



# A STUDY ON RECRUITMENT AND SELECTION THROUGH DIGITAL TOOLS AND TECHNOLOGIES

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## **ABSTRACT:**

Recruitment is the core area in human resource management. The ever-increasing digitalization in today's business world is fast which has become more competitive which also demands more qualified employees to carry out the business operations and also the employees considered as the asset of the business. The change in technological trends rendered technological developments in HRM practices and which arose to E-recruitment. Technological advancements are the vast trend that is switching the scenario of recruitment from traditional methods to digitalized version. Various companies design their recruitment and selection process with chat-bots, video conferencing, mobile apps and computer-based assessment. This research paper focuses on the digitalization in recruitment. The data for the study is collected from various journals and websites. Furthermore, the paper wraps up the trends in e-recruitment and role of technology in each phase of recruitment.

**KEYWORDS:** E-recruitment, digitalization, tools for e-recruitment, role of technology in e-recruitment process.

## **INTRODUCTION:**

Human Resource Management function is experiencing an enormous change due to digitalization. Now, HR has become fully technology oriented which makes all the HR operations more efficient and effective. Digitalization has enabled HR as a strategic companion. Recruitment is a very crucial step in the entire HR domain as it involves the selection of human resource who will become the future asset of any organization. Recruitment itself encompasses various stages starting from job posting, managing pool of applicants, processing application forms, selecting, sorting till the on boarding stage. Each step is crucial and digitalization played its role in every step. E-HRM is nothing but using internet-based technologies to offer HR services within the organization. E-HRM also evolved to deliver HR related services virtually. It enables the HR managers to do appraisals, conduct training and development program, evaluate labor turnover, absenteeism and most of HR functions with use of the desktop. Advent of E-HRM allows the HR professionals to compile data, to analyze and make decisions effectively. The e-HRM is classified into three categories of functions i.e., operational e-HRM which is concerned

with payroll functions, relational e-HRM which is concerned with recruitment, selection and training and transformational e-HRM which concerned with framing strategic HR functions. E-HRM transformed all HR activities to e-recruitment, e-selection, e-learning, e-performance management and e-compensation management. E-recruiting is a hiring system that utilizes the electronic resources means of technology with the main aim to identify, attract and select the potential candidate for the company. It is a web-based technology that assists the recruiter and job seeker to proceed their tasks more efficiently and effectively by automation process which also enables the recruiter to take appropriate decisions easier. The digital tools that used for e-recruiting includes application tracking system, corporate websites, job boards, chatbots, candidate relationship management and social media in which all uses the artificial intelligence and virtual reality technology from attracting to on-boarding of employees. Digitalization in recruitment provides the proven benefits like reduces cost and time, reaches world-wide job seekers, user friendly and a fair recruitment process.

### LITERATURE REVIEW:

**Avinash S. Kapse (2012)** in his article, noted that there are many advantages for businesses to use online recruitment, including lower costs, quicker processing, a wider geographic reach, and better matches. However, they also outlined some drawbacks, such as difficulties reviewing job applications.

**Florea & Badea (2013)** highlighted the way in which the company's use of technology either improves or diminishes its beneficial influence in a paper that was presented at an international conference. The results indicate that HR professionals can use the Internet to create a successful and efficient recruitment process, which aids in winning the difficult and time-consuming process of choosing exceptional talent.

**Anand J and Dr. Chitra Devi S (2016)**, "The Impact of E-Recruitment and challenges faced by HR Professionals", International Journal of Applied Research, This study aims to address the digital recruitment prevailing in current HR scenario. Also address how companies compete with competitors to be best in its e-recruitment in order to hire right candidate at right time and cost.

**Anand J and Dr. Chitra Devi S (2016)**, "Literature review on e-recruitment and its perceived benefits: A walk towards paperless HR", International Journal of Applied Research, The purpose of the paper is to evaluate the alleged benefits of digital recruitment in the perception of HR professionals. The paper also studies about the various technical advancements and various problems related to e-recruitment.

**Prakash Yadao Khillare, Smita Kashinath Shirsale (2017)**, "A Study of Conceptual Framework of E-Recruitment in Current Business Scenario", International Journal of Research in Management, Economics and Commerce, the main objective of this paper is to study the concept of e-recruitment and to compare traditional and e-recruitment methods. This paper also aims to have the idea about e-recruitment, its various approaches and problems and benefits associated with e-recruitment.

**Phyllis Messalina Gilch; Jost Sieweke (2021)**, Recruiting digital talent: The strategic role of recruitment in organizations' digital transformation, This study analyzes the relationship between recruitment and digital transformation beyond the use of digital technology in recruiting, focusing on more strategic elements. It is based on 26 interviews with recruiters in 22 organizations. This study contributes in two ways: As a "sensory organ" that improves the organization's capacity for assimilation, it serves as a "mediator" between external and internal

groups. Initially, it identified two new positions for recruitment during digital transformation. Second, by analyzing the strategic implications that recruitment must face as a result of digital transformation, this study adds to the body of human resources (HR) literature. It emphasizes the role that recruitment plays in updating an organization's human resource base, which is essential for its digital transformation.

### **DIGITAL TOOLS AND TECHNOLOGY FOR E-RECRUITMENT AND SELECTION:**

**JOB BOARDS:** Job board is a site where HR recruiters and placement agents post the job adverts for vacancy with their company and clients. The HR recruiter can define the job role and mention the specific requirements needed by them to do the particular job. The job seekers will search for the jobs in the job boards based on their interest and qualifications and then apply for the job they interested through job boards in one-click. Job boards enables the candidate to upload their resumes along with their contact details to reach out them. job board sorts the large pool of candidate based on the key skill required by the recruiter which saves lots of time in screening the applications ensuring the effortless screening. Examples for job boards are Indeed, Naukri, Glassdoor, and LinkedIn. Job board provides the facility for employer to create their own company page in the respective job board website which acts as the employer branding.

**CHATBOTS:** The chatbot in recruitment acts as a HR assistant. It is a conversational virtual assistant, that understands the human message and responds to them. It is a software application designed with Artificial Intelligence such as natural language processor that facilitates to respond to the person's message. It can be used with email, SMS, social media platforms and Application Tracking System (ATS). The chatbot helps the recruiter in administrative process by collecting candidate's resume and their contact details, asking screening questions to candidates such as their qualification and experience, ranking the candidate according to their skills and abilities, answering the FAQs about the job and recruitment process and scheduling the interview with a HR recruiter. Henceforth, reduces the recruitment processing time and provides better candidate experience.

**SOCIAL MEDIA RECRUITING:** Social media recruiting is utilizing the social media platforms like Facebook, Instagram, Twitter, and LinkedIn to get connected with and attract the active and passive candidates by creating the strong employer branding and recruitment marketing technique. It helps in reaching worldwide potential talents and also offers the scalability by tracking the page views and followers which is not available with traditional method of recruiting. In social media recruiting, the company has to create its own company brand and showcase its culture and attract the job seekers to apply for jobs in the company. Here, the HR recruiter incorporates various digital tools like artificial intelligence and machine learning software to manage the recruitment process and to filter the candidates based on the key skills mentioned by the recruiter, thus saves more time and makes candidate-centric approach.

**APPLICATION TRACKING SYSTEM:** The Application Tracking System (ATS), a software application that smoothens the hiring process by storing job applications and manages the whole recruitment by filtering the applicants on based on experience and skill set required by the company. An ATS is integrated with artificial intelligence and machine languages which simplifies the process and chooses the best suitable talents. It ranks the candidates from large pool of application based on qualifications which automatically reduces the recruiter's

time on screening process and helps in recruiting the best fit candidate. This system scans and analyses the data for the suitable candidate with use of keywords and other algorithms which proves the quality in recruitment.

**CANDIDATE RELATIONSHIP MANAGEMENT:** Candidate relationship management (CRM) is a technique by which the recruiter expresses the overall candidate experience. CRM aids to generate a talent pipeline that recruiters can utilize to hire potential candidates, which comprises of former candidates, passive candidates, active candidates, hourly candidates, remote workers, gig workers and full- time employees. In case, a recruiter meets some potential candidates in a campus drive but unable to recruit all and now he can make use of CRM solution to keep the candidates data stored. They can reach out once the need arises before the recruiter post the job vacancy. CRM also provides segmentation facilities in which it categorizes the candidate's profile according to their area of specialization which saves time when the recruiter searches for filling job vacancy. CRM helps to nurture the employee and employer relationships by providing a good candidate approach.

**AUGMENTED WRITING PLATFORMS:** In recruitment, the augmented writing platform a vital role in writing the job descriptions without any bias. This technology serves as virtual writing assistant to frame up the job descriptions. On the whole, this tool analyzes the words, recruiter uses in the job description and provide alternate word suggestions for more diversity and inclusion. This tool is integrated with AI which enables to use precise word in the job description. It helps to identify the gaps in the recruitment and therefore, it reduces biases and reaches out the target candidates.

**GAMIFICATION:** Gamification in recruitment is the application of game technology, game mechanics and game design almost in every stage of recruitment process. Gamification now acts as an alternate to traditional hiring process, used to attract the candidates and select the exceptional candidate for their company. A best example is a game called 'code jam' conducted by Google to test the coding skills of the participants and offers the winner the lump sum of prize amount and also offers the job to the candidates who have proven coding skill based on the performance in the competition. To succeed this evolving digital era, companies have to implement the effective hiring strategy which attracts the top potential candidates, so here comes the gamification as a right solution It provides proven benefits like building employer brand, reaching wide pool of talent, appealing more techy generation and fostering employee engagement.

**ARTIFICIAL INTELLIGENCE IN RECRUITING:** Artificial intelligence (AI) is one of the worthy digital tools that is used by most of the recruiters for its proven benefits like personalized data collection and effective decision making. It not only connects the people and technology but also brings a vast change in HR process especially in talent acquisition. AI recruiting is used to computerize the time consuming and repetitive task which offers more personalization throughout the hiring process. This automation is applied to the high volume of data which performs the repetitive process like sourcing, screening and scheduling which delivers high accuracy and efficiency. For example, AI integrated video conferencing platform, zoom app allows to conduct interview through online which makes the process easier than the traditional method of face-to-face interview thus saving lots of time and cost to both the recruiter and the candidate.

**VIRTUAL REALITY IN RECRUITMENT:** Virtual reality recruitment is the method of using virtual reality technology to attract potential candidates to join the company. The biggest benefit to virtual reality technology is the method it produces a very immersive experience—particularly when compared to written materials or an audiovisual. The immersive multimedia feature of VR is a big draw for young talents who want progressively more experiential opportunities. The sensory experience of physically present inspires the candidate and make them engaged. VR also helps in application assessment by testing the problem- solving skill, curiosity of candidate and other skills and also helps to showcase the company culture better than in video.

**BLOCKCHAIN IN RECRUITMENT:** Blockchain is the decentralized technology which stores and encrypts the candidate's data and also makes the secure and reliable recruitment process. The combination of blockchain and AI makes a converging technology with implications for recruiting process. The security level in blockchain allows the recruiter to rely upon the integrity of candidate's data. Blockchain offers both the candidate and recruiter safe access to authentic record, so that applications can be accessed in real-time with candidate's consent which allows them to check both academic and professional point and hire truly qualified candidate for job position.

#### **ROLE OF TECHNOLOGY IN THE E-RECRUITING PROCESS:**

**TECHNOLOGY IN ATTRACTING:** Technology has enabled company's websites and job boards to turn out to be a very effective tool in attracting the job seekers and their interest towards the company, helps in creating the employer branding. For example, in company's website, companies add the video-testimonials of its employees explaining about the benefits of working in the particular company and HR recruiter describing about the selection process to the applicants. The company can also undertake additional steps like measuring its company site's visits, adding more features to its websites, tracking and following the applicants which is the important up-grade in the digital attraction. This process consists of preparing the job description and attracting the potential candidates by establishing the strong employer brand. The recruiter also posts about company culture, their community welfare involvement and about the current openings in the company here, the augmented writing software is utilized to prepare the job description which helps to post the job without any gender biases.

**TECHNOLOGY IN SCREENING:** The screening process involves in screening of candidate's background with the available information which is provided by the candidate while applying for the job. Technological enhancements have smoothened the organization and implementation of numerous time-consuming works in screening process. For instance, wide utilization of Application Tracking System (ATS) will minimize the time duration of screening process, provides resume storage, segments, analyses the resume and enables keyword search for pool of applications. Here, Application Tracking System (ATS) collects the resume of interested candidates who is applying for the particular job opening. ATS scans and filters the candidate's profile based on the mentioned requirement of recruiter in job description. This allows recruiter to spend less time on unqualified

candidates and work more on potential candidate to assess them which saves lots of time to the recruiter. ATS also allows to self- scheduling of interview.

**TECHNOLOGY IN ASSESSMENT:** The impact of technology in assessment phase of interview process focuses on candidate's experience. The digital interview, an asynchronous one is a kind of assessment in which candidates respond to the set of interview questions and submit it on-line. This type of interview is mostly used in preliminary phase of interview in order to minimize the applicants. Many companies are focusing on data analytics in interview to gauge numerous characteristic pointers of applicants like number of times applicant's blink, duration between responds, word pronunciation, word speed etc. Other key development in employee assessment is gamification which is incorporated with gaming elements mainly to assess the personality and characteristics of a candidate. Candidates attend this assessment with use of laptop or computer and expose to gamified world, this process promote entertainment, transparency and interaction. Technological advancements like video interviewing, interactive voice system helps both recruiter and candidate to spend less time and provides a user-friendly feature in the assessment process. The recruiting software ranks the candidates based on their performance and helps the recruiter to sort down the best candidates. The shortlisted candidates attempt the next round of interview which is the dual-way of video interview where both the recruiter and candidate present and interact in the real time. This process can be done with recruiting software which also performs the functions like interview scheduling, recording the interview to discuss with other recruiting officials, providing scores and ranking the candidate based on their performance without any biases which helps to streamline the hiring process.

**TECHNOLOGY IN ON-BOARDING:** Once the recruiter offers the job to potential candidate in real-time and the candidate accepts the offer on one click. This automated process helps the recruiter to hire exceptional candidates without any biases among the competitors. Once, the candidate accepts the offer the on-boarding process begins where the virtual reality plays a major role by assisting the employees with virtual assistant technology to complete their documentation and induction process with a personalized touch. Here, the ATS and Artificial Intelligence aided recruiting software helps to provide a positive and user-friendly experience for the recruiter and candidate. A good on-boarding has an ability to increase the employee productivity and retention. This last phase of recruitment cycle includes the day after the candidate join as an employee in the company which is on-boarding of employees. For instance, on-boarding and socialization companies use various techniques like formal or informal training with use of virtual reality e-apps for on-line training, e- mentoring for career enhancement.

## CONCLUSION:

The application of technology in the hiring procedure of the company has steadily evolved. Now in recent years, it has reached the advanced use of digital tools in the recruitment process. Now a days, all professionals want to complete their tasks in automation process which saves time, cost and achieves efficient and effective output. Henceforth, the companies are steering towards technological enhanced recruiting techniques and tools which

provides more benefits to HR professionals in recruiting the best talents. If a company adopts all the digital tools and technology successfully it will outshine in the recruitment process which also attracts more talents and provides a better candidate experience. Most importantly, hiring process is where a candidate begins to learn about their employer and organization. Therefore, the candidate can have more insights about the company's culture. Due to the positive experience in the recruitment process, the employees who got hire have high level of engagement towards the work.

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