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## APPLICATION OF DIGITAL TECHNOLOGIES IN RECRUITMENT PROCESS

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### ABSTRACT

The recruitment process is one of the essential parts of human resource management. Through successful recruitment, the organization ensures the selection of suitable applicants, which is paramount for the effectiveness of the enterprise. Successful recruitment will exert a positive effect on the organization as well as motivate the selected applicant to show high performance. How do modern digital technologies apply to the process of recruitment? The purpose of our report is to answer this question. The structure of the paper is as follows: Introduction, Chapter I – Recruitment process, Chapter II - Application of Modern Digital Technologies in Recruitment Process, Conclusion.

**Key words:** recruitment process, enterprise, human resource management, digital technologies  
JEL: J81, M15, M13

### INTRODUCTION

Employee recruitment is one of the most important parts of the human resource management process. Generally, organizations invest a great deal in a successful recruitment process. This will include a set of important steps such as advertising the position, selection of prospective candidates, interviewing potential applicants, and final appointment of the right applicant. In many cases, large enterprises use the services of recruitment companies that perform most of the employee recruitment process. Through a successful recruitment process, organizations ensure that they have selected the right candidate for the job position. Selecting the right applicant will improve the effectiveness of the organization on one hand and motivate the right applicant to perform at his best on the other. Conducting a thorough and prompt recruitment process will minimize a lot of efforts and financial resources for the organization and ensure its effectiveness and competitiveness. Recently many organizations largely use digital technologies

throughout their recruitment process. How digital technologies could be applied to enable an effective performance management process? Our study is trying to answer this question (1).

### RECRUITMENT PROCESS

The recruitment process can be regarded as a sales activity. Qualified job candidates are your customers when trying to sell the job to them.

### SOURCES

There are various kinds of sources available for the organization for employee recruitment. Some of them are:

#### *Current employees*

Many companies have policies of informing current employees about job openings before trying to recruit from other sources. Internal job postings are an opportunity for current employees to move into the firm's more desirable jobs. However, an internal promotion creates another job opening that has to be filled (1).

#### *Referrals from current employees*

Studies have shown that employees hired through referrals from current employees tend to stay with the organization longer and display greater loyalty and job satisfaction than employees recruited by other means.

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*Former employees*

A firm may decide to recruit employees who previously worked for the organization. Typically, these are people laid off, though they may also have worked seasonally. Forming an online alumni network could be a simple and cost-effective way to maintain a hiring pool of competitive candidates (1).

*Customers*

Customers can be a convenient and cost-effective source of employees. Customers are already familiar with the organization's products or services. Recruiting customers can capitalize on this familiarity and the enthusiasm and alignment with the brand that often goes along with being a committed customer.

*Print and radio advertisements*

Both local recruitment efforts and targeted regional, national, or international searches use advertisements for recruitment.

*Internet advertising, career sites, and social media*

Employers are increasingly turning to the web as a recruitment tool because online ads are relatively cheap, are more dynamic, and often can produce faster results than newspaper help-wanted ads. The web is not only an economical, efficient means to recruit but also a convenient tool for job seekers. Thousands of career websites exist, most often free of charge for people searching for jobs. As means to connect, applicants and employers use social media such as Facebook, Twitter, LinkedIn, etc. (1).

*Employment agencies*

Many organizations use external contractors to recruit and screen applicants for a position. Typically, the employment agency comes with a fee based on the salary offered to a new employee. Agencies can be particularly effective when the firm is looking for an employee with specialized skills.

*Temporary workers*

Temporary workers provide employers the flexibility to quickly meet fluctuating demands. Bringing temporary workers enables employees to bypass the time-consuming hiring process of job interviews and background checks.

*College Recruiting*

Most schools probably have a job placement office that helps students make contacts with employers. Students majored in accounting,

engineering, computer programming, and information systems at the undergraduate level, and those with graduate degrees in business and law are often considered the most desirable candidates because of the applied training they receive (1).

**SELECTION**

Selection is the second stage of the recruitment process. The selection process employs a variety of techniques, such as reliability, validity, concurrent validity, and predictive validity. Human-resources specialists request many documents from the applicants. The essential documents used during the selection process are letters of recommendation and application forms. Ability, personality, and honesty tests are also part of the selection process.

Letters of recommendation-In general letters of recommendation are not highly related to job performance because most are highly positive. This however does not mean that all letters of recommendation are poor indicator of performance. Letters of recommendation are highly used throughout selection process. A poor letters of recommendation may be very predictive and should not be ignored (1).

*Application forms*

Organizations often use application forms as screening devices to determine whether a candidate satisfies minimum job specifications. Application forms are often the first formal contact a job seeker has with an organization. Typically, most job applicants are eliminated in this initial stage, and therefore is important that the application form is seen as fair and nondiscriminatory.

*Ability Tests*

Various tests measure a wide spectrum of abilities, from verbal and qualitative skills to perceptual speed. Some of the most used tests are the cognitive ability test, work sample test, physical ability test, work sample test, personality test, honesty test, etc.

A cognitive ability test usually measures a candidate's capability in a specific area. It is a valid predictor of job performance.

A physical ability test is used by some jobs, such as police, fire department, army, etc., to measure the strength and endurance of the job candidate. The results of these tests are

considered indicators of how productively and safely a person could perform a job's physical tasks (1).

A work sample test sets the applicants to perform identical tasks that they will be performing on the job. Work sample tests typically have high reliability and validity, which are the essential ingredients of a potent and legitimate selection tool.

A personality test assesses traits, namely individual worker's characteristics that tend to be consistent and enduring. The personality test tests five features: extroversion, agreeableness, conscientiousness, emotional stability, and openness to experience.

An honesty test ensures the company that they hire honest employees. Organizations with a high degree of security use polygraph tests for this purpose.

#### *Interview*

Interviews are broadly used as a selection and recruitment tool among various organizations. Two types of interviews are typically used in organizations: traditional and structured. The structured interview is based directly on a thorough job analysis. It applies a series of job-related questions with predetermined answers consistently across all interviewees for a particular job. Three essential areas of questions are used in structured interviews: situational questions, job knowledge questions, and worker requirements questions (1).

#### *Assessment centers*

An assessment center is a set of simulated tasks or exercises for the candidates to perform. Assessment centers are usually conducted off premises. They last from one to three days and may include up to six candidates at a time. Assessment centers are primarily used for testing managerial position candidates.

#### *Reference checks*

One of the methods of predicting the future success of prospective employees is to look at their past employment records. Based on letters of recommendation the employer can create an initial impression of the applicant.

#### *Background checks*

Background checks can be distinguished from reference checks and can include, depending on

the job opening, criminal background checks, verification of academic achievements, etc. (1).

#### *Handwriting analysis*

Handwriting analysis is used in some organizations to measure personality or other individual traits. The analysis can include over 300 aspects of handwriting, among which are the slope of letters, the height of letters, and the pressure of handwriting (1).

#### *Combining predictors*

Organizations often use multiple methods to collect information about applicants. For instance, managers may be selected based on past performance ratings, an assessment center, evaluation, and an interview with the managers to whom they will be reporting. There are three basic strategies to combine different methods and come up with the right choice for the prospective applicant, namely: multiple-hurdle strategy, clinical strategy, and statistical strategy. Multiple-hurdle strategy requires making a preliminary selection decision after the completion of each method. In a clinical strategy, the decision maker subjectively evaluates all the information and comes to an overall judgment. In a statistical strategy, the various pieces of information are combined according to a mathematical formula and the job goes to the candidate with the highest score (1).

### **APPLICATION OF MODERN DIGITAL TECHNOLOGIES IN THE RECRUITMENT PROCESS**

Application of Modern Digital Technologies changes the perspective of the Human Resources department and creates a positive shift in the perception of a company regarding its employees. More importantly, job applicants experience a new kind of communication and interaction that gives them a sense of appreciation. The recruitment process is reappraised from the perspective of the "candidate experience". Although the part-&-parcel decision-making processes and waiting times until a job interview is offered or a particular applicant is selected for a position are more difficult to change, modern technologies offer companies a way to communicate with the candidates during this period. Frequent contact and interaction are more likely than long periods of silence to create an emotional bond and communicate an appreciation of the candidate (2).

### **Video interviews**

Although not a substitute for a personal interview, video interviews are an effective means for initially getting acquainted and “checking out” one another. It’s meaningful to communicate the significance of a video acquaintance in the job application process to the candidate as an interest in meeting the applicant vis-a-vis before the actual job interview. One frequent point with video interviews is that companies often use technology platforms such as “Skype for Business” or “WebEx” that are not always available to candidates. It helps to have a dialogue between Human Resources and IT for easy-to-use, proven access to a company’s platform. Add a link directly to the corresponding tools the candidate needs to install before the interview. The better the installation is explained, the more willing applicants will be to agree to a video interview. If the company’s IT security team legitimately regards this as a risk too high, the company can consider using a designated “Stand Alone” computer solely for conducting video interviews (2).

### **Asynchronous interviews**

In this case, both parties can take advantage of video technology to get acquainted. Recruiters or ideally managers looking for new personnel can present themselves, the company, and the available job in a video and send it to those applicants who make it onto the shortlist. Involving the company’s Communications Dept. in the production of such a video can help avoid unplanned or unwanted content.

Alternatively, applicants can be sent a questionnaire about themselves, their previous career experience, and their expertise. The candidates can then video themselves answering these questions at their leisure and in an environment where they feel comfortable. This provides applicants the possibility of re-recording their answers if they don’t like the “first take” for any reason. The only technical requirement needed for this option is simply the web camera in their computer.

It’s important to have rules for both of these scenarios. How the videos are handled in terms of data safety and protection must be actively addressed by both parties and accepted by the recipient of the video. Questions about who will see this video, and what happens with the video

when the job application process is finished should be discussed in detail. Sending the video opens up additional contact opportunities for the Human Resources Department to stay in contact with the candidates by phone and emails (2).

### **Smart Meeting**

Once a company decides to meet a candidate in person, it can be difficult and time-consuming to find a date for the interview that works for both the applicant and the recruiting manager. The “Smart Meeting” platform can help in these situations. The recruiting manager displays open dates in their calendars that can be offered online to applicants via the Smart Meeting platform. As a standard feature Smart Meeting offers candidates three available appointments, allowing them to choose one that best fits their schedule and plan it at their convenience. The convenience of choosing from available dates sends the candidates a message of commitment and appreciation. Once they have confirmed an appointment, the date is firmly booked in both calendars of the recruiting manager and the Human Resources Department (2).

### **Physical interviews by bots**

Robots, also known as bots, are now trained to conduct physical interviews as part of the hiring process. These bots use natural language processing (NLP) and interview analytics to assess the candidates' suitability. They appraise their soft skills, namely attitude, flexibility, motivation and manners, and personality traits. The goal is to provide equivalent experiences to all candidates using the same interview approach. This approach guarantees consistency in the interview process. Recruiters consider the usage of bots to conduct physical interviews beneficial, yet do the candidates share the same attitude? Maybe by being taken through the process by a robot, they miss the human touch. That is certainly a genuine concern (3).

### **AI-enabled background checking**

Candidate background checking is tedious and time-consuming but is as important as a skills assessment. 92% of organizations conduct background checks for one simple purpose – risk reduction.

AI has improved that experience, making it quicker, simpler, and more efficient than going through the traditional manual way. With AI-powered background checking, organizations

are assured of unbiased and private procedures that protect both the organization and the candidates (3).

### **AI-enabled reference checking**

Reference checking is almost similar to background checking, and both are part of the hiring process. Collecting different references from candidates' profiles is a slow and tedious process. Employers look for a minimum of two to three references from applicants that attest to the candidate's ability to do the job. The manual process of conducting reference checks takes time and some people included in references may not pick up the calls or respond to emails. AI-powered reference checking automates the entire process and helps recruiters assemble as much information as possible. The references are given a chance to respond to emails and questionnaires at their convenience and get reminders in an ingenious manner (3).

### **Finding the right hire from within**

Hiring from within the organization saves time and money. The company will not have to spend on the initiation of a 'new' hire since they are familiar with the company. Therefore, internal mobility is advantageous to companies, and recruiters are well aware of it. According to IBM, AI-driven internal mobility process is best for spotting talented internal candidates since it uses data, pattern recognition, and NLP to gather information about the company's employees and their roles. The software then matches the skills with open opportunities, creating personalized recommendations. Additionally in the IBM study, 44% of HR experts prefer AI for finding the best internal candidates for newly advertised jobs (3).

### **Talent gap identification and team strength assessment**

HR departments across organizations are lately shifting the focus more on teams, identifying skill gaps. Recruiters use AI and data analytics, scientifically testing to understand their teams' individual characters at a deeper level. This helps them to learn how these character findings shape their team performance. AI makes this process much more efficient and quicker than any other viable option HR professionals might apply (3).

### **Rerouting talent**

There are cases where an organization does not succeed in finding particular skills in a person when it needs them most. Instead, it finds skills

applicable elsewhere. In such cases, organizations reroute such candidates to other locations where they are required. The current marketplace is competitive, and building and maintaining a talent pool is more crucial now than ever. AI assists in keeping a database of these potential candidates, intending to redirect them when needs arise (3).

### **New employee onboarding**

AI has become essential in reinventing the employment process, saving time and resources spent by organizations on their new hires. AI can ensure a 24/7 onboarding exercise, where AI-powered chatbots respond to candidates' questions relating to the company and guide them through critical job-related aspects to help them settle down for work faster (3).

## **CONCLUSION**

The recruitment process is one of the most essential parts of human resource management. Through a clear and fair recruitment process, the employer could select honestly and transparently the right applicant. This allows organizations to create successful and productive teams and minimize searching and selecting cost. Recently there is a large usage of digital technologies in the recruitment process. Digital technologies in hiring achieve impartial and comparable recruitment processes giving precise criteria for an employee's set of skills and plausible professional development. AI, bots, robots, and specifically designed computer software conduct searching, interviewing, and selecting the right employees. Fast and solidly Information and communications technology becomes an inevitable part of modern organizations' human resource management process.

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