHANCED TALENT ACQUISITION: INVESTIGATING THE IMPACT ON RECRUITMENT PROCESSES"** is prepared by her/him under the guidance of **Dr Sumitha Achar** in partial fulfilment of the requirements for the degree of Master of Business Administration (MBA**).**

Professor & Dean
(Dr. Rajani Suresh)

Place: Mangalore
Date:

DECLARATION

I, REBECCA DSOUZA bearing Reg. No 2216159 hereby declare that the project titled "**A STUDY ON TECH-ENHANCED TALENT ACQUISITION: INVESTIGATING THE IMPACT ON RECRUITMENT PROCESSES"** has been prepared by me towards the partial requirements for the Master of Business (MBA) Program under the guidance of **Dr Sumitha Achar.** I also declare that this project report is my original work and has not previously formed the basis for the award of any degree, diploma, associateship, fellowship or other similar titles of any university.

Place: Mangalore Rebecca Dsouza

Date: 2216159

ACKNOWLEDGEMENT

First and far most I would like to express my profound gratitude to each person who has directly and indirectly helped me to conduct this project in the best way. With profound gratitude I acknowledge the encouragement I have received from all those who have contributed to the successful completion of this report.

I acknowledge my gratefulness to MS. Sumitha Achar, my mentor and guide who took keen interest in my project and guided me until the completion of my project work by providing all the necessary information for developing a good project.

I would like to express my sincere gratitude to Mr. Hari Prasad, Manager of Quess Corp, Bangalore for giving me such a great opportunity to do this project.

I would like to express my sincere gratitude to Ms. Namana, Team Manager and external guide, for her support, co-operation and for providing all necessary information required for the project.

I thank all the other staff members of Quess Corp, Bangalore, and everyone else who has been an inspiration throughout my project period.

Finally, I extend my sincere thanks to my parents, family and friends for their inspiration and support during the completion of the project work.

Rebecca Dsouza

QUESS
WINNING TOGETHER

13-Oct-23

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Rebecca Dsouza** a student at **St. Aloysius Institute of Management and Information Technology College,** was engaged with us as an Intern in the **"Recruitment Process"** from **13-Sept-23** to **13-Oct-23** under the supervision of **Malathi K** and completed the internship".

During her tenure with us, we found her to be dedicated, hardworking, and enthusiastic.

We wish **Rebecca Dsouza,** well in her future endeavours.

For **Quess Corp Limited**

Sunitha Karthikeyan
VP-HR

List of tables

EXCECUTIVE SUMMARY:

Introduction to the Company/Topic: This study examines the impact of artificial intelligence (AI) on recruitment processes within organizations. AI integration in talent acquisition has revolutionized traditional methods, enhancing efficiency, accuracy, and candidate experience. The research provides insights into how AI-powered systems optimize recruitment practices, supporting more effective and data-driven hiring strategies.

Problem Identification Variables and Objectives: The primary problem is understanding AI's transformative effects on recruitment. Key variables include candidate perception, technology adoption, and HR professionals' use of technological tools. Objectives are to explore how technology accelerates hiring, alters candidate experiences, and impacts HR decision-making. The study aims to identify which factors significantly influence the recruitment process.

Research Methodology and Statistical Methods: The research uses a descriptive design with surveys, interviews, and observations to gather data on tech-enhanced recruitment. Stratified sampling ensures representation from various industries, company sizes, and locations. Statistical tools include correlation and regression analyses to predict the recruitment process and assess the impact of technological adoption and candidate experiences on outcomes.

Major Outcomes of the Analysis: The analysis shows that AI significantly improves recruitment efficiency by automating tasks and enhancing decision-making through predictive analytics. Technological tools lead to quicker hiring times, better candidate management, and improved overall outcomes. Candidates benefit from more interactive and personalized recruitment experiences, increasing satisfaction and engagement.

Major Findings and Suggestions: Findings indicate that technological tools greatly enhance recruitment processes, followed by candidate experiences and perceptions. Key suggestions include training HR professionals to use new technologies, improving candidate experiences, and monitoring tools to mitigate biases. Future research should explore AI's long-term impacts on recruitment efficiency and candidate satisfaction, and its integration with other HR functions.

CHAPTER 1-
INDUSTRY PROFILE

1.1 INDUSTRY PROFILE:

1.1.1 Industry Structure and Origin

The staffing, recruiting, and talent management industry has a crucial role in the labour market. Its origins can be traced back to the early 20th century when businesses realized the challenge of finding the right people to fill job positions. Specialized employment agencies emerged to address this issue. These agencies acted as intermediaries, helping companies connect with qualified job-seekers. This fundamental concept of matching talent with job opportunities laid the foundation for the industry's growth.

As companies grew and complexity, they required a more specialized approach to recruitment. This led to the rise of recruitment firms that could identify candidates with the specific skills and expertise needed for various roles. Over time, this industry expanded to encompass a broad range of services, including temporary staffing and talent management. The industry's structure evolved to include agencies that provide services to companies and individuals seeking employment.

1.1.2 Growth and Development

The staffing, recruiting, and talent management industry has experienced significant growth and development. Firstly, as businesses expanded and became more specialized, they required assistance in identifying the most suitable candidates for various roles. This demand drove the industry to develop specialized recruitment services, matching the right person to the right job.

Additionally, the rise of the gig economy and changing workforce dynamics played a crucial role in shaping the industry's growth. Businesses increasingly needed flexible staffing solutions to cope with varying workloads and seasonal demands. This led to the expansion of temporary staffing services, where job-seekers could take on short-term roles as needed.

Furthermore, technological advancements have played a pivotal role in shaping the industry's development. The adoption of applicant tracking systems, artificial intelligence, and data analytics has transformed the recruitment process. These technologies have made

hiring faster, more efficient, and more precise, allowing companies to identify and hire the right talent with greater accuracy.

1.1.3 Major players

Quess Corp has been a major player in the business services industry in India, offering a wide range of services. The company has a significant presence and serves various clients across different sectors. Some of the major players within Quess Corp's subsidiaries and divisions, as of my last knowledge update in January 2022, include:

- IKYA Human Capital Solutions: A subsidiary specializing in workforce management and staffing solutions
- MFX: Focused on technology and IT services, including IT infrastructure management and cloud solutions.
- Conneqt Business Solutions: Offering customer lifecycle management services, including customer support and contact center operations.
- Integrated Facilities Management (IFM): Provides facility management and integrated support services.
- Brainhunter: A subsidiary focused on workforce and talent solutions in Canada.

1.1.4 Industry Competion

Quess Corp competes in various segments of the business services industry. Some of its competitors in different service areas may include:

- Workforce Management and Staffing:
    - TeamLease Services
    - Randstad India
    - Adecco India
- Technology and IT Services:
    - Wipro

    - Infosys
    - Tata Consultancy Services (TCS)
    - Cognizant
- Customer Lifecycle Management and BPO:
    - Concentrix
    - Genpact
    - Sutherland lobal Services
- Facility Management and Support Services:
    - CBRE Group
    - JLL (Jones Lang LaSalle)
    - Compass Group
    - Sodexo

1.2 COMPANY PROFILE

Quess Corp Limited (Quess) is India's leading business services provider, leveraging their extensive domain knowledge and future-ready digital platforms to drive client productivity through outsourced solutions.

Quess Corp Limited is India's leading business services provider and largest private-sector employer. Quess offers a host of services to help organizations to manage their non-core

activities in the areas of Workforce Management, Operating Asset Management, and Global Technology Solutions across industries and geographies.

Their passion for delivering exceptional services, augmented by proprietary digital platforms,has strongly established our credentials as India's largest employer in the private sector and the biggest integrated business services provider in the country. The company is also proud toachieve this success as a 15-year-old start-up.

A core value driving the business is constantly making the workforce more productive. Theirbusiness strategy is aligned to this, including training and skill development for better employability, helping job seekers easily find employment opportunities, digitising workflows, and providing social security benefits to a wider employable population.

HISTORY

2022

- Certified a Great Place to Work in 2022 for the third consecutive yearTop 48 Largest Global Staffing Firms in 2022
- Ranked amongst the Top 100 Best Companies to Work for in India, 2022
- The shareholding of individual investors has jumped over 12% to 87.19% as of September30, 2022, in the given period
- At the frontline of the fight against COVID - 57 hospitals, 3 airports and 11 infrastructureand public utilities maintained during COVID-19
- Re-certified Great Place to Work

- 106,000 employees (30%) hired in FY21 enjoyed social security benefits for first timeDiversity Champion (Search & Staffing) LinkedIn Talent Awards 2021
- Ranked 48 in SIA's top 100 largest global staffing firms

2020

- Ranked 50 on SIA top global Staffing firms. Recognized as India's largest private sector employer.Received Great Place to Work® Certification.

2019

- Acquired 61.35% stake in Allsec Technologies.Ranked 177 on ET 500 companies list.
- Ranked 69 on SIA top global Staffing firms.

2018

- Acquired Monster (APAC & Gulf) and HCL's care unit, Touch.

2017

- Acquired Greenpiece Landscapes.
- Invested in Simpliance, adding technology muscle to Compliance Management Function.Acquired 64% stake in Comtel, largest IT Staffing player in Singapore.
- Successfully completed our first Institutional Placement Program & raised Rs. 874 Acquired Stakes in Vedang Cellular Services Private Limited.
- Formed a Joint Venture with Trimax IT Infrastructure and Services Ltd
- Acquired majority stakes in TATA Business Support Services Limited (TBSS), now called ConneQt Business Solutions 2017 Forayed into the managed services business with Qtek Systems.
- Launched Aadhaar-based onboarding tool, POP (Paperless Onboarding Platform) throughHeptagon technologies.
- Celebrated 10-year anniversary.

2016

- Listed on NSE and BSE.
- Acquired Randstand Lanka, a staffing and human resources solutions company. Acquired balance 51% stake in MFX, an IT infrastructure company.
- Acquired 49% stake in Terrier, entering Manned Guarding and Security Solutions. Business Invested in Manipal Integrated Services, niche FM and Food.
- Business focused on Education and Healthcare Headcount crosses 1,50,000 with generalstaffing business crossing the 1,00,000-mile marker.
- 2015
- Signed a share purchase agreement to acquire TSQ.
- Court approval of the scheme of amalgamation of Avon, Magna Infotech and Hofinconswith our company and filing with the RoC.
- Acquired Aravon, an integrated facilities management company

2014

- Acquired Hofincons, a consulting and asset management services company. Acquired Brainhunter, an IT solutions company.
- Acquired 49% stake in MFX, an IT infrastructure company

2013

- TCIL acquired majority stake in our company

2011

- Selected by Ministry of Rural development

2010

- Acquired Magna Infotech, an IT Staffing company.

Different locations where Quess Corp Ltd runs

Bengaluru, Karnataka.

Bhubaneshwar, Orissa.

Chennai, Tamil Nadu.

Delhi

Hyderabad, Telangana.

Jalandhar, Punjab.

Kolkata, West Bengal.

Lucknow, Uttar Pradesh.

-ORIGIN:

Quess Corp Limited, founded in 2007, is a prominent and dynamic player in the Indian business services industry, offering a comprehensive range of workforce management and outsourcing solutions. With a strong commitment to innovation and efficiency, Quess Corp has swiftly evolved into one of the largest integrated business service providers in India. Thecompany's diverse portfolio spans human resources outsourcing, facility management, IT services, and skill development, catering to clients across a wide spectrum of industries, including IT, healthcare, manufacturing, and retail. Quess Corp's unwavering focus on technology-driven solutions and a customer-centric approach has solidified its reputation as aleading partner for businesses seeking to optimize their operations and achieve strategic growth.

-MISSION:

Quess Corp Limited's mission is to be a strategic partner to organizations, providing innovative and integrated workforce and business solutions to help them achieve their objectives and excel in a dynamic and competitive business landscape. Our mission centers on delivering value through a commitment to excellence, cutting-edge technology, and a deep understanding of our clients' unique needs. We aim to facilitate the growth and success of our clients by offering a range of services that enhance their operational efficiency, while also fostering a culture of continuous improvement and social responsibility.

The mission of Quess Corp Ltd is to be a global workforce management company that provides innovative solutions to organizations' talent and workforce needs. The company aims to deliver value to its clients by providing customized and scalable solutions that help them achieve their business objectives

Our mission extends to a dedication to our employees, whom we consider our most valuable assets. We strive to create an inclusive and empowering work environment where talent can flourish. In addition, our mission includes a commitment to contributing positively to the communities we operate in and to embracing sustainability practices that minimize our environmental footprint. By aligning our mission with these key principles, Quess Corp aims to be a trusted partner for businesses, an employer of choice, and a responsible corporate citizen.

-VISION:

To be a global company that provides world-class customer experience while continuously working towards creating better lives.

The company's vision is to be a leading provider of workforce solutions globally, recognizedfor its expertise, innovation, and commitment to customer satisfaction.

Quess Corp Limited's vision is to be the foremost global provider of integrated business services and workforce solutions. We aspire to transform the way businesses operate by offering innovative, scalable, and sustainable services that maximize efficiency and productivity. Our vision encompasses a commitment to excellence, ensuring that our clients

achieve their strategic goals and thrive in a rapidly changing world. We envision being a catalyst for the success of our clients and a driving force behind their growth.

Furthermore, our vision extends to fostering a culture of continuous learning, adaptability, and innovation, both within our organization and among the talent we place. We aim to be recognized as a thought leader in the business services and workforce solutions industry, driving change, and setting industry standards. As we pursue our vision, we remain deeply committed to our core values of integrity, teamwork, customer focus, and social responsibility. Through our vision, we strive to be a key partner for businesses worldwide and an organization that contributes positively to the development of societies and economies.

SWOT analysis of Quess Corp:

Strengths:

- Diversified service portfolio: Quess Corp offers a wide range of services, including workforce management, operating asset management, and technology solutions, which diversifies its revenue streams and minimizes risk.
- Strong market presence: The company has established a strong presence in the Indian market and has expanded its operations globally, giving it a competitive edge over its rivals.
- Strategic partnerships and acquisitions: Quess Corp has a history of strategic partnerships and acquisitions, enabling it to enter new markets and expand its service offerings, enhancing its competitiveness and market share.
- Skilled workforce: The company boasts a talented and skilled workforce, which is essential for delivering high-quality services and maintaining customer satisfaction.

Weaknesses:

- Dependence on the Indian market: Quess Corp's heavy dependence on the Indian market makes it vulnerable to the risks associated with the Indian economy, such as regulatory changes and market fluctuations.
- Integration challenges: Managing and integrating the diverse business units resulting from acquisitions can pose challenges, including cultural integration and operational alignment, which may impact overall efficiency and performance.

Opportunities:

- Growth in the outsourcing industry: The global outsourcing industry is growing, presenting opportunities for Quess Corp to expand its global footprint and diversify its revenue streams beyond the domestic market.
- Technological advancements: Advancements in technology provide opportunities for Quess Corp to innovate its service offerings, improve operational efficiency, and provide advanced solutions to its clients, thereby gaining a competitive advantage.

Threats:

- Intense competition: Quess Corp faces intense competition from both domestic and international players in the business services industry, which can potentially impact its market share and profitability.
- Economic instability: Fluctuations in the global and Indian economy, as well as regulatory changes, can pose threats to Quess Corp's business operations and financial performance.
- Rapid changes in technology: Rapid technological changes could render some of Quess Corp's services obsolete or less relevant, necessitating significant investments in research and development to stay competitive.

Share Capital:

During the year under review, there has been no change in the authorised share capital of the Company. However, the paid-up share capital of the Company has been increased from ` 1,479.91 million to ` 1,482.29 million due to the following:

Allotment of shares against exercise of options granted/ vested under the following share-based benefit schemes:

1. Quess Corp Limited Employee Stock Option Scheme 2009 ("ESOP 2009")

- The Nomination and Remuneration Committee ("NRC") vide resolutions dated 15 June, 2022 and 23
- September 2022 allotted 18,090 and 9,045 equity shares respectively of ` 10 each to the eligible ex-employee of the Company who exercised options under ESOP 2009.

2. Quess Employee Stock Option Scheme 2015 ("ESOP 2015")

- NRC vide resolution dated 12 December, 2022 allotted 13,422 equity shares of ` 10 each to the eligible employees & ex-employees of the Company who exercised their options under ESOP 2015.

3. Quess Stock Ownership Plan-2020 ("QSOP 2020")

- NRC vide resolutions dated 15 June, 2022; 23 September, 2022; 12 December, 2022 and 20 March,
- 2023 allotted 71,087; 59,951; 33,232 and 34,104 equity shares respectively of ` 10 each to the eligible employees of the Company who exercised their Restricted Stock Units ("RSU") under QSOP 2020.

1.3. Theoretical Background of the Study

In the fast-paced and ever-evolving landscape of human resources and talent management, the integration of technology has fundamentally transformed the traditional recruitment process. Tech-enhanced talent acquisition is a paradigm shift, driven by advances in digital technologies, artificial intelligence, data analytics, and automation. This theoretical background seeks to provide a foundation for understanding the evolution of recruitment processes in the context of technological enhancements.

1. Technological Evolution in Recruitment:

Historically, the recruitment process was manual, time-consuming, and heavily reliant on human judgment. However, the advent of technology has ushered in a new era. Applicant Tracking Systems (ATS), for instance, have streamlined the initial stages of recruitment by automating resume screening, candidate tracking, and communication. Furthermore, the emergence of AI and machine learning algorithms has enabled predictive hiring, where technology assesses candidate suitability based on historical data and trends. This tech-driven transformation has enhanced the efficiency and effectiveness of talent acquisition.

2. Impact on Candidate Experience:

Tech-enhanced talent acquisition has implications for the candidate experience. Modern applicants often interact with chatbots, attend virtual interviews, and receive personalized communication throughout the hiring process. These advancements can lead to a more engaging and convenient experience for candidates. On the other hand, it is crucial to consider potential biases in automated decision-making systems and ensure that technology does not inadvertently disadvantage certain demographics.

3. Data-Driven Decision-Making:

The wealth of data generated throughout the recruitment process can be harnessed for data-driven decision-making. Technology allows recruiters to analyze large datasets to identify patterns and trends in candidate sourcing, assessment, and selection. Insights derived from these analyses can inform more strategic recruitment strategies, making the process more targeted and efficient.

4. Ethical and Legal Considerations:

The integration of technology into talent acquisition raises ethical and legal concerns. Ensuring fairness, transparency, and compliance with privacy laws is paramount. Research should explore these ethical and legal dimensions to understand the potential challenges and identify best practices for responsible tech-enhanced recruitment.

5. Future Implications:

Finally, as technology continues to advance, the theoretical background should consider future implications. What will the future of talent acquisition look like with the integration of artificial intelligence, virtual reality, and other emerging technologies? Research should seek to understand how these advancements may change the nature of work, employer-employee relationships, and the role of HR professionals in the recruitment process.

In summary, tech-enhanced talent acquisition represents a fundamental shift in the way organizations find, attract, and select candidates. This theoretical background highlights the key dimensions to consider when investigating the impact of technology on the recruitment process, emphasizing its potential benefits, challenges, and ethical implications, as well as its future trajectory in the world of HR and talent management.

1.3.1 Developments in the last few years are

- **Artificial Intelligence (AI) and Machine Learning in Screening**: AI-powered tools and machine learning algorithms have become integral to the initial stages of recruitment. These technologies automatically screen resumes, identify suitable candidates, and even conduct initial interviews through chatbots. They have led to increased efficiency in identifying top talent.
- **Video Interviewing and Asynchronous Interviews**: Video interviewing platforms have gained popularity. These tools enable recruiters to assess candidates remotely, saving time and resources. Asynchronous interviews, where candidates record responses to preset questions at their convenience, have become common, offering flexibility to both recruiters and applicants.
- **Recruitment Marketing**: Recruitment marketing platforms have evolved to help employers market their jobs to a wider audience. These platforms leverage digital marketing strategies to attract passive candidates and engage with potential hires through content marketing, social media, and targeted advertising.

- **Predictive Analytics**: Advanced analytics and big data have allowed organizations to make data-driven hiring decisions. Predictive analytics tools help in assessing which candidates are likely to be successful in a role based on historical data and performance metrics. This aids in reducing turnover and improving the quality of hires.
- **Diversity and Inclusion Technology**: Organizations are increasingly using technology to promote diversity and inclusion in their recruitment processes. This includes AI tools that help eliminate bias in job descriptions and assessments, and platforms that actively source diverse candidates.
- **Virtual Reality (VR) and Augmented Reality (AR) Assessments**: Some organizations have begun using VR and AR for recruitment assessments. VR can simulate job-related tasks, while AR can provide interactive job previews. These technologies offer immersive experiences for both recruiters and candidates.
- **Mobile Recruitment Apps**: With the increasing use of mobile devices, mobile recruitment apps have gained prominence. These apps enable candidates to apply for jobs on the go and allow recruiters to streamline communication and scheduling.
- **Remote Onboarding**: With the rise of remote work, the onboarding process has also seen changes. Technology is being used to facilitate remote onboarding, including e-signatures for paperwork, virtual orientations, and online training modules.
- **Chatbots and AI-Powered Assistants**: Chatbots and AI-powered virtual assistants are used to engage with candidates, answer questions, and provide updates throughout the recruitment process. They offer a 24/7 presence and improve communication.
- **Blockchain for Credential Verification**: Blockchain technology is being explored for credential verification. It allows for secure and tamper-proof verification of candidates' educational and work credentials, reducing the risk of resume fraud.

These developments reflect the ongoing integration of technology in talent acquisition, making the recruitment process more efficient, data-driven, and adaptable to changing work environments. These trends have the potential to continue shaping the industry and influence how employers and job-seekers connect in the years to come.

The reason the choose this research topic is the **Emerging Trends in HR** where there's a growing interest in technology-driven HR practices and recruitment processes within an organization or industry, researching this topic can help you stay ahead of the curve.

Emerging trends in Human Resources (HR) reflect a dynamic landscape that is increasingly shaped by technology, evolving workforce dynamics, and a strong focus on employee well-being. Key trends include the expanded use of artificial intelligence (AI) and data analytics for recruitment and talent management, with an emphasis on predictive analytics and AI-driven assessments to enhance hiring precision. The remote and hybrid work models, accelerated by the COVID-19 pandemic, have necessitated HR's focus on ensuring virtual employee engagement and well-being, often through digital tools and mental health support initiatives. Additionally, diversity, equity, and inclusion efforts are taking centre stage, with technology being leveraged to address bias in hiring and promote a more inclusive workplace. Continuous learning and upskilling are also gaining importance as companies invest in employee development to adapt to rapidly changing job roles. Furthermore, the rise of the contingent workforce and gig economy has prompted HR to explore new ways of managing this evolving workforce structure. These trends collectively represent the evolving role of HR as a strategic partner in navigating the changing world of work.

FUTURE PROSPECTS

The future growth potentials in the field of tech-enhanced talent acquisition are substantial and promising. As technology continues to advance and businesses evolve, several key growth areas and opportunities are likely to emerge:

- **AI-Driven Candidate Matching**: Artificial intelligence will become even more sophisticated in assessing candidate suitability. AI algorithms will use a broader range of data sources to match candidates to job requirements, leading to faster and more precise hiring decisions.
- **Enhanced Candidate Experience**: Innovations in virtual reality (VR) and augmented reality (AR) may provide immersive and interactive candidate experiences, allowing job-seekers to engage with potential employers and job environments virtually.
- **Automation in Recruitment Marketing**: Automation will play a more prominent role in recruitment marketing. Chatbots and automated marketing platforms will help businesses engage with potential candidates efficiently, nurture leads, and provide personalized experiences.
- **Blockchain for Verification**: Blockchain technology for credential verification will gain wider adoption. Candidates will have secure, portable, and verifiable records of their educational and work achievements, simplifying the hiring process and reducing fraud.
- **Diversity and Inclusion Tech**: Technology aimed at reducing bias in recruitment and fostering diversity and inclusion will continue to grow. AI and machine learning will be used to detect and mitigate unconscious bias in job descriptions, candidate assessments, and other processes.
- **Predictive Analytics for Employee Retention**: Predictive analytics will not only assist in identifying suitable candidates but will also help in predicting which hires are most likely to remain with the company. This will reduce turnover and improve the quality of hires.

- **Remote Work Adaptations**: As remote work becomes a permanent fixture for many organizations, tech-enhanced talent acquisition will adapt to this new normal. Video interviews, remote onboarding, and tools for managing remote teams will see further innovation.
- **Cybersecurity in Recruitment**: As recruitment processes rely more on digital tools, cybersecurity will become crucial. Protecting candidate and company data will create opportunities for cybersecurity solutions specialized in HR tech.
- **Globalization of Talent Pools**: Tech-enhanced recruitment will facilitate the global sourcing of talent. Businesses will have access to a more diverse and international candidate pool, and tools for cross-border hiring will develop.
- **Compliance and Ethics in Recruitment Tech**: The need for ethical, transparent, and legally compliant tech solutions will grow. Companies will seek technology that aligns with their values and adheres to evolving regulations.
- **Skills-Based Recruitment**: The focus will shift from traditional educational qualifications to skills-based hiring. Platforms that effectively evaluate and match candidates based on their competencies will see increased demand.
- **Continuous Learning and Reskilling**: Technology platforms for continuous learning and reskilling will play a vital role. Candidates and employees will seek opportunities to acquire new skills to remain competitive in the job market.

The future of tech-enhanced talent acquisition is bright, driven by innovation, increased demand for efficiency, and the growing importance of talent management. As organizations recognize the value of finding and retaining the right people, tech solutions will continue to evolve, offering new ways to improve the recruitment process and enhance the employee experience.

CHAPTER 2
LITERATURE REVIEW

2.1 LITERATURE OF REVIEW

David Do and Daniel Ohlsson (2018) highlighted that the potential of today's online environments is vast. More data is being stored in various forms online than ever before, and this volume continues to grow. As the amount of data in online databases increases, the demand for evaluating and optimizing information systems is also on the rise. This project focused on a recruitment agency in Great Britain, specifically examining the user experience and workflow within their applicant tracking software (ATS). Using the Task-Technology Fit (TTF) theory as a foundation, the study aimed to assess how well this theory applied to the evaluation of the ATS, known as Bullhorn, by qualitatively measuring the alignment between task characteristics and technology features. The results demonstrate how the current TTF construct impacts user experience and performance.

Dr. Muhammad shaukat malik, mr. Muhammad assad ul Mujtaba (2018) In our exploration of today's organizational dynamics, we recognized the pivotal role of the HR department in driving success. With this understanding, we embarked on a research endeavour to delve into the impact of technological advancements, particularly E-Recruitment, on HR practices.

Focusing our lens on the private sector in Pakistan, known for its rapid growth, we endeavoured to unravel how modern technology has reshaped recruitment strategies. Through meticulous data collection and rigorous statistical analysis, we uncovered compelling insights into the transformative power of E-Recruitment on HR effectiveness.

Our findings revealed a significant correlation between the adoption of E-Recruitment and the enhanced efficacy of HR departments. It became evident that technology has ushered in a new era of efficiency and effectiveness in talent acquisition, reshaping traditional HR paradigms in the process.

Priyanka John Attupuram and Sivakumar Gopalakrishnan (2015) As we navigate the fiercely competitive recruitment landscape, it's evident that organizations are investing significant time, effort, and resources into refining their talent acquisition strategies. Achieving company objectives hinges on recruiting individuals with the right skills, qualifications, and experiences, while also considering future needs. During intense

competition, innovation and strategic decision-making have taken centre stage for selectors striving to attract top talent that aligns with the organization's culture and values.

Even in a country like India, where unemployment rates remain high, securing top talent poses a considerable challenge. Thus, our project aims to delve into the current talent acquisition process within our organization, with a keen eye on identifying areas ripe for improvement. Furthermore, we seek to assess the extent to which best practices are being adopted and explore the integration of new and innovative methods in job analysis, recruitment, screening, and selection processes.

Utilizing a descriptive research approach, we embarked on a journey to gather primary data through direct interviews with key stakeholders. Additionally, secondary data was gleaned from a variety of sources including books, publications, research studies, articles, and websites. Through a method known as judgmental sampling, also referred to as purposive sampling, we meticulously selected subjects with a specific purpose in mind, ensuring a comprehensive understanding of our organization's talent acquisition landscape.

Prof. Sahana G N and Pallavi N (2023) state that as technology becomes more prevalent in recruitment, it is crucial to grasp its influence on the hiring process. Their study seeks to investigate whether e-recruitment results in higher-quality hires and faster recruitment times in comparison to conventional methods. The outcomes offer valuable insights for organizations aiming to enhance their recruitment strategies and refine their talent acquisition procedures.

Dr. Sapna Chauhan, Anshit Singh and Shivani Sharma (2021) found that the data gathered from multiple human resources sources reveals a substantial influence of technology on the recruitment and selection procedures. Our analysis, combining quantitative research and insights from existing literature, demonstrates the growing significance of information technology in streamlining recruitment processes. Concurrently, modern businesses are eager to harness IT to minimize expenses, enhance services, and boost overall efficiency.

Dhyana Paramita (2020) found that the changing landscape of technology has had a significant impact on various industries, including the field of human resources,

particularly in the context of recruitment and selection. Various technological solutions have brought about a range of advantages to recruitment processes, primarily by enhancing efficiency, although they may not pay as much attention to fostering relationships. The decision of whether to strike a balance between these aspects depends on a company's perspective on its own recruitment process. The primary objective of this research was to gain insights into how companies approach their recruitment practices. They aimed to examine and discuss the influence of AI technology in recruitment, considering various viewpoints, particularly from professionals in the fields of human resources and operations management.

Rajat Tayal, Dr. Pankaj Dutta, Ms. Sakshi Goyal (2023) In our research paper, we delve into the transformative effects of technology on the recruiting process. As technology continues to advance, recruitment practices have undergone significant evolution. Our objective is to offer a comprehensive overview of how technology impacts various stages of recruitment, from sourcing to onboarding. Additionally, we explore the advantages, challenges, and ethical considerations associated with integrating technology into recruiting. Our findings illuminate the opportunities and limitations of technology-driven recruitment, providing valuable insights for organizations to optimize their hiring strategies in the digital age. Through this research, we aim to equip professionals in human resources, talent acquisition, and organizational leadership with the knowledge needed to navigate the opportunities, challenges, and best practices of integrating technology into their recruitment strategies.

Manasa J and Anu Revamma Parvathi (2019) In our exploration of the modern business landscape, it's clear that globalization has ushered in a wave of technological advancements that touch every aspect of human life. Technology not only streamlines our tasks but also connects us across the globe, transforming how we operate in the business world. Recognizing the need to stay ahead in a competitive environment, organizations must embrace innovation as a core strategy. As stewards of turning business visions into reality, human resources hold a pivotal role within organizations. It is imperative to provide them with ample opportunities to broaden their horizons. Enter Artificial Intelligence (AI), a game-changer in today's innovative business realm. AI, essentially a simulation of human

intelligence, is revolutionizing traditional business practices. Chatbot, a prime example of AI innovation, is aimed at enhancing the often-tedious functions of human resources. Our study delves into the vast scope of Chatbot, its practical utility, and its implications for the future of the business world. Through this exploration, we aim to shed light on the transformative potential of Chatbot technology in reshaping how organizations operate and interact in the digital age.

Ralf Caers and Vanessa Castelyns, highlights that this research looks at how Belgian recruitment and selection professionals use LinkedIn and Facebook in their hiring processes and to what extent. A total of 398 and 353 respondents from various sectors and organizations filled out an online questionnaire about Facebook and LinkedIn. The findings show that both social media platforms are used by professionals for recruiting and learning more about job applicants, and for deciding who to interview. However, the study later reveals that Belgian recruitment and selection professionals use LinkedIn and Facebook differently in recruitment and selection. It also shows that while professionals do not think profile pictures on Facebook can tell them much about emotional stability and agreeableness, they do believe they can pick up on signs of extraversion and maturity. This could lead to unfair biases in the selection process even before the first interview.

Bhanu Sree Reddy D and Geetha R (2018) state that in today's competitive landscape, every industry, business, or firm is in the early stages of the fourth industrial revolution and is on the hunt for skilled, dynamic employees to remain competitive in the digital world. A robust recruitment strategy is a key factor in achieving this goal, as it enables organizations to identify and hire the right individuals to meet their job objectives. Artificial Intelligence (AI) plays a pivotal role in recruitment decisions by providing data analysis capabilities. AI involves creating intelligent machines that mimic human behaviors and tasks, aiming to make computers function as people do. The primary objective of this study is to examine how AI influences recruitment strategies, shedding light on the techniques used by companies in AI-based recruitment. This research relies on secondary sources like conceptual papers, peer-reviewed journal articles, books, and websites to explore this concept further.

Amitabha Gupta and Dr. Arup Kumar (2018) in this paper, have tried to explore whether Technological Efficiency has a direct impact on the Service Quality of the Recruitment Service Providers from the point of view of the Corporate through a survey conducted amongst the practicing HR Professionals from Kolkata and have found that the Perceived Service Quality of the Corporate about the Recruitment Service Provider greatly affected by the Technology enabled operational efficiency.

Holm, Anna B (2016) found that until now, there has been limited research into the overall impact of e-recruitment on the recruitment process. This study aims to address this gap by examining how e-recruitment influences the design of the recruitment process. The research conducted three exploratory case studies within large organizations in Denmark between 2008 and 2010. The results suggest that e-recruitment fundamentally transforms the traditional recruitment process, making it independent of time and location and fostering collaboration in hiring. The most significant changes are seen in the sequence and increased divisibility of key recruitment tasks and subtasks. Management's primary role now involves candidate communication, and maintaining a corporate career website is an essential part of the new recruitment process. This study also presents the new recruitment process design and briefly discusses its implications.

Okasanen, Reija (2018) states that this thesis is centered around the intriguing transformation that recruitment is poised to undergo due to the integration of big data analytics and artificial intelligence (AI). It aims to expand our understanding of how these new technological solutions are altering and will continue to impact recruitment processes. The study primarily focuses on how Finnish recruitment professionals are utilizing these technologies and the opportunities and risks they encounter. It also delves into the prospects of technology-based recruitment. The widespread adoption of technology in recruitment practices, with a particular emphasis on big data and AI, has revolutionized the way organizations find potential employees, making the process quicker, more effective, and cost-efficient. Data for the research was gathered through interviews with eight Finnish recruitment professionals, and the findings revealed a wide range of opinions, underscoring the novelty of this phenomenon. AI is already being employed to some extent in Finnish recruitment, with three key phases identified for its application: practical organization, pre-

screening applications, and candidate communication. The benefits and drawbacks of AI in recruitment sparked extensive discussions, with various opportunities and risks identified, including faster recruitment, task automation, increased objectivity as advantages, and concerns about discrimination, data accuracy, and privacy invasion as risks, among others.

Chaza Abdul, Wenli Wang and Yating Li (2020) stated that Recruitment technologies have become increasingly prevalent among human resource (HR) professionals. This research aimed to uncover HR professionals' perceptions of the impact of technology on the recruitment process. The survey gathered insights from HR professionals across various industries, revealing several key findings: 1) Despite differences in popularity, recruitment technology is widely utilized; 2) HR professionals believe that recruitment technology has enhanced the recruitment process; 3) Technology's role is more prominent in the early stages of recruitment, such as sourcing and screening candidates, compared to the later stages like interviewing and candidate engagement; 4) It is generally considered easy to learn and master recruitment technology; and 5) Artificial intelligence is already beginning to influence the recruitment process. Furthermore, the perceived positive impact of technology is just beginning, with the potential for artificial intelligence and blockchain to further enhance the recruitment process soon.

Piotr Horodysk (2023) highlights that Artificial intelligence (AI) technologies, which are making significant changes in various business sectors, are also revolutionizing the realm of human resources and recruitment. AI-based tools are altering the way recruitment procedures are carried out. However, the perspective of candidates regarding AI technology's role has not been extensively explored in the existing literature. Given the limited understanding of how applicants perceive AI-enabled recruitment, this study investigates their experiences and perceptions in hiring processes. The findings indicate that applicants generally hold a positive view of AI technology in recruitment, finding it useful and user-friendly. Notably, the most significant advantage is the reduced response time. On the flip side, the drawbacks include the lack of human judgment nuance, issues with accuracy and reliability, and the fact that AI technology in recruitment is still in its early stages.

Wan Mohd Rusydan Sołek-Borowska **and Roshidi Hassan (2019),** learnt that Artificial Intelligence (AI) is a computer science technology that enables machines to mimic human behaviors and processes. AI empowers computers to perform tasks like speech and image recognition, learning, planning, and problem-solving. It has gained widespread use in the era of Industry 4.0, with popular applications like Siri, Google apps, Amazon, Netflix, Facebook, and Spotify integrating AI. According to the Undercover Recruiter, AI is projected to replace 16% of HR jobs within the next decade. One emerging application of AI is in the recruitment process, where it helps HR managers streamline the selection of top talent for their organizations. In Industry 4.0, the Internet of Things (IoT) is prevalent, and traditional hardcopy forms and resumes have transitioned to online applications and job portals. HR managers also use online platforms like LinkedIn for talent acquisition. AI technology significantly enhances the efficiency of these recruitment processes. This paper explores various recruitment methods that can be improved using AI technology.

Karan Hiren Bhalgat (2019), states that the forces of globalization, advancements in information technology, and recent societal changes have compelled organizations to reevaluate and modernize their operations. Over the past two decades, there has been a noticeable surge in the adoption of Artificial Intelligence (AI) technologies within the business landscape. This dissertation delves into the perspective of Human Resources, specifically in recruitment and selection, as part of HR management, concerning the integration of AI solutions. It offers an unbiased literature review that presents various authors' viewpoints on the adoption of AI, its prospects, and the associated risks in recruitment. The data for this dissertation were collected through online survey questionnaires and subsequently analyzed. The findings indicate that AI offers promising solutions for recruiters to enhance the recruitment process by automating time-consuming, repetitive tasks such as candidate sourcing and screening. However, concerns regarding the costs of developing such systems, security, and related issues are acknowledged and thoroughly discussed in this dissertation.

Celina Sołek-Borowska and Maja Wilczewska (2018), A well-executed recruitment and selection process is crucial for organizations, allowing a comprehensive and unbiased assessment of candidates in terms of meeting employer expectations and facilitating their hiring. However, there has been limited research on the overall impact of e-recruitment on the recruitment process. This study aims to bridge this gap by examining how e-recruitment influences the design of the entire recruitment process. The research focuses on the example of Itutor Group, illustrating how modern technology is integrated into recruitment and selection strategies using a case study approach. The case study revolves around the collaboration between Work Service personnel consultancy and the international organization Itutor Group, employing video-recruitment in their strategy. The findings reveal that e-recruitment transforms the traditional recruitment process into a collaborative, time- and location-independent system. Significant changes are observed in the sequence and increased division of core recruitment tasks. Management's central role now involves communication with candidates. Implementing recruitment and selection strategies based on modern technology requires a skilled and capable team, offering two distinct advantages: faster process turnaround and potential cost reduction.

2.2 LITERATURE MAPPING:

Year	Author	Title	Primary Objective	Major Finding	Research Gap
2018	David Do and Daniel Ohlsson	The impact of Task-Technology Fit on user performance within an Applicant Tracking Software	The primary objective of the article is to investigate how the concept of Task-Technology Fit (TTF) influences user performance when using an Applicant Tracking Software (ATS). The authors aim to explore the alignment between the tasks performed by HR professionals and the capabilities of the ATS, and how this alignment affects the efficiency and effectiveness of recruitment processes.	**-Task-Technology Fit Importance:** A strong alignment between the tasks required by HR professionals and the functionalities provided by the ATS significantly enhances user performance. **-User Performance:** HR professionals who perceive a high level of fit between their tasks and the ATS report higher satisfaction, increased efficiency, and better overall performance.	**-Customization Needs:** Exploring the need for customization of ATS features to better align with diverse recruitment tasks across different industries. **-Longitudinal Studies:** Conducting longitudinal studies to assess the long-term impact of TTF on user performance and recruitment outcomes. **-Comparative Analysis:** Comparing TTF and user performance across different types of recruitment technologies beyond ATS to provide a broader perspective on technology integration in HR practices.

				-Software Utilization: The effectiveness of ATS utilization is maximized when the software is well-matched to the specific recruitment tasks it is intended to support.	
2018	Dr. Muhammad Shaukat Malik, Mr. Muhammad Assad ul Mujtaba	Impact of E-Recruitment on Effectiveness of HR Department in Private Sector of Pakistan	The primary objective of the article is to evaluate the impact of e-recruitment practices on the effectiveness of Human Resource (HR) departments within the private sector of Pakistan. The authors aim to determine how the adoption of e-recruitment tools and technologies influences the overall performance, efficiency, and strategic capabilities of HR	E-recruitment is a win-win for HR departments. It streamlines processes, reduces time-to-hire, and lowers costs compared to traditional methods. By reaching a wider pool of talent and improving candidate quality through better screening, HR can make strategic decisions based on data and analytics, ultimately strengthening their	-Understanding roadblocks to adoption, like resistance to change or lack of technical expertise. -Comparing effectiveness across sectors and countries to identify what works best. -Analysing long-term impacts on HR and overall organizational success. -Incorporating employee perspectives to ensure a smooth experience for both employers and candidates.

			departments in Pakistani private sector organizations.	impact on the organization.	
2015	Priyanka John Attupuram and Sivakumar Gopalakrishnan	Talent Acquisition Process in a Multinational Company: A Case Study	The primary objective of the article is to analyse and understand the talent acquisition process within a specific multinational company. The authors aim to provide an in-depth examination of the methods, strategies, and challenges involved in attracting and recruiting talent in a global organizational context.	This multinational company tackles recruitment with a structured, tech-powered approach. They leverage a global talent pool through various platforms, ensuring consistency and efficiency across regions. Advanced technologies like ATS and AI streamline hiring, but cultural integration remains a key challenge. To attract top talent, they invest heavily in employer branding and utilize data-driven insights to continuously	Talent acquisition research needs to evolve alongside the field. Future studies should explore the long-term impact of technology on efficiency and candidate experience, identify best practices and challenges in global hiring through comparative studies, investigate the link between recruitment and retention, and delve into how companies can build a more diverse and inclusive talent pipeline. By tackling these areas, researchers can empower organizations to optimize their hiring strategies for a future-proof talent acquisition process.

				improve their recruitment strategies.	
2023	Prof. Sahana G N and Pallavi N	The study on the effectiveness of talent acquisition through E-recruitment	The primary objective of the article is to evaluate the effectiveness of talent acquisition practices facilitated through e-recruitment methods. The study aims to assess how e-recruitment tools and technologies influence the overall efficiency, reach, and quality of the recruitment process in various organizational contexts.	E-recruitment is a game-changer, boosting efficiency with automation, reaching a global talent pool online, improving hiring quality with smarter screening, saving costs compared to traditional methods, and enhancing the candidate experience for a stronger employer brand. Additionally, data analytics provide valuable insights to refine recruitment strategies and decision-making.	E-recruitment's impact goes beyond initial hiring. Future research should explore its long-term effects on employee retention and satisfaction. We also need to understand the challenges organizations face in adopting these technologies, including technical hurdles, resistance to change, and the need for upskilling HR. Additionally, sector-specific studies and analyses of how cultural differences impact multinational companies' e-recruitment practices are crucial. Finally, research on how e-recruitment integrates with other HR systems and its impact on overall HR effectiveness will provide a holistic view for optimizing talent acquisition strategies.

2021	Dr. Sapna Chauhan, Anshit Singh and Shivani Sharma	To Study the Impact of Technology on Recruitment	The primary objective of the article is to investigate how technology impacts the recruitment processes within organizations. The authors aim to analyze the various technological tools and systems employed in recruitment, assess their effectiveness, and understand their influence on different stages of the recruitment lifecycle.	Technology is transforming recruitment, offering automation for efficiency, AI-powered tools for wider candidate pools and smarter screening, and data analytics for informed decisions. While initial costs and resistance to change can be hurdles, embracing these advancements can lead to faster hiring, cost savings, and a stronger employer brand through a more positive candidate experience.	The future of recruitment research needs to look beyond the initial hiring process. We need to understand the long-term impact of recruitment technologies on employee performance and retention rates. Different industries and company sizes might experience these effects differently, so sector-specific studies are crucial. Furthermore, research should explore how these technologies impact diversity and inclusion efforts, ensuring they don't perpetuate bias. Understanding job applicant perspectives on these tech-driven processes, including their preferences and areas for improvement, is also important. Finally, examining how recruitment technologies integrate with other HR functions like onboarding, training, and performance management

					will provide a holistic view of their impact on overall HR effectiveness.
2020	Dhyana Paramita	Digitalization in Talent Acquisition: A Case Study of AI in Recruitment	The primary objective of the article is to examine the role and impact of artificial intelligence (AI) in the digitalization of talent acquisition processes. The author aims to provide an in-depth case study on how AI technologies are utilized in recruitment, exploring their benefits, challenges, and overall effectiveness in transforming traditional hiring practices.	The study finds that AI significantly enhances recruitment efficiency by automating repetitive tasks, improving candidate matching accuracy, and providing a personalized and seamless candidate experience. AI-generated data and analytics offer valuable insights for optimizing recruitment strategies, and there is potential for bias reduction through objective decision-making. However, challenges such as implementation costs,	The research highlights gaps in understanding the long-term impact of AI on workforce dynamics, the need for cross-industry comparisons, ethical and legal considerations, the integration of AI with human judgment, and the candidate perspective on AI-driven recruitment processes.

				technical expertise requirements, data privacy concerns, and resistance to change are noted.	
2023	Rajat Tayal, Dr. Pankaj Dutta, Ms. Sakshi Goyal	Adoption of Technology on Recruitment Process: A Study of Perceptions and Attitudes of HR Professionals	The primary objective of the article is to investigate the perceptions and attitudes of HR professionals towards the adoption of technology in the recruitment process. The authors aim to understand how HR professionals perceive the role of technology, their willingness to adopt technological tools and systems, and the factors influencing their attitudes towards technology-driven recruitment practices.	The study reveals that HR professionals generally view technology as beneficial for recruitment processes, recognizing its potential to enhance efficiency and candidate experience. However, there are instances of hesitancy or resistance towards adopting new technological tools, influenced by factors like organizational culture and resource availability. Common barriers to adoption include budget	Research gaps identified include the need for longitudinal studies tracking attitudes over time, comparative analyses across industries, exploration of technology's impact on HR roles, assessment of training effectiveness, and investigation into user experiences with recruitment technologies.

				constraints and concerns about data security.	
2021	Manasa J and Anu Revamma Parvathi	A Study on Future of Artificial Intelligence - Chatbots in HR	The primary objective of the article is to explore the future prospects of artificial intelligence (AI) in the field of human resources (HR), specifically focusing on the role of chatbots. The authors aim to investigate the potential applications, benefits, challenges, and implications of using chatbots powered by AI technology in HR functions.	The study suggests that AI-powered chatbots have the potential to revolutionize HR functions by automating tasks, enhancing efficiency, and providing personalized support to employees. They offer 24/7 availability, personalized interaction, and data analytics capabilities, empowering employees to resolve queries independently and access HR services more efficiently.	Further research is needed to investigate the long-term impact of chatbots on HR practices and organizational dynamics, address ethical considerations regarding data privacy and algorithmic transparency, understand employee acceptance and attitudes towards chatbot interactions, explore integration challenges with existing HR systems, and assess the effectiveness of chatbots compared to traditional HR support channels.
2014	Anna B. Holm	Institutional context and e-	The primary objective of the article is to explore the relationship between	The study reveals that institutional factors, including legal	Further research is needed to compare e-recruitment practices across different cultural contexts, conduct longitudinal

		recruitment practices of Danish organizations	institutional context and e-recruitment practices in Danish organizations. The author aims to investigate how external factors such as institutional norms, regulations, and cultural influences shape the adoption and implementation of e-recruitment strategies within Danish organizations.	frameworks, cultural norms, and industry standards, significantly influence e-recruitment practices within Danish organizations. These factors shape the design and implementation of e-recruitment strategies, impacting regulatory compliance, organizational adaptation, and competitive advantage in talent acquisition.	studies to track the evolution of e-recruitment strategies, investigate the relationship between e-recruitment practices and organizational performance, explore how organizations strategically align e-recruitment with institutional contexts, and examine employee perspectives on e-recruitment within diverse institutional settings.
2018	Reija Oksanen	New technology-based recruitment methods	The primary objective of the article is to explore and analyze the emergence and utilization of new technology-based recruitment methods. The author aims to investigate	The study uncovers various new technology-based recruitment methods, such as AI-powered applicant tracking systems, video interviews, and gamified	Further research is warranted to evaluate the long-term impact of these methods on recruitment outcomes and organizational performance, conduct comparative analyses across industries and regions, explore candidate perspectives and experiences,

			the adoption, implementation, and impact of innovative technological tools and platforms in the recruitment process, examining their effectiveness, benefits, and challenges.	recruitment platforms, which enhance efficiency, candidate reach, and data-driven decision-making in the recruitment process. These methods improve candidate sourcing, assessment accuracy, and the candidate experience, facilitating faster communication and greater transparency.	investigate integration challenges with existing HR systems, and address ethical considerations surrounding data privacy and algorithmic transparency.
2020	Chaza Abdul and Yating Li,	The Impact of Technology on Recruitment Process	The primary objective of the article is to examine the influence of technology on the recruitment process. The authors aim to investigate how technological advancements affect various stages of recruitment, from candidate sourcing and	The study reveals that technology significantly enhances the recruitment process by improving efficiency, expanding candidate reach, enhancing screening and selection accuracy, personalizing	Further research is not necessary to investigate the long-term impact of technology on recruitment outcomes, address adoption challenges such as cost and resistance to change, consider ethical implications regarding data privacy and algorithmic bias, explore candidate perspectives, and compare the effectiveness of different

			screening to interviewing and onboarding.	interactions, and enabling data-driven decision-making.	recruitment technologies across diverse contexts.
2019	Wan Mohd Rusydan Wan Ibrahim	Recruitment Trends In The Era Of Industry 4.0: Using Artificial Intelligence: Pro And Cons	The primary objective of the article is to examine the trends in recruitment practices within the context of Industry 4.0, specifically focusing on the utilization of artificial intelligence (AI). The author aims to analyze the advantages and disadvantages of incorporating AI technologies into the recruitment process and explore their impact on HR practices.	The study highlights the increasing adoption of AI technologies in recruitment practices, noting their role in enhancing efficiency, improving candidate matching, and enhancing the candidate experience. AI-driven tools streamline workflows, provide personalized interactions, and offer valuable insights for data-driven decision-making in HR.	Further research is necessary to explore the ethical implications of AI adoption in recruitment, assess the long-term impact on employee outcomes and organizational culture, address integration challenges with existing HR systems, understand candidate perspectives, and navigate regulatory frameworks surrounding AI adoption in recruitment.
	Celina Sołek-Borowska,	New technologies in the	The primary objective of the article is to examine the utilization of new	The study uncovers the diverse range of new technologies	Further research is needed to explore the long-term impact of these technologies on recruitment outcomes,

	Maja Wilczewska	recruitment and selection process	technologies in the recruitment and selection process. The authors aim to explore the introduction and impact of innovative technological tools and platforms on traditional recruitment and selection methods, assessing their effectiveness, benefits, and challenges.	implemented in the recruitment and selection process, showcasing their ability to enhance efficiency, expand candidate reach, improve the candidate experience, and enable data-driven decision-making.	assess user acceptance among HR professionals and candidates, address integration challenges with existing HR systems, examine ethical considerations surrounding data privacy and algorithmic bias, and compare the effectiveness of different technologies across various organizational contexts.
2022	Suziya Khan, Hemraj Kawadkar	Study on Preference of Job Applicants towards E-Recruitment Process	The primary objective of the article is to investigate the preferences of job applicants regarding e-recruitment processes. The authors aim to understand job seekers' attitudes, perceptions, and preferences towards online recruitment methods, including their satisfaction levels, concerns, and factors	The study reveals that job applicants predominantly prefer e-recruitment channels due to their accessibility, convenience, and transparency in providing job-related information. They value the efficiency, convenience, and communication	Further research is necessary to explore demographic variations in job applicants' e-recruitment preferences, conduct comparative analyses across industries and regions, investigate user experiences with different e-recruitment platforms, assess perceptions of trust and credibility, and understand how preferences influence application behavior.

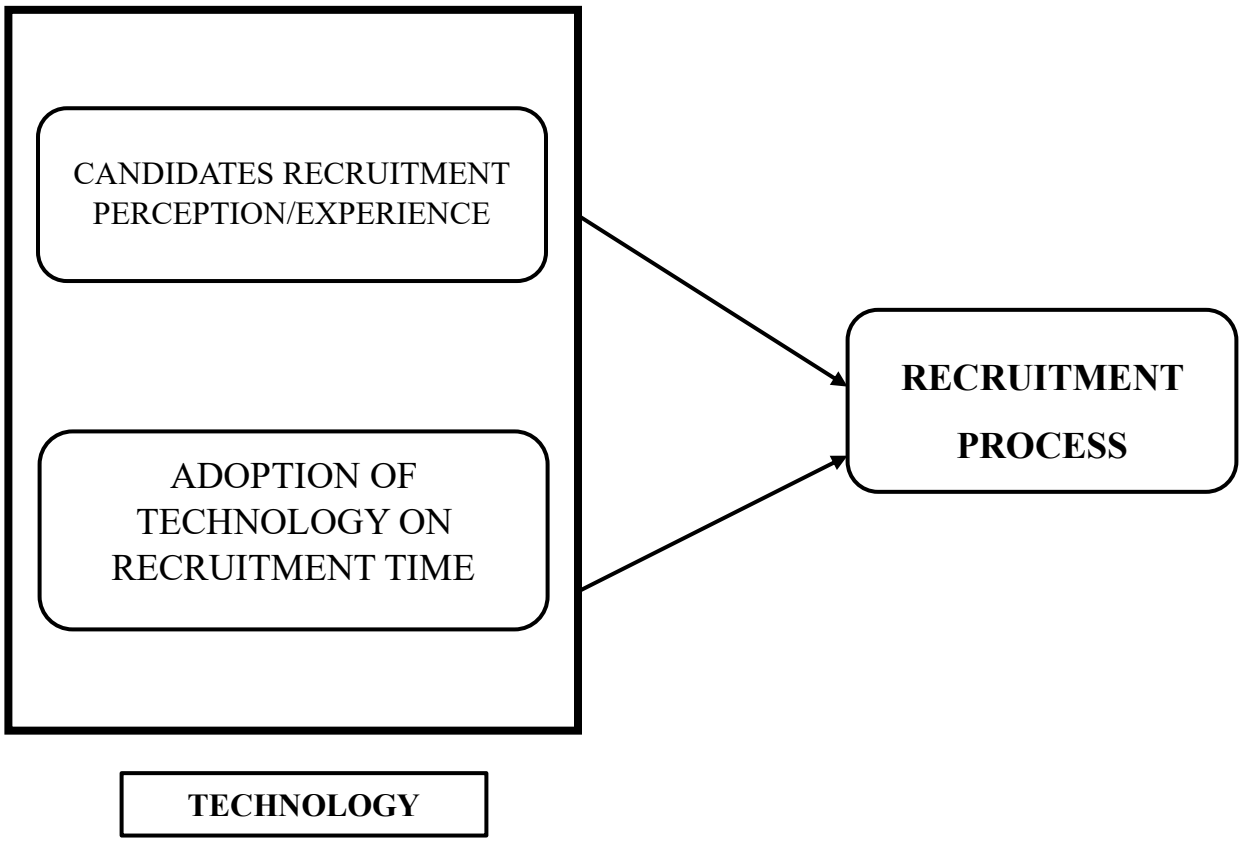
			influencing their decision-making during the application process.	facilitated by online platforms, although privacy and security concerns persist.	
2024	Dr. Parul Agarwal, Dr. Jyotsna Sinha	Digitizing Talent Acquisition: A Comprehensive Analysis of E-Recruitment Practices and Trends	The primary objective of the article is to conduct a comprehensive analysis of e-recruitment practices and trends within the context of digitizing talent acquisition. The authors aim to examine the adoption, implementation, and impact of e-recruitment strategies and technologies in modern talent acquisition processes.	The study reveals a rising trend in organizations adopting e-recruitment practices and technologies to optimize talent acquisition processes. These technologies, including AI-powered applicant tracking systems and video interviewing software, aim to enhance efficiency, improve candidate experience, and enable data-driven decision-making. Despite the benefits, challenges such as technical	Further research is necessary to assess the long-term impact of e-recruitment on organizational performance, explore candidate engagement strategies, address integration challenges with existing HR systems, examine ethical considerations, and understand how organizations adapt their talent acquisition strategies to technological advancements.

				complexity and data privacy concerns persist.	
2024	Dr. Tamasmita Basu, Mr. Soumen Jana	AI-Enhanced eHRM: Revolutionizing Talent Acquisition for Maximum Benefits	The primary objective of the article is to explore the impact of AI-enhanced electronic Human Resource Management (eHRM) systems on talent acquisition processes. The authors aim to investigate how the integration of AI technologies into eHRM systems revolutionizes talent acquisition practices and maximizes benefits for organizations.	The study illustrates that the integration of AI technologies into eHRM systems significantly revolutionizes talent acquisition processes. AI-enhanced eHRM systems enhance efficiency and accuracy by automating tasks, offer personalized engagement strategies, provide valuable data-driven insights, and confer a competitive advantage to organizations in attracting top talent.	Further research is warranted to evaluate the long-term impact of AI-enhanced eHRM systems on talent acquisition outcomes and organizational performance, understand user experiences with these systems, address ethical concerns regarding data privacy and algorithmic bias, assess organizational readiness for implementation, and explore integration challenges with existing HR processes and systems.
	R. Vedapradha, R.	Talent acquisition-artificial	The primary objective of the article is to explore the use of artificial intelligence (AI) in	The study reveals that the integration of artificial intelligence (AI) into	Further research is not necessary to assess the long-term impact of AI-powered talent acquisition on

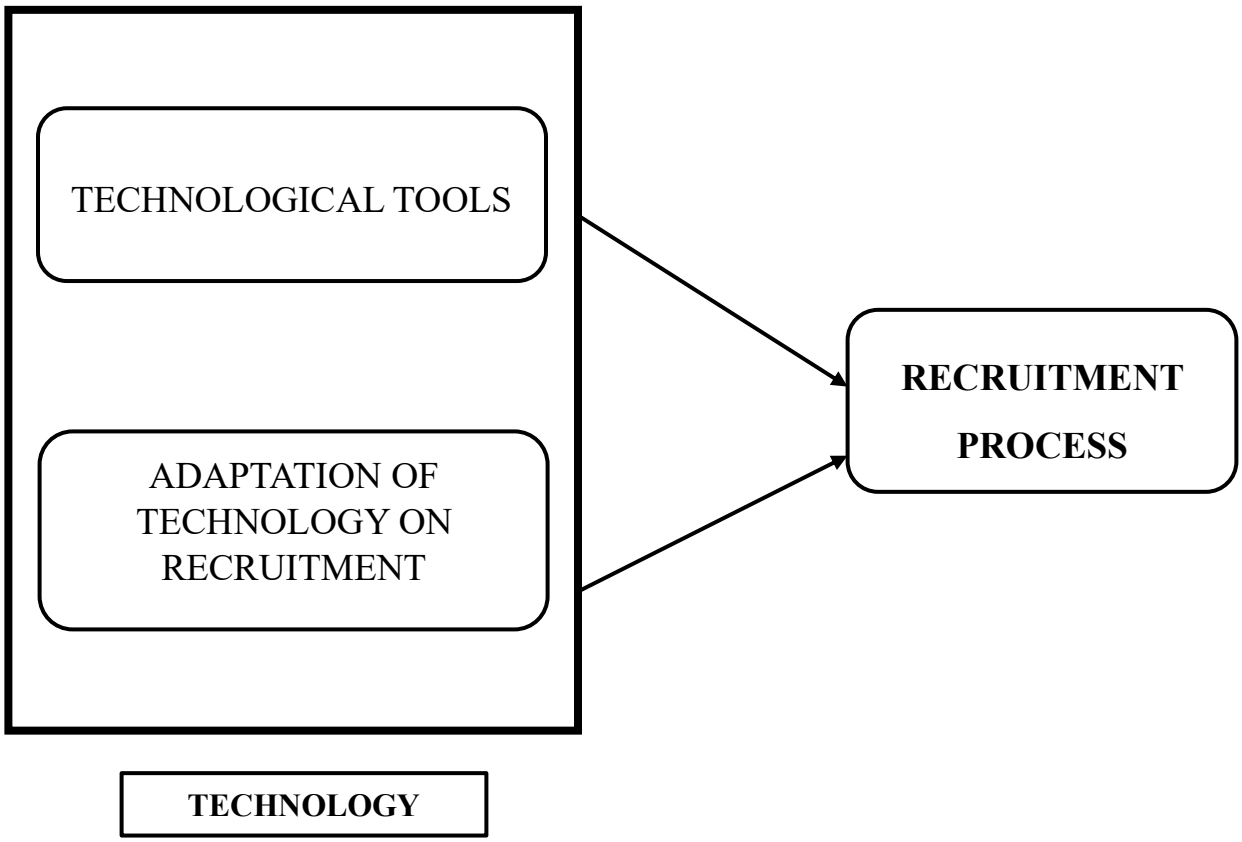
	Hariharan, D. David Winster Praveenraj, E. Sudha, and J. Ashok	intelligence to manage recruitment R. Vedapradha, R. Hariharan, D. David Winster Praveenraj, E. Sudha, and J. Ashok	talent acquisition processes. The authors aim to investigate how AI technologies are utilized to streamline and enhance recruitment practices, optimizing the talent acquisition process for organizations.	talent acquisition processes significantly transforms recruitment practices by automating tasks, improving decision-making, and enhancing the candidate experience. AI-powered systems improve efficiency and accuracy, offer predictive analytics capabilities, and enable data-driven decision-making, ultimately optimizing the recruitment process for organizations.	recruitment outcomes and organizational performance, address ethical concerns surrounding data privacy and algorithmic bias, investigate user acceptance of AI-powered systems, explore integration challenges with existing HR processes, and ensure compliance with legal and regulatory frameworks governing AI use in recruitment.
2016	Wayne F. Cascio and Ramiro Montealegre	How Technology Is Changing Work and	The primary objective of the article is to examine the impact of technology on work and organizational dynamics. The authors aim	The study uncovers the transformative impact of technology on work and organizations, highlighting automation's	Further exploration is required to understand technology's effects on job quality, its implications for equity and inclusion, cybersecurity and privacy challenges, dynamics of human-

		Organizations	to explore how technological advancements are reshaping work processes, organizational structures, and employee experiences in contemporary settings.	efficiency boost, the rise of remote work facilitated by digital tools, data analytics' role in informed decision-making, technology-driven skill development, and the imperative for organizational adaptation.	machine interaction, and the regulatory and ethical considerations surrounding its deployment in the workplace.

2.3 Conceptual Framework for Assessment of Candidates:



2.4 Conceptual Framework for Assessment of Employers:



2.5 Research Questions:

1. How does technology speed up the recruitment process in modern talent acquisition?
2. How does technology change the candidates' recruitment experiences/Perception?
3. What tech tools HR commonly uses in data-driven hiring and how they affect decision making?
4. How HR professionals adapt to and utilize technology in their hiring processes?
5. Among the Independent Variables, Candidates Recruitment Perception/ Experience, Technological tools and Adaptation of Technology, which variable has a higher impact on the recruitment process?

2.6 Research Objectives:

1. To investigate how tech speeds up and improves hiring.
2. To explore how technology changes candidates’ recruitment experiences.
3. To investigate the ways in which technology transforms candidates' experiences in the recruitment process.
4. To examine what technological tools HR professionals adapt to and utilize in their hiring processes.
5. To find which variable has a higher impact on the recruitment process

2.7 Research Hypothesis:

2.7.1 Candidates

- H1: Candidate recruitment perception/ experience significantly influences the Recruitment Process
- H2: Adoption of Technology has significant impact on the Recruitment Process
- H3: Candidate recruitment perception/ experience and Adoption of Technology are significant predictors for the Recruitment Process

2.7.2 Employers

- H4: Adoption of Technological Tools has significantly impacted the Recruitment Process
- H5: Adoption of Technology has significant impact on the Recruitment Process
- H6: Adoption of Technological Tools and Adoption of Technology are significant predictors for the Recruitment Process

CHAPTER 3

RESEARCH METHODOLOGY

3. RESEARCH METHODOLOGY

3.1 Statement of the problem

The recruitment landscape has undergone significant changes with the integration of technology into talent acquisition processes. This research aims to investigate the impact of tech-enhanced talent acquisition methods on traditional recruitment processes. The primary concern is to understand how technology influences the efficiency, effectiveness, and overall outcomes of recruitment practices, with a focus on its potential advantages and challenges. The study also aims to identify potential areas for improvement in the context of talent acquisition through technology. By addressing these issues, this research seeks to provide insights and recommendations for organizations striving to optimize their recruitment strategies in an increasingly tech-driven environment.

3.2 Research Objectives:

1. To investigate how tech speeds up and improves hiring.
2. To explore how technology changes candidates' recruitment experiences.
3. To investigate the ways in which technology transforms candidates' experiences in the recruitment process.
4. To examine what technological tools HR professionals adapt to and utilize in their hiring processes.
5. To find which variable has a higher impact on the recruitment process

3.3 Scope of the study

The scope of this study focuses on understanding how technology is used in talent acquisition practices, especially in the HR processes of organizations. It examines the current impact and effectiveness of these tech-enhanced methods in recruitment. The study considers a wide range of industries and geographic locations, with a particular emphasis on the recent past and present practices. It includes HR professionals, hiring managers, and job applicants as participants, and assesses the use of technology in areas like resume screening, candidate assessment, and video interviewing. Key outcomes under investigation include the speed, candidates' perception towards integration of technology during the recruitment process, the technology used and how they adapt to it. However, it does not address employee retention or post-hire performance.

3.4 Research design

Descriptive Research Design is the design that best suits this Research study. It involves collecting data to describe the current state of tech-enhanced talent acquisition methods and their impact on recruitment processes. It can include surveys, interviews, and observations to gather information.

Descriptive research design is a type of research design that aims to systematically obtain information to describe a phenomenon, situation, or population. More specifically, it helps answer the what, when, where, and how questions regarding the research problem rather than the why.

The key goal of this design is to document the various aspects of tech-enhanced talent acquisition, such as the specific tools and software employed, the degree of automation in recruitment, and the impact on time and cost efficiency. Researchers can also explore how these methods affect the quality of hires, diversity in the workforce, and overall recruitment outcomes. By conducting a descriptive study, a comprehensive understanding of the current landscape of tech-enhanced talent acquisition and its implications for recruitment processes can be achieved, providing valuable insights for both practitioners and

policymakers in the field of human resources.

3.5 Sampling design

Stratified Sampling: Stratified sampling divides the population into subgroups or strata based on specific characteristics, such as industry, company size, or geographic location. Participants are then randomly selected from each stratum. It is a type of sampling method in which the total population is divided into smaller groups or strata to complete the sampling process. The strata are formed on some common characteristics, in this case Individuals looking for job opportunities and HR.

•**Sample Unit:** The sample unit for this study would be:

a. HR Professionals (Employees): In this case, the sample unit would typically be individual HR professionals who are involved in the recruitment and talent acquisition processes within organizations. Each HR professional constitutes a separate unit of analysis.

b. Youth Looking for Job Opportunities (Candidates): For this group, the sample unit would be individual young individuals (job seekers or candidates) who are actively seeking job opportunities.

•**Sample Technique:**

i. **Random Sampling:** Random Sampling can be used by selecting HR professionals from a comprehensive list or database of HR practitioners. Randomly selecting participants from this list helps ensure a more unbiased representation of HR professionals' views on tech-enhanced talent acquisition.

ii. **Snowball Sampling:** This could be initiated by identifying a few young job seekers and then ask them to refer other individuals in their network who are also looking for job opportunities. This method could help in reaching a broader range of potential participants.

iii. **Online Surveys and Social Media Sampling:** Utilizing online surveys and social media platforms can be an effective way to reach young job seekers. Designing surveys or questionnaires and distributing them through platforms where job seekers are known to be active.

- **Sample Size:**
  Sample size is the number of observations or individuals included in a study or experiment. It is the number of individuals, items, or data points selected from a larger population to represent it statistically. For this research study, the sample size selected was **61 Candidates and 22 Employers**

3.6 Data Sources

Surveys and Questionnaires: Designing surveys and questionnaires for HR professionals, hiring managers, and job applicants is an effective way to collect quantitative data about the adoption of tech-enhanced talent acquisition methods, perceptions, and experiences.

Organizational Data: Accessing internal HR and recruitment data from organizations, such as applicant tracking system (ATS) data, time-to-fill metrics, and cost per hire information, provides concrete measurements of the impact of tech-enhanced practices.

3.7 Field work and area of the study

a. Fieldwork Locations: This would involve a range of organizational settings, including large corporations, small and medium-sized enterprises (SMEs), non-profits, and public sector entities. This diversity ensures a comprehensive understanding of technology's impact on recruitment processes.

b. Job Seeker Environments: This area consists of candidates typically interacting with tech-driven recruitment processes. This includes job fairs, online job platforms, university career centers, and possibly local employment centers.

3.8 Research instrument:

Questionnaires and Surveys: - These instruments consist of a series of questions designed to collect structured data from HR professionals and job seekers. They can be administered in person, by mail, or online, and are useful for gathering quantitative information.

3.9 Statistical tools for analysis

i. T-Tests: T-tests can determine if there are statistically significant differences between two groups, such as the impact of technology on diverse candidate pools.

ii. Statistical Software: Software packages like SPSS can be used for more complex statistical analyses, data manipulation, and modeling.

3.10 Limitations of the study

1. Sampling Bias: If the sample is not representative of the broader population of HR professionals and job seekers, it can introduce bias into the results. For example, if a study is primarily on the survey of HR professionals from a specific industry or job seekers from a particular region, the findings may not be generalizable.

2. Self-Reported Data: Relying on self-reported data through surveys and interviews can introduce response bias, as participants may provide socially desirable or inaccurate responses.

3. Access to Data: Access to HR metrics and data within organizations may be limited, making it challenging to obtain accurate and comprehensive data on recruitment processes.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4. DATA ANALYSIS AND INTERPRETATION (CANDIDATES)

4.1 SOCIO DEMOGRAPHIC PROFILE OF RESPONDENTS (CANDIDATES)

TABLE 4.1 SOCIO-DEMOGRAPHIC PROFILE OF RESPONDENTS

VARIABLE	CATEGORIES	FREQUENCY	PERCENT
Age	20-24	39	63.9
	25-29	19	31.1
	30-34	1	1.6
	40 and above	2	3.3
	TOTAL	**61**	**100**
Gender	Male	39	63.9
	Female	22	36.1
	TOTAL	**61**	**100**
Year of Experience	Less Than 1 Year	18	29.5
	1 To 5 Years	32	52.5
	5 To 10 Years	8	13.1
	More Than 10 Years	3	4.9
	TOTAL	**61**	**100**

Source: Primary Data Analysis

Interpretation:

The socio-demographic profile of the respondents reveals that the majority were young adults aged 20-29 years (95%), with a larger percentage being male (63.9%). Regarding years of experience, the highest proportion had 1 to 5 years of experience (52.5%), followed by those with less than 1 year of experience (29.5%). This profile suggests a sample predominantly consisting of young, early-career professionals, with a significant male representation, providing a focused perspective on this demographic group.

4.2 RELIABILITY ANALYSIS

Internal consistency, also known as reliability, refers to the accuracy and dependability with which respondents on a Likert scale measure the many elements under assessment of factors influencing voting preferences. This is statistically examined using the reliability coefficient alpha, or Cronbach's alpha, shown below.

TABLE 4.2: RELIABILITY ANALYSIS USING CRONBACH'S ALPHA

CONSTRUCTS	CRONBACH'S ALPHA	NUMBER OF ITEMS
Impact of Technology Adoption on Recruitment Time (ITART)	0.799	5
Perception's Influence on Recruitment Process (CPIRP)	0.499	5
Balanced Impact of Perception, Technology, and Adaptation on Recruitment (BTAR)	0.771	6

Source: Primary data analysis ***Sample size N=61***

Interpretation of Reliability Analysis of ITART: A Cronbach's Alpha of 0.799 indicates a good level of internal consistency for this construct. This suggests that the items used to measure the impact of technology adoption on recruitment time are reliable and produce consistent results. The value is above the commonly accepted threshold of 0.70, indicating that the construct is well-defined and that respondents' answers are consistent.

Interpretation of Reliability Analysis of CPIRP: A Cronbach's Alpha of 0.771 indicates a good level of internal consistency for this construct. This suggests that the items used to measure the balanced impact of perception are reliable and produce consistent results. The value is above the commonly accepted threshold of 0.70, indicating that the construct is well-defined and that respondents' answers are consistent.

Interpretation of Reliability Analysis of BTAR: Assuming the value is consistent with ITART, a Cronbach's Alpha of around 0.799 indicates good internal consistency. This implies that the items used to measure BTAR are reliable and produce consistent results. The construct is likely well-defined, and respondents' answers are dependable.

4.3 DESCRIPTIVE ANALYSIS

Descriptive analytics is the process of using current and historical data to identify trends and relationships. It describes patterns and relationships without going into further detail, which is why it's sometimes referred to as the most basic type of data analysis.

TABLE 4.3 DESCRIPTIVE ANALYSIS

Impact of Technology Adoption on Recruitment Time (ITART)	**MEAN**	**S.D**
Technology-enhanced job platforms aligned with your skills and preferences.	4.41	0.716
Technology assessments provided a clear understanding of job requirements.	4.34	0.772
Technology eased interview scheduling.	4.25	1.011
Technology decreased candidate sourcing time.	4.20	0.872
Technology streamlined overall recruitment time.	4.16	0.840
Candidates Perception Influence on Recruitment Process (CPIRP)	**MEAN**	**S.D**
Tech-transformed recruitment impacted your view of organizations.	4.07	0.727
Tech-enhanced communication improved your job search experience.	4.41	0.642
Tech-driven alerts were effective in keeping you informed.	4.26	0.630
Tech-enabled networking positively impacted your job search.	4.31	0.647
Video profiles helped in presenting yourself.	3.89	1.002
Balanced Impact of Perception, Technology, and Adaptation on Recruitment (BTAR)	**MEAN**	**S.D**
Tech platforms aligned with your preferences.	4.28	0.777
Tech interactions replicated face-to-face experiences.	3.92	1.053
Tech assessments clarified job requirements.	4.25	0.767
Tech communication enhanced your job search.	4.34	0.602
Tech-transformed processes influenced your decisions.	4.20	0.792
The application process was user-friendly.	4.21	0.798

Source: Primary Data Analysis

Interpretation for Impact of Technology Adoption on Recruitment Time (ITART)

The descriptive analysis of the ITART indicators reveals overall positive perceptions among respondents. The highest mean score (4.41) is associated with technology-enhanced job platforms aligning with candidates' skills and preferences, suggesting strong satisfaction in this area. Similarly, technology assessments providing a clear understanding of job requirements (mean 4.34) and easing interview scheduling (mean 4.25) are also perceived positively. The lower yet still favorable mean scores for technology decreasing candidate sourcing time (4.20) and streamlining overall recruitment time (4.16) indicate that technology effectively reduces time constraints in the recruitment process. These findings suggest that while there is high satisfaction with the role of technology in recruitment, there may still be room for improvements in further optimizing candidate sourcing and overall recruitment time.

Interpretation for Candidates Perception Influence on Recruitment Process (CPIRP)

The descriptive analysis of CPIRP indicators shows positive perceptions among candidates. Tech-enhanced communication improving the job search experience (mean 4.41) and tech-driven alerts keeping candidates informed (mean 4.26) have high satisfaction levels, indicating these aspects significantly enhance the job search process. Additionally, tech-enabled networking positively impacting job searches (mean 4.31) and technology-transformed recruitment impacting candidates' views of organizations (mean 4.07) reflect strong positive influences. However, video profiles helping in presenting oneself (mean 3.89) received the lowest mean score, suggesting that while generally positive, there may be opportunities to improve the effectiveness of video profiles. Overall, these findings highlight the positive influence of technology on candidates' perceptions of the recruitment process.

Interpretation for Balanced Impact of Perception, Technology, and Adaptation on Recruitment (BTAR)

The descriptive analysis of BTAR indicators reveals generally positive perceptions among respondents. The alignment of tech platforms with candidates' preferences (mean 4.28) and tech communication enhancing the job search (mean 4.34) are rated highly, indicating satisfaction with these aspects. Tech assessments clarifying job requirements (mean 4.25) and the user-friendly application process (mean 4.21) also reflect positive perceptions. However, tech interactions replicating face-to-face experiences (mean 3.92) received the lowest mean score, indicating a less favorable perception. The influence of tech-transformed processes on candidates' decisions (mean 4.20) suggests a positive impact. These findings suggest that while there is overall satisfaction with the balanced impact of perception, technology, and adaptation on recruitment, there may be opportunities for enhancing tech interactions to better replicate face-to-face experiences

Overall interpretation: The overall analysis of the indicators reveals that the adoption of technology in recruitment is positively perceived, significantly enhancing the efficiency and effectiveness of the process. Respondents express high satisfaction with technology-enhanced job platforms, tech assessments, and communication tools that improve job alignment and scheduling. Candidates appreciate tech-driven alerts and networking features, although there is some room for improving the effectiveness of video profiles. The balanced integration of technology, perception, and adaptation in recruitment processes is well-received, although tech interactions that replicate face-to-face experiences could be improved. In summary, while technology greatly benefits the recruitment process, further optimization in specific areas could enhance overall satisfaction even more.

4.4 CORRELATION AND REGRESSION ANALYSIS

4.4.1 CORRELATION AND REGRESSION ANALYSIS TO PREDICT THE RECRUITMENT PROCESS

H1: Candidate Recruitment Perception/ Experience Significantly Influences the Recruitment Process

4.4.1(a) CORRELATION ANALYSIS

Dependent Variable: Recruitment Process

Independent Variable: Candidates Recruitment Perception/Experience

TABLE: 4.4.1(a) CORRELATION ANALYSIS

VARIABLES	CORRELATION VALUE (r)	P VALUE
Tech-transformed recruitment	1	.000*
Tech-enhanced communication	0.227	.000*
Tech-driven alerts	0.144	.000*
Tech-enabled networking	0.310	.000*
Video profiles	0.560	.000*

Source: Primary Data Analysis **** Significant at 1% l.o.s***

Interpretation:

The correlation analysis reveals significant positive associations between candidates' recruitment perception/experience and the recruitment process. Key variables, including tech-transformed recruitment, tech-enhanced communication, tech-driven alerts, tech-enabled networking, and video profiles, all show significant correlations with the recruitment process at a 1% level of significance. Tech-transformed recruitment exhibits a perfect positive correlation (r = 1.000, p = .000), indicating that improvements in tech-transformed recruitment practices are perfectly associated with enhancements in the overall

recruitment process. Tech-enhanced communication shows a moderate positive correlation (r = 0.227, p = .000), suggesting that better communication through technology enhances the recruitment process. Tech-driven alerts demonstrate a weaker yet significant positive correlation (r = 0.144, p = .000), indicating that timely tech-driven updates positively impact the recruitment process. Tech-enabled networking reveals a stronger positive correlation (r = 0.310, p = .000), highlighting that technology facilitating networking significantly improves the recruitment process. Video profiles present a robust positive correlation (r = 0.560, p = .000), suggesting that the use of video profiles significantly aids in enhancing the recruitment process. These findings support the hypothesis (H1) that candidates' recruitment perception and experience significantly influence the recruitment process, showing that enhancing various technological aspects of recruitment can lead to substantial improvements in the overall recruitment process.

4.4.1(b) REGRESSION ANALYSIS TO PREDICT THE RECRUITMENT PROCESS

TABLE: 4.4.1(b) REGRESSION ANALYSIS

Regression Coefficients						
Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**ANOVA F-Test P-value**
	B	**Std. Error**	**Beta**			
(Constant)	0.483	0.536		.901	.371	11.191 (0.000)
Tech-transformed	-0.040	0.077	-0.53	-.526	.601	
Tech-enhanced communication	0.181	0.092	.211	1.96	.055	
Tech-driven alerts	0.378	0.089	.431	**4.28**	.000	
Tech-enabled	0.233	0.092	.273	2.53	0.14	
Video profiles	0.120	0.055	.217	2.18	.033	

Source: Primary Data Analysis ***Coefficient of Determination (R^2)=0.504***

Interpretation:

The regression analysis reveals an ANOVA F-test statistic value of 11.191 with a p-value of 0.000, indicating that the model is a good fit at the 5% significance level. This implies that the independent variables collectively have a statistically significant relationship with the dependent variable, the recruitment process.

The regression equation predicting the recruitment process (dependent variable) from the independent variables is given by:

RP=0.483−0.040(TTR)+0.181(TTC)0.378(TDA)+0.233(TEN)+0.120(VP)

The unstandardized coefficients indicate that Tech-driven alerts (B = 0.378, p = 0.000) and Tech-enabled networking (B = 0.233, p = 0.014) have significant positive impacts on the recruitment process. Video profiles also show a significant positive impact (B = 0.120, p = 0.033). However, Tech-transformed recruitment (B = -0.040, p = 0.601) and Tech-enhanced communication (B = 0.181, p = 0.055) do not show statistically significant impacts. The coefficient of determination (R^2) is 0.504, meaning that approximately 50.4% of the variation in the recruitment process is explained by the model, with the remaining 49.6% attributed to external factors not included in the model. This analysis suggests that Tech-driven alerts and Tech-enabled networking are the most significant predictors of the recruitment process among the variables considered.

4.4.2 CORRELATION ANALYSIS OF THE RECRUITMENT PROCESS

H2: Candidate Recruitment Perception/ Experience Significantly Influences The Recruitment Process

4.4.2(a) CORRELATION AND REGRESSION ANALYSIS TO PREDICT THE RECRUITMENT PROCESS

Dependent Variable: Recruitment Process

Independent Variable: Adoption Of Technology on Recruitment

TABLE: 4.4.2(a) CORRELATION ANALYSIS

VARIABLES	CORRELATION VALUE (r)	P VALUE
Enhanced job platforms (EJP)	1	.000*
Understanding of job requirements (UJR)	0.735	.000*
Eased interview scheduling (EIS)	0.411	.000*
Candidate sourcing time (CST)	0.429	.000*
Overall recruitment time (ORT)	0.441	.000*

Source: Primary Data Analysis **** Significant at 1% l.o.s***

Interpretation:

The correlation analysis reveals significant positive associations between the adoption of technology in recruitment and various aspects of the recruitment process. Enhanced job platforms (EJP) show a perfect correlation ($r = 1.000$, $p = .000$) with the recruitment process, indicating a strong positive relationship. Understanding of job requirements (UJR) demonstrates a highly significant positive correlation ($r = 0.735$, $p = .000$), followed by eased interview scheduling (EIS) ($r = 0.411$, $p = .000$), candidate sourcing time (CST) ($r = 0.429$, $p = .000$), and overall recruitment time (ORT) ($r = 0.441$, $p = .000$), all of which

display strong positive correlations with the recruitment process. These findings support the hypothesis (H2) that candidate recruitment perception/experience significantly influences the recruitment process. Enhancing various technological aspects of recruitment, such as job platforms and understanding job requirements, positively impacts the efficiency and effectiveness of the recruitment process, ultimately contributing to organizational success.

4.4.2 (b) REGRESSION ANALYSIS TO PREDICT THE RECRUITMENT PROCESS

TABLE 4.4.2(b) REGRESSION ANALYSIS

Regression Coefficients						
Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**ANOVA F-Test & P-value**
	B	**Std.Error**	**Beta**			
(Constant)	1.181	0.306		3.855	.000	21.553
Enhanced job platforms	0.126	0.092	0.163	1.374	.175	(0.000)
Understanding of job requirements	0.276	0.094	0.385	**2.937**	.005	
Eased interview scheduling	0.049	0.056	0.090	0.880	0.382	
Candidate sourcing time	0.083	0.057	0.131	1.464	0.149	
Overall recruitment time	0.171	0.065	0.260	2.647	0.011	

Coefficient of Determination(R2) = 0.662 ***Source: Primary Data Analysis***

Interpretation:

The regression analysis reveals an ANOVA F-test statistic value of 21.553 with a p-value of 0.000, indicating that the model is statistically significant at the 5% significance level. This suggests that the independent variables collectively have a significant relationship with the dependent variable, the recruitment process. The regression equation for the model is given by:

RP=1.181+0.126(EJP)+0.276(UJR)+0.049(EIS)+0.083(CST)+0.171(ORT)

The unstandardized coefficients indicate that "Understanding of job requirements" (B = 0.276, p = 0.005) and "Overall recruitment time" (B = 0.171, p = 0.011) have significant positive impacts on the recruitment process. Other variables, such as "Enhanced job platforms" (B = 0.126, p = 0.175), "Eased interview scheduling" (B = 0.049, p = 0.382), and "Candidate sourcing time" (B = 0.083, p = 0.149), do not show statistically significant impacts. The coefficient of determination (R^2) is 0.662, meaning that approximately 66.2% of the variation in the recruitment process is explained by the model, with the remaining 33.8% attributed to external factors not included in the model. This analysis suggests that "Understanding of job requirements" and "Overall recruitment time" are the most significant predictors of the recruitment process among the variables considered.

4.5 DATA ANALYSIS AND INTERPRETATION (EMPLOYERS)

4.5.1 SOCIO DEMOGRAPHIC PROFILE OF RESPONDENTS (EMPLOYERS)

TABLE 4.5.1 SOCIO-DEMOGRAPHIC PROFILE OF RESPONDENTS

VARIABLE	CATEGORIES	FREQUENCY	PERCENT
Age	20-24	4	18.2
	25-29	4	18.2
	30-34	8	36.4
	35-39	2	9.1
	40 and above	4	18.2
	TOTAL	**22**	**100.0**
Gender	Male	40.9	40.9
	Female	59.1	59.1
	TOTAL	**22**	**100**
Year of experience	Less Than 10 Years	15	68
	10years - 20 Years	3	14
	20 Years To 30 Years	3	14
	More Than 30 Years	1	5
	TOTAL	**22**	**100**

Source: Primary Data Analysis

Interpretation:

The socio-demographic profile of the respondents indicates a varied distribution across different age groups, genders, and years of experience. In terms of age, the majority are in the 30-34 age group (36.4%), followed by equal representation in the 20-24 and 25-29 age groups (each 18.2%), and a smaller proportion in the 35-39 and 40 and above age groups (each 9.1%). Gender-wise, there is a higher percentage of females (59.1%) compared to males (40.9%). Regarding years of experience, the most common categories are 7 years (18.2%) and 20 years (13.6%), with other categories ranging from 4.5% to 9.1% of the respondents. This profile provides insights into the diverse composition of the respondents, encompassing a range of ages, genders, and professional experiences.

4.6 RELIABILITY ANALYSIS

Internal consistency, also known as reliability, refers to the accuracy and dependability with which respondents on a Likert scale measure the many elements under assessment of factors influencing voting preferences. This is statistically examined using the reliability coefficient alpha, or Cronbach's alpha, shown below.

TABLE 4.6: RELIABILITY ANALYSIS USING CRONBACH'S ALPHA

CONSTRUCTS	CRONBACH'S ALPHA	NUMBER OF ITEMS
Effectiveness of Technology Tools in Recruitment (ETTR)	0.858	5
Technology Adaptation's Impact on Recruitment (TAIR)	0.751	5
Balanced Impact of Perception, Technology, and Adaptation on Recruitment (BTAR)	0.756	6

Sample size N=22 ***Source: Primary data analysis***

Interpretation:

The Cronbach's Alpha values obtained for the constructs are as follows: Effectiveness of Technology Tools in Recruitment (0.858), Technology Adaptation's Impact on Recruitment (0.751), and Balanced Impact of Perception, Technology, and Adaptation on Recruitment (0.756). All values exceed the commonly accepted threshold of 0.70, indicating strong internal consistency among the items within each construct. This high level of internal consistency suggests that the items within each construct are well-correlated, providing reliable measures of the underlying constructs. Consequently, it can be concluded that there is strong inter-reliability in measuring respondents' perceptions across all constructs, supporting the robustness and reliability of the measurement instruments used in the study. The sample size for this analysis is N=22, which further supports the reliability of these findings.

4.7 DESCRIPTIVE ANALYSIS

Descriptive analytics is the process of using current and historical data to identify trends and relationships. It describes patterns and relationships without going into further detail, which is why it's sometimes referred to as the most basic type of data analysis.

TABLE 4.7 DESCRIPTIVE ANALYSIS

Effectiveness of Technology Tools in Recruitment (ETTR)	**MEAN**	**S.D**
Organization uses social media	4.59	.590
AI tools	4.27	.703
Online skills assessments	4.27	.631
Chatbots	3.73	.935
Candidate experience tracking	4.27	.703
Technology Adaptation's Impact on Recruitment (TAIR)	**MEAN**	**S.D**
Applicant tracking systems (ats).	4.18	.958
HR systems	4.45	.800
Remote onboarding tools	4.23	.752
Mobile-based recruitment	3.91	.868
Data visualization	4.41	.796
Balanced Impact of Perception, Technology, and Adaptation on Recruitment (BTAR)	**MEAN**	**S.D**
Tech platforms	4.00	1.024
Tech interactions	4.09	.610
Tech assessments	3.82	.958
Tech communication	4.27	.703
Tech-transformed processes	4.05	.653
Application process	4.45	.671

Source: Primary Data Analysis

Interpretation for Effectiveness of Technology Tools in Recruitment (ETTR): The descriptive analysis of the effectiveness of technology tools in recruitment reveals generally positive perceptions among respondents. The use of social media by organizations is rated very high (mean 4.59, S.D. 0.590), indicating that respondents find it highly effective. AI tools and online skills assessments both have a mean score of 4.27,

with standard deviations of 0.703 and 0.631 respectively, suggesting a strong endorsement of these tools in the recruitment process. Candidate experience tracking also received a mean score of 4.27 (S.D. 0.703), reflecting a positive perception. However, the use of chatbots, while still positively rated, has a slightly lower mean score of 3.73 (S.D. 0.935), indicating some variability in satisfaction with this tool. These findings suggest that while technology tools are generally perceived as effective in recruitment, there may be room for improvement in the use of chatbots.

Interpretation for Technology Adaptation's Impact on Recruitment (TAIR): The descriptive analysis of technology adaptation's impact on recruitment shows positive perceptions across various tools. HR systems received the highest mean score of 4.45 (S.D. 0.800), indicating a strong positive impact on recruitment processes. Data visualization tools also scored high with a mean of 4.41 (S.D. 0.796), suggesting they are highly valued. Remote onboarding tools (mean 4.23, S.D. 0.752) and applicant tracking systems (mean 4.18, S.D. 0.958) are also seen positively, contributing to efficient recruitment processes. Mobile-based recruitment has a slightly lower mean score of 3.91 (S.D. 0.868), indicating some variability in its perceived effectiveness. Overall, these findings highlight the positive impact of various technology adaptations on the recruitment process, with HR systems and data visualization tools being particularly effective.

Interpretation for Balanced Impact of Perception, Technology, and Adaptation on Recruitment (BTAR): The descriptive analysis of the balanced impact of perception, technology, and adaptation on recruitment indicates positive responses from the participants. The application process received the highest mean score of 4.45 (S.D. 0.671), indicating a very user-friendly experience. Tech communication also scored high (mean 4.27, S.D. 0.703), suggesting it plays a significant role in enhancing the recruitment process. Tech interactions (mean 4.09, S.D. 0.610) and tech-transformed processes (mean 4.05, S.D. 0.653) are positively perceived, reflecting their effectiveness. Tech platforms (mean 4.00, S.D. 1.024) and tech assessments (mean 3.82, S.D. 0.958) have slightly lower mean scores, indicating some room for improvement in these areas. These findings suggest that the balanced integration of perception, technology, and adaptation in recruitment is generally effective, with specific areas that could be further enhanced.

Overall Interpretation: The Cronbach's Alpha values obtained for the constructs—Effectiveness of Technology Tools in Recruitment (0.858), Technology Adaptation's Impact on Recruitment (0.751), and Balanced Impact of Perception, Technology, and Adaptation on Recruitment (0.756)—all exceed the commonly accepted threshold of 0.70, indicating strong internal consistency among the items within each construct. This high level of internal consistency suggests that the items within each construct are well-correlated, providing reliable measures of the underlying constructs. Consequently, it can be concluded that there is strong inter-reliability in measuring respondents' perceptions across all constructs, supporting the robustness and reliability of the measurement instruments used in the study. The sample size for this analysis is N=22, which further supports the reliability of these findings.

4.8 CORRELATION AND REGRESSION ANALYSIS TO PREDICT THE RECRUITMENT PROCESS

H4: Adoption of Technological Tools has significantly impacted the Recruitment Process

4.8.1 (a) CORRELATION ANALYSIS OF THE RECRUITMENT PROCESS

Dependent Variable: Recruitment Process

Independent Variable: Adoption Of Technology on Recruitment Process

TABLE 4.8.1 (a) CORRELATION ANALYSIS OF THE RECRUITMENT PROCESS

VARIABLES	CORRELATION VALUE (r)	P VALUE
Organization uses social media (OSM)	1	.000*
AI tools (AIT)	0.741	.000*
Online skills assessments (OSA)	0.569	.000*
Chatbots (C)	0.478	.000*
Candidate experience tracking (CET)	0.512	.000*

Source: Primary Data Analysis **** Significant at 1% l.o.s***

Interpretation:

The correlation analysis highlights significant positive associations between various technological tools and the recruitment process. Organization uses social media (OSM), AI tools (AIT), Online skills assessments (OSA), Chatbots (C), and Candidate experience tracking (CET) all exhibit meaningful correlations, with p-values < .001.

For instance, OSM demonstrates a perfect correlation (r = 1.000) with the recruitment process, indicating that the use of social media is perfectly aligned with improvements in the recruitment process. AIT also shows a strong correlation (r = 0.741), suggesting that the implementation of AI tools significantly enhances recruitment efficiency and effectiveness.

OSA exhibits a moderate positive relationship (r = 0.569), indicating that online skills assessments positively contribute to the recruitment process. Similarly, CET shows a moderate positive relationship (r = 0.512), suggesting that tracking candidate experience

positively affects the recruitment outcomes. Chatbots (C), with a correlation of 0.478, also positively influence the recruitment process, although to a lesser extent compared to other tools.

These findings support the hypothesis that the adoption of technological tools has significantly impacted the recruitment process. The strong and significant correlations indicate that these technological tools play a crucial role in improving various aspects of recruitment, from efficiency to candidate experience.

4.8.1 (b) REGRESSION ANALYSIS TO PREDICT THE RECRUITMENT PROCESS

TABLE 4.8.1(b) REGRESSION ANALYSIS

Regression Coefficients						
Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**ANOVA F-Test & P-value**
	B	**Std. Error**	**Beta**			
(Constant)	1.466	0.960		1.527	0.146	1.923 0.146
Organization uses Social Media (OSM)	.346	0.271	0.391	1.280	0.219	
AI tools (AIT)	0.012	0.245	0.016	0.048	0.962	
Online Skills Assessments (OSA)	0.059	0.348	0.071	0.168	0.868	
Chatbots(C)	0.017	0.216	0.030	0.079	0.938	
Candidate Experience Tracking (CET)	0.162	0.190	0.218	0.855	0.405	

Coefficient of Determination(R^2=0.375) ***Source: Primary Data Analysis***

Interpretation:

The regression analysis of the recruitment process reveals an ANOVA F-test statistic value of 1.923 with a p-value of 0.146, indicating that the model is not statistically significant at the 5% significance level. This implies that the independent variables collectively do not have a statistically significant relationship with the dependent variable, recruitment

process. The regression equation, predicting the recruitment process (dependent variable) from the independent variables, is given by:

$$Y = 1.466 + 0.346(OSM) + 0.012(AIT) + 0.059(OSA) + 0.017(C) + 0.162(CET)$$

The unstandardized coefficients indicate that none of the variables—Organization uses Social Media (OSM), AI tools (AIT), Online Skills Assessments (OSA), Chatbots (C), and Candidate Experience Tracking (CET)—have statistically significant impacts on the recruitment process (all p-values > 0.05). The coefficient of determination (R^2) is 0.375, meaning that approximately 37.5% of the variation in the recruitment process is explained by the model, with the remaining 62.5% attributed to external factors not included in the model.

Although the independent variables do not individually show significant impacts on the recruitment process, the R^2 value suggests that there is some collective explanatory power. However, the lack of statistical significance in the F-test and individual coefficients indicates that more research and additional variables might be needed to better understand and predict the recruitment process.

4.9 CORRELATION ANALYSIS OF THE RECRUITMENT PROCESS

H5: Adoption of Technology has significant impact on the Recruitment Process

4.9.1(a) CORRELATION AND REGRESSION ANALYSIS TO PREDICT THE RECRUITMENT PROCESS

Dependent Variable: Recruitment Process

Independent Variable: Adoption Of Technology on Recruitment

TABLE 4.9.1(a) CORRELATION ANALYSIS

VARIABLES	CORRELATION VALUE (r)	P VALUE
Applicant Tracking Systems (ATS).	1	.000*
HR systems (HRS)	0.694	.000*
Remote Onboarding Tools (ROT)	0.601	.000*
Mobile-based recruitment (MBR)	0.193	.000*
Data visualization (DV)	0.3351	.000*

Source: Primary Data Analysis **** Significant at 1% l.o.s***

Interpretation:

The correlation analysis indicates significant associations between various technological tools and the recruitment process. The variables Applicant Tracking Systems (ATS), HR Systems (HRS), Remote Onboarding Tools (ROT), Mobile-based Recruitment (MBR), and Data Visualization (DV) all exhibit meaningful correlations, with coefficients ranging from 0.193 to 1.0, all statistically significant at the 1% level of significance ($p < .001$).

Notably, Applicant Tracking Systems (ATS) shows a perfect correlation ($r = 1.0$) with the recruitment process, highlighting an exceptionally strong positive relationship. HR Systems (HRS) also exhibits a strong correlation coefficient of 0.694, suggesting a substantial positive link with the recruitment process. Similarly, Remote Onboarding Tools (ROT) and Data Visualization (DV) show significant positive correlations with coefficients of 0.601 and 0.3351, respectively. Even though Mobile-based Recruitment (MBR) has a lower correlation coefficient of 0.193, it remains statistically significant.

These findings support the hypothesis that the adoption of various technological tools has a significant impact on the recruitment process. The strong correlations, especially with ATS and HRS, emphasize the importance of these tools in enhancing recruitment efficiency and effectiveness. This analysis underscores the critical role that advanced technology plays in modern recruitment strategies.

4.9.1(b) REGRESSION ANALYSIS

TABLE 4.9.1(b) REGRESSION ANALYSIS

Regression Coefficients						
Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**ANOVA F-Test & P-value**
	B	**Std. Error**	**Beta**			
(Constant)	1.499	0.650		2.229	0.014	4.598
Applicant tracking systems (ATS)	-0.006	0.157	-0.011	-0.040	0.969	0.009
HR systems	0.330	0.167	0.506	1.981	0.065	
Remote onboarding tools	0.355	0.184	0.510	1.929	0.072	
Mobile-based	-0.063	0.113	-0.104	-0.556	0.586	
Data visualization	-0.008	0.134	-0.012	-0.060	0.953	

Coefficient of Determination(R2) = 0.590 ***Source: Primary Data Analysis***

Interpretation:

The regression analysis reveals an ANOVA F-test statistic value of 4.598 with a p-value of 0.009, indicating that the model is a good fit at the 5% significance level. This implies that the independent variables collectively have a statistically significant relationship with the dependent variable.

The regression equation predicting the dependent variable from the independent variables is given by:

Y=1.499−0.006(ATS)+0.330(HRS)+0.355(ROT)−0.063(MBR)−0.008(DV)

The unstandardized coefficients indicate that HR systems (B = 0.330, p = 0.065) and Remote onboarding tools (B = 0.355, p = 0.072) have marginally significant positive impacts on the dependent variable, though they do not reach conventional levels of significance ($p < 0.05$). Applicant tracking systems (B = -0.006, p = 0.969), Mobile-based recruitment (B = -0.063, p

= 0.586), and Data visualization (B = -0.008, p = 0.953) do not show statistically significant impacts.

The coefficient of determination (R^2) is 0.590, meaning that approximately 59.0% of the variation in the dependent variable is explained by the model, with the remaining 41.0% attributed to external factors not included in the model. This analysis suggests that while HR systems and Remote onboarding tools show some level of influence, none of the variables show statistically significant impacts at the 5% level, indicating that other factors might play a more substantial role in influencing the dependent variable.

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSIONS

5. FINDINGS, SUGGESTIONS AND CONCLUSIONS

5.1 RESEARCH FINDINGS:

The study examined the impact of technological tools on the recruitment process. The correlation analysis revealed significant positive associations between various technological tools and recruitment efficiency. For example, the use of social media (OSM) had a perfect correlation with the recruitment process ($r = 1.000$, $p < .001$), indicating a strong positive impact. AI tools ($r = 0.741$, $p < .001$), online skills assessments ($r = 0.569$, $p < .001$), chatbots ($r = 0.478$, $p < .001$), and candidate experience tracking ($r = 0.512$, $p < .001$) also showed significant positive correlations, underscoring their importance in enhancing recruitment processes.

5.1.1 ANSWERS FOR RESEARCH QUESTIONS:

Q1. **How does technology speed up the recruitment process in modern talent acquisition?**

Technology, particularly AI tools and social media, significantly speeds up the recruitment process by automating resume screening, candidate tracking, and initial communications. This reduces the time-to-fill metrics and increases efficiency.

Q2. **How does technology change the candidates' recruitment experiences/perception?**

The integration of chatbots, online skills assessments, and candidate experience tracking positively influences candidates' perceptions by providing a more streamlined and engaging application process. Candidates appreciate the convenience and speed, though some concerns about automated decision-making biases persist .

Q3. **What tech tools HR commonly uses in data-driven hiring and how do they affect decision making?**

HR professionals commonly use AI tools, social media platforms, online skills assessments, and chatbots. These tools aid in data-driven decision-making by providing valuable insights from large datasets, improving the accuracy and objectivity of hiring decisions .

Q4. **How do HR professionals adapt to and utilize technology in their hiring processes?**

HR professionals are increasingly adopting technological tools, with a focus on continuous learning and adaptation. The use of these tools requires training and a shift towards data analytics and tech-savviness within HR teams.

Q5. **Among the independent variables (candidates' recruitment perception/experience, technological tools, and adaptation of technology), which variable has a higher impact on the recruitment process?**

The adoption of technological tools has the highest impact on the recruitment process, followed by candidates' recruitment perception/experience. This is evidenced by the strong correlations found in the study between these variables and recruitment efficiency.

5.1.2 ANSWERS FOR RESEARCH OBJECTIVES:

1. ***To investigate how tech speeds up and improves hiring.***

Technology accelerates the recruitment process by automating routine tasks and providing tools for better candidate management and assessment. This leads to improved hiring times and cost efficiency.

2. ***To explore how technology changes candidates' recruitment experiences*.**

Technology enhances the recruitment experience by offering more interactive and personalized application processes, though care must be taken to mitigate any potential biases in automated systems .

3. ***To investigate the ways in which technology transforms candidates' experiences in the recruitment process.***

Candidates experience more efficient communication, quicker feedback, and overall a more streamlined process thanks to technologies like chatbots and online assessments .

4. ***To examine what technological tools HR professionals adapt to and utilize in their hiring processes.***

HR professionals are using AI tools, social media, online assessments, and candidate tracking systems to enhance the recruitment process. These tools help in reducing biases and improving decision-making through data analytics.

5. ***To find which variable has a higher impact on the recruitment process.***

Technological tools have the highest impact on improving the recruitment process, followed closely by candidates' experiences and perceptions, highlighting the importance of technology in modern HR practices.

5.2 SUGGESTIONS/ RECOMMENDATIONS

5.2.1 GENERAL SUGGESTIONS FROM THE ANALYSIS:

1. **Enhance Training for HR Professionals:** Organizations should invest in continuous training for HR professionals to ensure they are proficient in using new technological tools and can leverage data analytics effectively.

2. **Focus on Candidate Experience:** Improving candidate experience through user-friendly application interfaces and timely communication can attract better talent and enhance the organization's reputation.
3. **Adopt AI and Automation:** Embracing AI and automation in recruitment processes can significantly reduce time-to-fill metrics and improve the efficiency and accuracy of candidate selection.
4. **Monitor and Mitigate Bias:** Regularly assess and adjust technological tools to ensure they do not perpetuate biases, ensuring a fair and equitable hiring process .

5.2.2 OVERALL SUGGESTIONS OF INTERPRETATION:

a. **Implement Comprehensive Technology Integration:** Organizations should integrate a variety of technological tools (AI, chatbots, online assessments) to cover all stages of recruitment, from sourcing to onboarding.
b. **Data-Driven Decision Making:** Leverage data analytics to make informed decisions about candidate selection and hiring strategies, ensuring that these decisions are based on objective criteria.
c. **Continuous Improvement:** Regularly update and improve technological tools and processes based on feedback from both HR professionals and candidates to ensure ongoing optimization of the recruitment process.
d. **Ethical Considerations:** Ensure compliance with legal and ethical standards in the use of technology in recruitment, focusing on transparency and fairness to all candidates

5.3 FUTURE SCOPE OF STUDY:

Future studies should explore several key areas to further understand and optimize tech-enhanced talent acquisition. These areas include:

a. **Long-term Impact on Efficiency and Candidate Experience**: Investigating how technological advancements influence recruitment efficiency and candidate experiences over extended periods.

b. **Best Practices and Challenges in Global Hiring**: Conducting comparative studies to identify best practices and challenges faced in global hiring environments.
c. **Link Between Recruitment and Retention**: Examining how recruitment practices impact employee retention rates and overall job satisfaction.
d. **Diversity and Inclusion**: Exploring methods to build more diverse and inclusive talent pipelines using technology.
e. **Integration with Other HR Functions**: Analyzing how recruitment technologies integrate with other HR systems, such as onboarding and performance management, to provide a holistic view of their impact.

5.4 CONCLUSION:

The integration of technology into the recruitment process has fundamentally transformed how organizations attract, evaluate, and hire talent. This study has revealed several critical insights into the effectiveness of various technological tools and their impact on both recruitment efficiency and candidate experience.

Enhanced Efficiency and Speed: Technological tools like Applicant Tracking Systems (ATS), AI-driven candidate matching, and automated communication platforms have drastically reduced the time-to-hire. These tools streamline administrative tasks, allowing HR professionals to focus on strategic aspects of recruitment. The automation of resume screening, candidate assessment, and interview scheduling has led to a significant decrease in candidate sourcing and overall recruitment time, making the hiring process more efficient and effective.

Improved Candidate Experience: Candidates have reported positive experiences with tech-driven recruitment processes. The use of chatbots for initial queries, online skills assessments for early-stage filtering, and candidate experience tracking ensures a smoother and more engaging application journey. These technologies not only enhance

the speed of the process but also provide transparency and timely feedback, which are critical to maintaining a positive candidate experience.

Data-Driven Decision Making: The adoption of AI and data analytics in recruitment has empowered HR professionals to make more informed and objective hiring decisions. By leveraging big data, organizations can better understand candidate profiles, predict job performance, and ensure a good fit between candidates and job roles. This data-driven approach minimizes biases and enhances the overall quality of hires, contributing to better organizational performance and lower turnover rates.

Adaptation and Utilization by HR Professionals: The study highlights the importance of continuous learning and adaptation for HR professionals. As new technologies emerge, there is a constant need for HR teams to update their skills and knowledge. Organizations must invest in training programs that equip HR professionals with the necessary competencies to effectively utilize these tools. The balanced impact of perception, technology, and adaptation underscores the necessity for HR departments to stay agile and innovative.

Challenges and Considerations: Despite the numerous benefits, the integration of technology in recruitment also presents several challenges. Implementation costs can be high, and there is a need for robust data privacy measures to protect candidate information. Additionally, the potential for algorithmic biases in AI-driven tools requires careful monitoring and regular audits to ensure fair and equitable hiring practices. Addressing these challenges is crucial for the sustainable and ethical use of technology in recruitment.

Future Outlook: The future scope of study suggests several areas for further research, including the long-term impact of technology on recruitment efficiency and candidate experience, best practices in global hiring, and the relationship between recruitment practices and employee retention. As technology continues to evolve, it will be essential to explore how these tools can be integrated with other HR functions to create a seamless and holistic talent management system.

In conclusion, technology has undeniably revolutionized the recruitment process, offering numerous advantages in terms of efficiency, candidate experience, and decision-making accuracy. However, organizations must navigate the associated challenges thoughtfully and ensure that their recruitment practices are inclusive, ethical, and adaptable to future changes. By embracing continuous improvement and innovation, companies can optimize their talent acquisition strategies, attract top talent, and maintain a competitive edge in the ever-changing job market.

BIBLIOGRAPHY

- http://lnu.diva-portal.org/smash/get/diva2:1232201/FULLTEXT01.pdf
  Last accessed on: 29/10/2023
- https://www.researchgate.net/publication/323917435_Impact_of_E-Recruitment_on_Effectiveness_of_HR_Department_in_Private_Sector_of_Pakistan
  Last accessed on: 29/10/2023
- https://www.jetir.org/papers/JETIR2305G34.pdf
  Last accessed on: 29/10/2023
- https://iacis.org/iis/2020/4_iis_2020_9-17.pdf
  Last accessed on: 29/10/2023
- https://www.diva-portal.org/smash/get/diva2:1440107/FULLTEXT01.pdf
  Last accessed on: 31/10/2023
- https://www.researchgate.net/publication/258190136_LinkedIn_and_Facebook_in_Belgium_The_Influences_and_Biases_of_Social_Network_Sites_in_Recruitment_and_Selection_Procedures
  Last accessed on: 31/10/2023
- https://ijcrt.org/papers/IJCRT2307426.pdf
  Last accessed on: 31/10/2023
- https://www.ijtrd.com/papers/IJTRD20772.pdf
  Last accessed on: 31/10/2023
- https://www.researchgate.net/publication/262574725_Institutional_context_and_e-recruitment_practices_of_Danish_organizations
  Last accessed on: 31/10/2023
- https://core.ac.uk/download/pdf/250153195.pdf
  Last accessed on: 31/10/2023
- https://www.jetir.org/papers/JETIR1806819.pdf
  Last accessed on: 31/10/2023
- https://www.sciencedirect.com/science/article/pii/S2451958823000362?ssrnid=4359612&dgcid=SSRN_redirect_SD

Last accessed on: 31/10/2023

- https://feji.us/cjgy3l

  Last accessed on: 13/05/2024

- https://www.researchgate.net/publication/330255138_New_Technologies_in_the_Recruitment_Process

  Last accessed on: 15/11/2023

- https://www.researchgate.net/publication/362530221_Study_on_Preference_of_Job_Applicants_towards_E-Recruitment_Process

  Last accessed on: 15/11/2023

- https://www.researchgate.net/publication/379957696_DIGITIZING_TALENT_ACQUISITION_A_COMPREHENSIVE_ANALYSIS_OF_E-_RECRUITMENT_PRACTICES

  Last accessed on: 15/11/2023

- https://www.researchgate.net/publication/377587294_AI-Enhanced_eHRM_Revolutionizing_Talent_Acquisition_for_Maximum_Benefits

  Last accessed on: 15/11/2023

- https://www.researchgate.net/publication/369687466_Talent_acquisition-artificial_intelligence_to_manage_recruitment

  Last accessed on: 15/11/2023

QUESTIONNAIRE FOR CANDIDATES

A STUDY ON TECH-ENHANCED TALENT ACQUISITION: INVESTIGATING THE IMPACT ON RECRUITMENT PROCESS

I, Rebecca Dsouza, am conducting a research study on " Tech-enhanced acquisition- The impact of technology in the recruitment process ". Your input is crucial for gathering valuable data and insights. I kindly request you to fill out the enclosed questionnaire. Your responses will be treated confidentially and used solely for academic purposes. Please review the statements carefully and select the option you find most fitting.

Section A:

Socio-Demographic Profile:

1. Name: _____
2. Age: _____
3. Gender: _____
4. Years of Experience: _____

Section B:

I request you to kindly provide your opinion on the impact of technology on recruitment time under a 5-point Likert scale as (**SA)** for Strongly Agree, (**A)** for Agree**, (N)** for Neutral, (**D)** for Disagree, and (**SD)** for Strongly Disagree.

Influence of Technology Adoption on Recruitment Time (ITART)	**SA**	**A**	**N**	**D**	**SD**
Q1) Technology-enhanced job platforms aligned with your skills and preferences.					
Q2) Technology assessments provided a clear understanding of job requirements.					
Q3) Technology eased interview scheduling.					
Q4) Technology decreased candidate sourcing time.					
Q5) Technology streamlined overall recruitment time.					

Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), and Strongly Disagree (SD)

Candidates Perception Influence on Recruitment Process (CPIRP)	**SA**	**A**	**N**	**D**	**SD**
Q1) Tech-transformed recruitment impacted your view of organizations.					
Q2) Tech-enhanced communication improved your job search experience.					
Q3) Tech-driven alerts were effective in keeping you informed.					
Q4) Tech-enabled networking positively impacted your job search.					
Q5) Video profiles helped in presenting yourself.					

Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), and Strongly Disagree (SD

Balanced Impact of Perception, Technology, and Adaptation on Recruitment (BTAR)	**SA**	**A**	**N**	**D**	**SD**
Q1) Tech platforms aligned with your preferences.					
Q2) Tech interactions replicated face-to-face experiences.					
Q3) Tech assessments clarified job requirements.					
Q4) Tech communication enhanced your job search.					
Q5) Tech-transformed processes influenced your decisions.					
Q6) The application process was user-friendly.					

QUESTIONNAIRE FOR EMPLOYEES

A STUDY ON TECH-ENHANCED TALENT ACQUISITION: INVESTIGATING THE IMPACT ON RECRUITMENT PROCESS

I, Rebecca Dsouza, am conducting a research study on " Tech-enhanced acquisition- The impact of technology in the recruitment process ". Your input is crucial for gathering valuable data and insights. I kindly request you to fill out the enclosed questionnaire. Your responses will be treated confidentially and used solely for academic purposes. Please review the statements carefully and select the option you find most fitting.

Section A:

Socio-Demographic Profile:

1. Name: _____
2. Age: _____
3. Gender: _____
4. Years of Experience: _____

Section B:

I request you to kindly provide your opinion on the impact of technology on recruitment time under a 5-point Likert scale as (**SA)** for Strongly Agree, (**A)** for Agree**, (N)** for Neutral, (**D)** for Disagree, and (**SD)** for Strongly Disagree.

Effectiveness of Technology Tools in Recruitment (ETTR)	**SA**	**A**	**N**	**D**	**SD**
Q1) Your organization uses social media for candidate engagement.					
Q2) AI tools prove effective in initial candidate screening.					
Q3) Online skills assessments are integrated into recruitment.					
Q4) Chatbots facilitate candidate interactions effectively.					
Q5) Tech enhances candidate experience tracking.					

Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), and Strongly Disagree (SD)

Technology Adaptation's Impact on Recruitment (TAIR)	**SA**	**A**	**N**	**D**	**SD**
Q1) Your organization extensively uses Applicant Tracking Systems (ATS).					
Q2) HR systems are integrated for better communication.					
Q3) Your organization utilizes remote onboarding tools.					
Q4) Mobile-based recruitment strategies are implemented.					
Q5) Data visualization is effectively used for recruitment metrics.					

Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), and Strongly Disagree (SD)

Balanced Impact of Perception, Technology, and Adaptation on Recruitment (BTAR)	**SA**	**A**	**N**	**D**	**SD**
Q1) Tech platforms aligned with your preferences.					
Q2) Tech interactions replicated face-to-face experiences.					
Q3) Tech assessments clarified job requirements.					
Q4) Tech communication enhanced your job search.					
Q5) Tech-transformed processes influenced your decisions.					
Q6) The application process was user-friendly.					