



Topic:

DIGITAL RECRUITMENT PROCESS

REDUCING MANUAL WORK IN HIRING

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Date: 02/02/2026

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Abstract

The rapid digitalisation of human resource management has changed the recruitment and the selection processes, particularly within the technology-based industries such as IT industry. The study investigates the effectiveness of digital recruitment tools in reducing the manual work and improving the recruitment outcomes in the IT industry of UK. The research aims to evaluate the extent of digital recruitment tools adoption, examining its impact on the recruitment efficiency and reducing the manual workload, while identifying the major challenges and various and evaluating the best practices of organisations.

The quantitative research design was employed using the structured questionnaire comprising the Likert-scale items. The data was collected from the 100 respondents involved in the recruitment and hiring related activities in the IT companies of UK. The survey data were analysed using the descriptive statistics, Spearman's Rank correlation, and the simple linear regression to address the research objectives. The reliability analysis using the Cronbach's alpha confirm the internal consistency and measurement scale.

The findings of the study wheel that digital recruitment tools, including the applicant tracking systems and AI based screening, are adopted and embedded within the recruitment systems of the IT companies. The results demonstrate that increased use of digital recruitment tools is significantly associated with the reduced manual workload, fast recruitment processes and improvement of the overall efficiency of recruitment. Training, ease of use, user confidence are identified as the interrelated factors which influence the effective adoption, highlighting the importance of capabilities of organisation and its development. Furthermore, the training in organisation and managerial support are also found to play the critical role for enhancing the recruitment efficiency and maximizing the benefits of digital recruitment tools.

The study contributes to the academic literature by providing empirical evidence on the operational and organisational factors which shape the digital recruitment effectiveness while addressing the gaps related to the manual work reduction and enabling the practices. The study concludes that digital recruitment effectiveness is contingent not only on the adoption of Technology yet on the readiness of organisation and the leadership support for training of human resources.

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Chapter 1: Introduction

1.1 Background

The recent market dynamics towards the increase of competition in the market have created a major competition for the talent acquisition by the companies (PWC, 2023). Attracting and retaining the talent is also required for maintaining the better organisation environment for improved qualities of production in both service and production-based industry specially in the IT sector across the UK.

The survey from Mercer (2023) indicates that the increasing competition in the labour market have caused a major competition of the talent acquisition. The traditional models of hiring and recruitment are inadequate for retaining talent where 50% of the executives in the companies across the different industries including it are anticipating the major changes within their current model. Therefore, the recruitment sector and the human resource management practices have transformed with the use of rapid digitalisation. The technology advancement including the digitalisation of the candidate information analysis, AI usage, and professional networking platforms has transformed the hiring process of the companies effectively. In the context of UK, Data from CIPD (2021) indicates that almost 48% of the companies in the UK are focusing on the rapid digitalisation in the recruitment process and the use of AI for the screening of appropriate candidates.

The report of UK Government (2025) also highlights that in the UK the sustainable and ethical AI tools are utilised in the HR process for the recruitment related automation and simplification of the existing traditional process to improve scalability and consistency as well as efficiency. In the recruitment process in the AI and digital tools are used within the food steps including sourcing, screening, interview of the candidates, and selection.

Rukadikar *et al.*, (2025) explored that the rapid digitalisation with the use of AI, ML, and Data Analytics have improved the manual screening process and restricted access to the diverse candidate pool while enabling efficiency and customers application of the digital tools according to the need of the organisations for the decision making and reducing manual labour. Guerra *et al.*, (2022) also have highlighted that in Europe within the IT industry the use of AI and the digital tools are important for improving the attraction of the talent and maintaining the retention of the employees in the organisations for the better quality of productivity and reducing error of

HR managers. AI has been helpful for screening of the profiles of candidates and doing the primary selection while it is also used for designing job advertisements. The study in this context has focused on the evaluation of the use of AI in the HR management in IT industry for reducing the manual work.

1.2 Problem Statement

Studies such as Ouakili (2025) have pointed out that integration of the AI and the digital tools are essential for enhancing the efficiency of the recruitment while apart from the positive impact it does not improve the diversity of the candidate according to the cultural and racial background in terms of the hiring. The issues regarding the lack of effective diversity management also creates lack of balance of the workplace culture causing bias in recruitment. Soleimani *et al.* (2025) have found out that besides transforming the traditional HRM systems in the companies, AI based recruitment systems also have caused bias in selection and recruitment integrating the Indirect Perception Theory of Gregory. Besides the bias of recruitment Dima *et al.* (2024) highlighted the issues associated with the lack of skills of the HR managers and recruited regarding use of AI and advanced digital tools for the recruitment process.

Chen (2022) also highlighted the issues regarding the increased work stress due to lack of skills of using AI among existing HR managers regarding job security and employment competitions. Moreover, besides the reduction of human error and reducing workload, integration of digital tools causes pressure due to the requirement of skill development for using the AI. In this context the study particularly focuses on evaluation and the analysis of the discrimination related issues in the digital recruitment associated with the algorithmic bias regarding the use of digital tools in the recruitment process. Moreover, focusing on the reduction of human error and efficiency in the HR management, the utilisation of digital tools requires effective skill development which also causes pressure for the HR managers effectively in the IT industry of UK when they have lack of skills and have to come up with training. However, majority of recent papers such as Guerra *et al.* (2022) have indicated the issues associated with the recruitment bias associated with the algorithm of the data regarding the recruitment. Yet there is a literature gap about the effectiveness of AI in reducing actual manual work in IT sector of UK while contradictory statements are noted across the different papers.

In this context, the study has particularly focused on analysis and evaluation of the effectiveness of using the digital tools in the recruitment for reducing the manual work of screening the

profiles of candidates and interviewing as well as selecting. It also focuses on analysing the perspectives of the candidates regarding the use of digitalisation in recruitment within the IT industry of the UK.

1.3 Research Aim and Objectives

Aim

The main aim of the study is analysis of the effectiveness of digital tools usage in the recruitment of IT industry of UK and reducing manual work. It also focus on analysing the challenges while providing solutions.

Objectives

- To evaluate and analyse the recent practices of using digital tools for recruitment and selection process in the IT companies of the UK.
- To investigate the impact of digital tools usage on the efficiency of selecting the candidates in the IT industry of the UK and about reducing the manual work.
- To identify the major challenges and barriers of using digital tools in recruitment and selection process in the IT industry of the UK.
- To evaluate and provide the insights into the best practices for avoiding the challenges and barriers of using digital tools in recruitment and selection process.

1.4 Research Questions

- What are the recent Strategies and tools utilised for the digitalised recruitment and selection process in the IT sector of the UK?
- What are the major impacts of using digital tools in recruitment on the reducing manual labour in HR strategies of the IT companies?
- What are the major challenges regarding the use of digital tools for recruitment and selection in the IT companies of the UK?
- What are the best practices regarding the digital tools usage in the recruitment and selections in IT companies of the UK?

1.5 Rationale of the study

Tursunbayeva *et al.*, (2025) within the study highlighted that the technology-based readiness of the organisations attracts the employees and also improve the likelihood of applying for a job by

the candidates which also enhance the talent acquisition process of the companies. The study also highlighted the essential issues which can be faced by the HR managers while reducing the workload regarding recruitment through the use of AI. The issues are mainly associated with the data protection related regulations and the lack of implication of AI act regarding the data management and privacy. In that context the combination of the AI with the professional are important for reducing the workload and also improving the efficiency of the recruitment at the selection process. There is a practical literature gap about the particular implications in the IT industry of the UK regarding the challenges of selecting the candidates from the different cultures and acquisition of the highly skilled professionals.

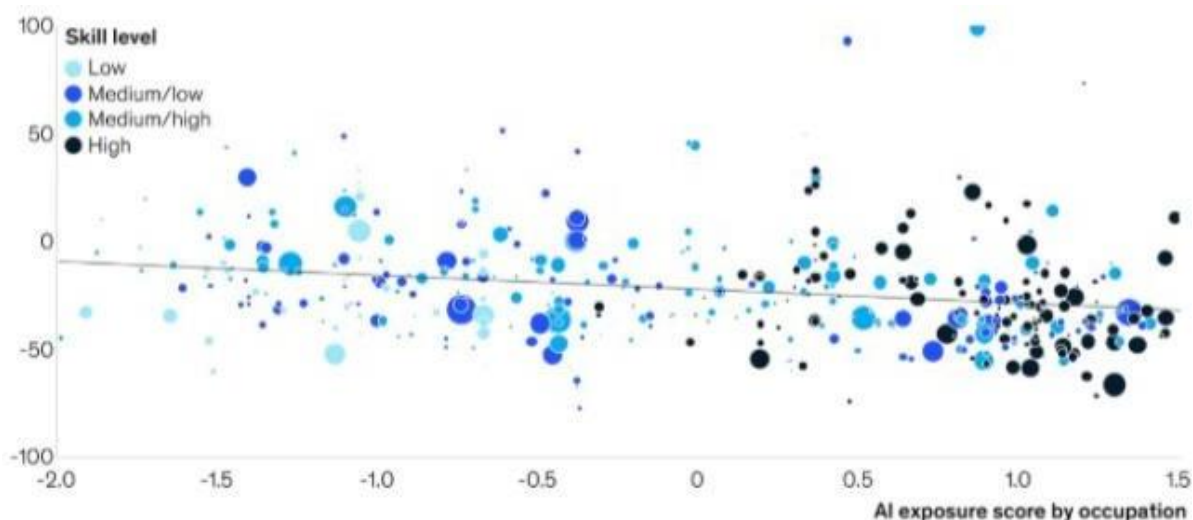


Figure 1.2: Vacancy positions in UK as per skill levels

(Source: McKinsey & Company, 2025)

McKinsey & Company (2025) within a report indicated in IT industry there is an increase in the high skill jobs, there is a rapid decrease in the medium level and low-level jobs with the skills. This mainly indicates that the rapid utilisation of the AI and the digital tools in the process of HR management, recruitment and selection can also cause the loss of jobs which relates to the reluctance of the HR managers for using the AI and digital tools in their daily work. Apart from that it also indicates towards the job loss among the HR managers associated with low skilled works about candidate selection and screening and job advertise development besides manual labour reduction. Therefore, while the digital tools are able to improve the efficiency of the selection and recruitment process for the HR managers to reduce the manual labour, it also causes job loss related concerns apart from the data privacy related factors and lack of skill

related factors of HR managers. The practical gaps in HR management such as the lack of skills can also impact the use of AI and efficient selection and recruitment process.

The unique challenges in the IT industry have been a major literature gap where the recruitment and selection process in this industry required a high degree of managing balance of cultural backgrounds in selecting the candidates and efficient skills of finding the appropriate candidates for the organisations. The research therefore is important for creating a bridge of this literature gap by providing practical solutions.

1.6 Scope and limitations of the study

The study is particularly focused on analysis of the use of digital tools including AI, ML and data analytics for candidate profile screening in the IT industry for improving the selection efficiency and reducing the manual labour. The IT industry is mainly chosen as the IT industry has been expanding rapidly and focusing on maintaining global teams with diverse employees of different background. In this context, AI integration has been vital for reducing human error and manual work of candidate profile selection and job advertisement designing. The study focuses on analysis of the issues and the effectiveness of digital tools usage through the UTAUT framework and TAM framework where the external pressures such as rapid competition between the companies for selecting talented candidates, are associated with the perceived usefulness of reducing the manual labour of the HR managers. The study also has vital limitations as it has excluded The Other industries than IT industry of UK and self-reported data of survey of HR managers in IT companies of UK and candidates causing limited data and data bias impacting generalisability.

1.7 Structure of Dissertation

The following chapters of the study include the literature review where the recent research papers are evaluated for understanding the basic relations between the variables and identifying the theoretical frameworks and literature gaps. The chapter of methodology also focuses on discussing the process of survey and the sampling process while indicating the process of data analysis. The following chapter includes the findings and discussion where the survey data are presented and Critical evaluated relating to the Literature review. The conclusion chapter focuses on providing the conclusion of the study and relating to the achievement of research aims and objectives.

Chapter 2: Literature Review

2.1 Introduction

This literature review chapter discusses the existing studies that highlight the effectiveness of the digital recruitment process and its challenges in the overall implementation. This also discusses the potential avenues that are directly connected with the long-term integration of these technologies. Studies like Mazurchenko and Zelenka, (2022), have already explained the current situation of the industry in the IT sector of the UK and stated that long run sustainability in the sector requires a proper process of better Human Resource management practices. The previous chapter has already mentioned the background of the Industry of the IT sector in the UK. This section focuses on the literature that discusses the hiring framework of the industry and maintains agility for the long run sustainability of the organisations operating in the industry. In addition, automating and scheduling meetings can make the overall process hassle-free (Shah et al., 2021). Therefore, with the help of a theoretical framework integration, this chapter discusses the long run effectiveness of a digital recruitment process. It also discusses the implications of these technologies' integration and addresses the knowledge gap in the current literature. The chapter also develops a conceptual framework for guiding the progression of this dissertation.

2.2 Recent Digital Recruitment Practices in the UK IT Industry

Increasing research represent that the IT sector of the UK represent a change in the process of recruitment through automation and data-driven decision-making for making relevant hiring decisions through the automated systems. However, Ajayi and Udeh (2024) states that IT forms are one of the significant structures of recruitment practice adoption systematically reviewing and analysing the impact of these innovative strategies of recruitment on diversity and inclusion in the IT sector. Yusuf, (2023) on the other hand, have debated that despite the capacity of the digital tools to improve the candidate quality through the data driven screening there are changes of the failure due to the operational challenges. However, there are prominent failures in implementing these techniques in talent acquisition practice in the IT sector. The information technology sector contributes significantly to economic and technological development. The recruitment strategy in this sector is not only a response to the shortage of professionals, but also a representation of the changing aspect of workforce retention. Hunkenschroer and Luetge,

(2022) stated that the job seekers nowadays prefer flexibility and transparency in job opportunities. The IT companies have also adopted an engaging recruitment practice with the use of AI for screening of resumes and allowing a process to focus on the human aspect of hiring. The authors have further stated that while AI can be refined as a capability of interpreting the external data, there is a requirement for a specific goal to be set and an adjustment to learn from such data through flexible adaptation. On the other hand, Chen, (2023) has argued that the factors related to the perception of AI applications in the recruiting stage and representation, and has addressed major ethical challenges, along with the development of a proposed solution to address these issues. Allal-Chérif, Aránega and Sánchez (2021) further mentioned that the introduction of Applicant Tracking Systems (ATS) and other digital technologies has streamlined the recruitment process, improved efficiency and enabling better tracking of candidates' resumes. Despite these advancements, there is a requirement for a sophisticated approach which will maintain ethical AI integration through the gamification process of recruitment for better employer branding.

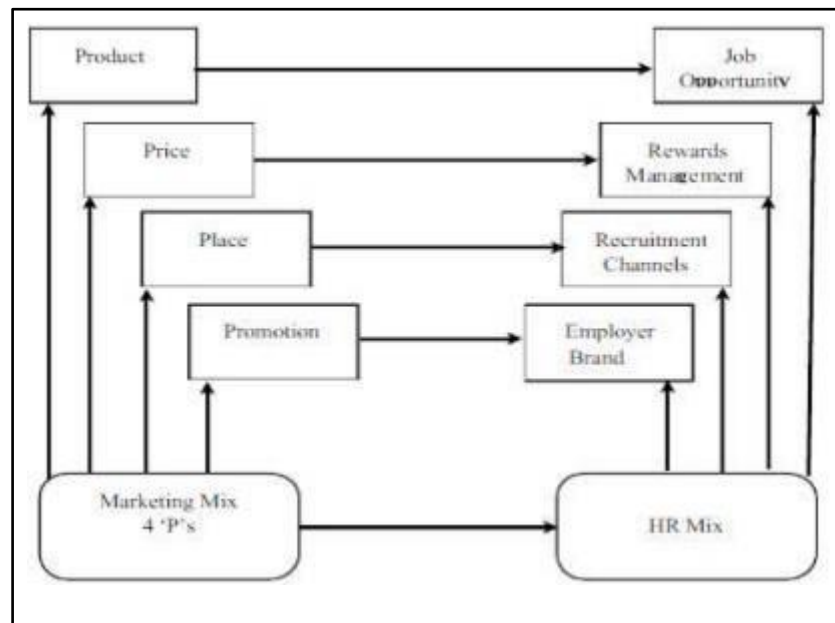


Figure 2.1: Marex of HRM

(Source: Jose and Asha, 2019)

The findings from Jose and Asha, (2019) have also stated that innovation is an important factor for talent acquisition. The adoption of advanced technologies such as big data analytics, chatbots, social media and video interviews is highly effective for effective talent acquisition and the development of a skilled workforce. However, there are challenges related to the requirement for continuous development in the scientific and technological fields, along with maintaining strict competition, which have become increasingly demanding in the global business world.

2.3 Impact of Digital Tools on Recruitment Efficiency & Manual Work Reduction

The application of digital technology can significantly alter the hiring process and optimise employee selection. Alam, (2024), has opined that companies that have already integrated recruitment tools are better able to evaluate CVs quickly, thereby helping management make better recruitment decisions, driven by the industry 4.0 focus. Human resource management is a crucial factor in reducing the gap between human resources and technology. There is a growing need for HRM functions that are flexible enough to address the people management challenge. The majority of the organisations like Google, Apple or Amazon have already adopted this kind of advanced technology in the IT sector of the UK, as argued by Murugesan et al., (2023). As hiring is one of the most critical factors of the employee life cycle that addressed the beginning of the collaboration of any individual with any organisation, there is a requirement for a fair and effective procedure to maintain the flow of the talent labour force. The use of advanced technology and AI-powered systems in HR can easily analyse data from different hiring sources, evaluate the details of applicants, and identify relevant individuals. Evaluation systems are also effective for providing real-time feedback. Prokopenko, Garafonova and Zhosan, (2023) have further opined that with a proper assessment of the digital tool, the workload of HR can also be reduced. Automated testing and online evaluation help the recruiter understand technical competency without manual testing. Overall, these tools can help generate results instantaneously, reducing the immense workload of evaluating individual capacity through preliminary interviews and analysing responses during the candidate's further review. Kowal et al., (2022) have further confirmed that the UK IT industry is undergoing major change following the global political shifts, such as Brexit and the COVID-19 pandemic. Therefore, the industry also demands advancements in the recruitment process to optimise the overall process. Shortlisting candidates using advanced technologies such as AI or people analytics can reduce

manual labour time and effort. HR managers, with the help of these technologies, can invest more time in the training of the selected or existing employees and focus on their development process.

2.4 Challenges and Barriers to Applying Digital Tools in Recruitment

Zahedi et al., (2025) observed in their study that there are three main sources of the challenges that a company faces while applying digital tools for recruitment. They are technological challenges, interaction challenges between humans and technology and peripheral challenges. They also observed that digital companies lack the critical digital infrastructure required to deploy ER tools. It was found that companies generally rely more on quantity rather than on quality. That's why they are faced with tremendous amounts of data, but mostly the retrieved data is not credible, reliable or usable. Blatch-Jones et al., (2020) in their study demonstrated the role of digital tools in the recruitment and retention of employees and stated that despite of their frequent usage, the potential benefits from the usage of digital tools remain unknown due to the lack of the measurement capacity. They cited the need for high-quality evidence to determine the value that digital tools impart in the recruitment and retention process. They observed that in spite of regular usage in the recruitment process, the actual minimal understanding of their effectiveness in the process still remains unknown. Solanki and Gujarati (2024) found that the use of digital tools has several benefits for the company, such as financial savings, reduced hiring cycles, and worldwide coverage, but it also comes with certain drawbacks, such as the need for efficient screening procedures and intense competition. The digital tools in the market of the UK IT can attract passive job seekers due to the simplicity and effortlessness of the application process. The screening and selection process becomes difficult with the digital tools. It was also observed that job seekers find it difficult to search for vacancies on corporate websites because of the large number of companies listed online. Uzule and Verina (2023) also found that the utility of implementing new technologies in a diverse workplace is debatable. In their study, they also cite the importance of identifying digital challenges of the company, which includes the digital skills of the staff for digital transformation. The recent literature also underscores the need to maintain better practices in the digital recruitment process by properly managing applicants' data. Koivunen et al., (2023), further mention that the algorithm challenge and data quality concern are also necessary to take care of for the generation of human

capabilities and prevent complete automation of the process, as it can neglect the human perspective and interpersonal skill evaluation of individual candidates. Despite the limitations, the overall effectiveness of the digital tool is strongly positive, with a greater impact on time, savings, and accuracy, along with better decision-making processes.

2.5 Best Practices for Overcoming Challenges in Digital Recruitment

There is a possibility of enhancing human resource management experience through cognitive technology that can interpret not only documents but also emotions and a broader range of other essential aspects for the classification and interpretation of human resources, as mentioned by Chaturvedi (2023). The growing integration of AI and robotics in human resources presents a challenging perspective on these technologies and the future development required to sense and learn these digital tasks tools with a better cognitive solution based on the program application interfaces. In the IT sector of the UK, addressing these issues in digital recruitment also required a multidimensional approach with the better technical, and organisational aspects as it have better intensity of technology adoption. Haider and Sundin, (2022), mention that the skill deficit or unreliability of information, along with algorithmic challenges, are the major concerns directly affecting the diversity and appropriateness of advanced technology application in human resource integration in the global IT sector. Unlike that the IT sector pf the UK with the high-quality Digital infrastructure in the overall data management can generate better outcome quality, data evaluation and volume-based sourcing to address the digital system accuracy. Apart from that, applicant tracking systems, or ATS, as mentioned earlier, are also essential for creating an analytical platform for management protocol.

The evaluation of recruitment for performance is also essential, as it determines future employee engagement. Therefore, the chosen technology must emphasise efficiency and reduce potential bias while also aligning with the theoretical framework outlined in the HR competency (Yanamala, 2023). The image below represents the process of authentic AI developed HRM that can be directly helpful for the long run resilience of the companies

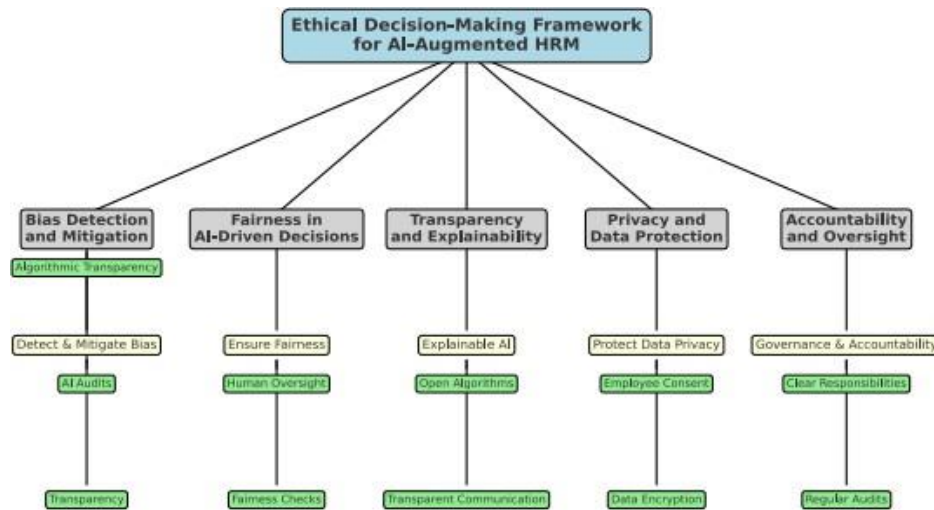


Figure 2.2: Ethical Decision-making with the help of AI

(Source: Yanamala, 2023)

The proposed decision-making framework through AI augmented human resource management, as represented in the image above, can easily navigate the challenges of using AI in HR processes by focusing on the key challenges of algorithmic bias. HR managers must develop the ability to mitigate recruitment challenges by addressing the biases embedded in AI algorithms during training. Therefore, practices need to focus on ensuring better data use to train AI systems and on reflecting a diverse population to minimise the risk of fragmented outcomes. Apart from that, an AI audit is also required to assess the critical practices and identify potential sources that can ensure fairness in decision-making.

As noted by Benabou, Touhami, and Demraoui (2024), the initial phase of digital recruitment was designated phase 1.0, which has since evolved to address limited interactive engagement capabilities. Currently, to address the issue of recognition, there is a requirement for a candidate-centric approach that can help reduce influence in recruitment decisions. Simplifying the corporate website and improving the clarity of job advertisements can further help ensure better accessibility, as these are among the industry's greatest challenges, as highlighted by Gobba (2022). Overall, the adoption process requires a continuous framework, evaluation, and routine management of the digital tool, with accuracy examined. If applied strategically, it cannot only

maintain election accuracy but also save a lot of time for the HR professionals while attracting a diverse talent pool within the organisation.

Overcoming challenges in digital recruitment is an iterative process that requires continuous feedback, gathering, and infrastructure changes. It also requires proper governance and improvement of the collaboration between human participants and AI chatbots through continuous audit and staff empowerment.

2.6 Importance of Digital Recruitment in Talent Attraction in the IT Industry

According to Gilch and Sieweke, (2021), the author in the study examines the role of recruitment and digital transformation by using technology in recruitment. The study indicates that digital talent can significantly transform an organisation's traditional hiring procedure. Recruiters also understand the significance of adopting the measurement and procedure of digital tools. The study highlights that managers can understand the significance of organisational digital transformation by taking a proactive approach towards digital recruitment. This study utilises interview methods with recruiters from various organisations and indicates the strategic implications of digital transformation on recruitment procedures.

As stated by Pachoriet *al.* (2024), their study highlighted the role of HRM in encouraging a positive work culture for attracting and retaining talent. The author indicates that HRM professionals can significantly incorporate recruitment and selection procedures by ensuring employees align with organisational culture and values. It also indicates HRM plays a pivotal role in influencing a positive work culture that encourages employees in the selection and motivation. The author stated that organisations that provide compensation and benefits contribute to attracting and retaining top talent. Executing well-designed recruitment and selection procedures can significantly attract a diverse pool of talented candidates for long-term retention. This aligns with the statement of Kalkar *et al.* (2025), to stay ahead of the competitive market, organisations nowadays are adopting technology in talent acquisition. The study indicates that digital technology has a pivotal impact on the success of recruitment in the digital age. This study has incorporated survey methods, using the chi-square test along with secondary data. Their research highlighted that automation and AI-powered applicant screening and procedures can significantly cut down on extra time for hiring. It eventually leads to more

accurate assessments and improved applicant experiences due to the use of digital technology which eventually increases employee engagement rate and retention. Digital recruitment procedures significantly allow easy communication and application procedure, which pools a large number of candidates who are familiar with digital technology. Authors also indicate that firms that have successfully incorporated digital tools in their hiring procedures are likely to achieve greater results in talent acquisition.

As highlighted by Ardi *et al.* (2024), the author of the study examines the impact of innovative recruitment practices on diversity and inclusion within the IT sector. Their research indicates that IT firms have significantly adopted digital recruitment practices. The objective of the study is to examine the way digital innovation encourages diversity in the IT sector for promoting inclusivity. Simultaneously, the study indicates challenges associated with digital technology, for example, potential algorithmic bias, requirement for human monitoring and privacy concerns related to automated procedures. This aligns with the statement of Kalkar *et al.* (2025), who also discussed a balanced approach in recruitment procedure, which requires incorporating technology while also following ethical considerations. To respond to the evolving challenges of digital recruitment procedures, the author also recommended investing in training programs to raise awareness about potential bias.

2.7 Digital Recruitment and Workforce Diversity

According to Waxinet *al.* (2023), the authors in the study mainly focused on exploring key issues faced by HR in balancing a diverse workforce. The paper emphasises that managing diversity denotes the development of strategies, policies and programs for managing diversity in the workplace. Diversity Management (DM) demonstrates developing and executing policies and practices for hiring, selecting, and managing candidates from different backgrounds while creating a positive work culture. A positive work culture can significantly encourage equality and also enable candidates to contribute to the achievement of organisational goals. The study has adopted a ‘non-discriminatory selection’ testing and interview procedure for conducting this research. Their study aligns with the Pachoriet *al.* (2024), who also discussed HRM practices in the workplace and the role of positive organisational culture.

As per the statement of Kasahara *et al.* (2024), who discussed incorporating digital technology for improving trial recruitment and enrollment to encourage diversity and inclusion by increasing efficiency. The objective of the study highlights addressing digital technology and its application to recruitment and enrollment procedures. Alternatively, it also focuses on evaluating the application of digital technology in identifying recruitment and enrollment of racial and minority groups. In this paper, the author highlighted the opportunities for digital technology to develop efficiency in cost-effectiveness. Digital technology can significantly develop enrollment processes by enabling usage and employing diversity to encourage efficiency.

As highlighted by Gao *et al.* (2024), the paper mainly focused on understanding knowledge about the effectiveness of AI in recruiting and workplace DEI initiatives. The study has utilised a systematic literature analysis which highlighted key trends, theoretical models and methods. Authors indicate that DEI initiatives have a profound impact on individual organisations. Promoting DEI in the workplace in the recruitment procedure is crucial for candidates, which helps determine the effects of employees' career developments, value realisation and life components. This paper highlights that employees mostly prefer organisations that promote workplace DEI. This study aligns with the Waxinet *al.* (2023), who also discussed similar aspects in their paper, to promote workplace DEI initiatives for better attracting talent.



Figure 2.3: Success rate using AI in recruitment process

(Source: Nyathani, 2022)

As per Nyathani, (2022), the author in their paper discussed HR digital transformation and its impact on organisations that are focusing on staying competitive in attracting talent and management. It also identifies the potential challenges related to adopting digital technology in recruitment procedures, but highlights bias, data privacy concerns, and barriers to regulation (Ardi *et al.* 2024). The author in their study provided an overview of organisations that adopted digital technology such as chatbots, natural language processing (NLP), predictive analytics and machine learning algorithms for interviews. The paper also highlighted future trends in recruitment procedures using digital technology by highlighting trends, interaction with HR professionals and the role of HRM with digital technology. The author eventually provided in-depth knowledge about HR digital transformation, which can provide organisations a great opportunity to transition their talent acquisition and management structure.

2.8 Theoretical Implication

Adopting a **resource-based view (RBV)** as a theoretical model will encourage the organisation to find its own internal resources while engaging in a development procedure. RBV theory highlights that sustained competitive advantage can be achieved by exploiting internal factors while comparing the industrial organisations (Nayak *et al.* 2023). The theory also understands HR function and employees as the strategic players in developing and maintaining sustainable competitive advantage. Additionally, the theory is also beneficial for understanding the way organisations outperform their rivals. RBV theory also aligns with VRIO analysis, which highlights valuable resources as a digital recruitment tool that helps decrease time and manual work (Kero and Bogale, 2023). In this context, UK IT firms can understand their rare resources, using automation procedures such as AI-based systems. The execution of different automation procedures can differentiate from other firms, which can be stated as imitable resources. Organisational resources stand for the organisation's capability to integrate digital recruitment procedures into its HR function. The theory can significantly help managers assess resource strengths and weaknesses (Gupta, 2023). This also highlights and empowers them to increase utilisation of their resources while executing measurements to resolve weaknesses. RBV helps encourage understanding of an organisation's unique resources and capabilities. With the help of this theory, UK IT firms can significantly identify their core assets to drive innovation and

influence automation-based recruitment procedures. Similarly, the theory also prioritises the development of unique, valuable, and challenging resources, which helps nurture sustainability.

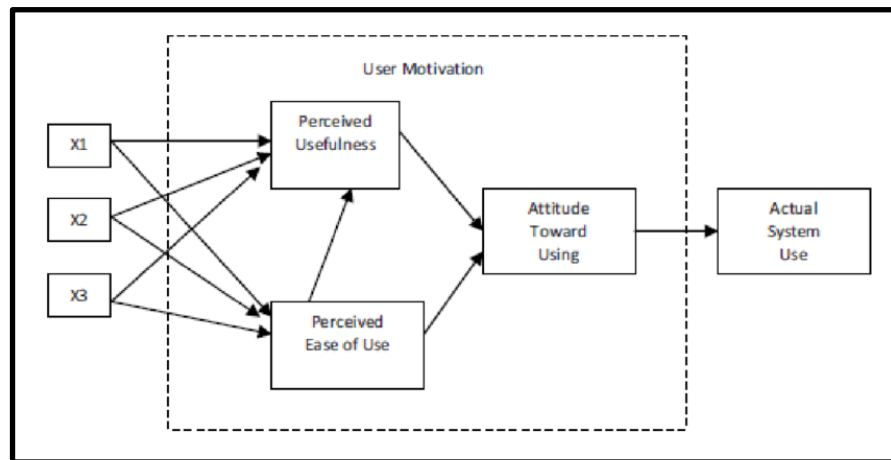


Figure 2.4: Technology Acceptance Model

(Source: Allen, 2020)

The application of the **Technological Acceptance Model (TAM)** shows that mainly explains the way users accept and utilise technology. The theory mainly evaluates the way individual HR professionals perceive and accept the utilisation of technology in the acquisition procedure. The model proposes that the technology system directly encourages the motivation level of users. The theory highlights that technology adoption depends on a positive attitude towards the aspect, which includes perceived usefulness and perceived ease of use (Allen, 2020). Existing studies also highlight that bad technology acceptance models have a positive impact on user satisfaction. There is a significant relationship between the perception of recruitment and user satisfaction. Perceived ease of use indicates the adoption of digital tools into the recruitment procedure to learn and operate digital tools in the recruitment process of the UK-based IT sectors. With the application of TAM, organisations can incorporate digital recruitment procedures in their HR operations to decrease manual work in the hiring process. According to Rawashdeh *et al.* (2021), perceived usefulness and its principles resonate with HR managers who utilise these digital tools for improving hiring procedures and decreasing manual work. Its component, for example, perceived usefulness, highlights that users can believe that technology has a profound impact on employees' job performance. The model can be utilised in the recruitment and hiring process, which will help organisations find new ways to reduce manual work, and for shortlisting

candidates and scheduling meetings or interviews. The application of TAM is particularly useful for this context, as it focuses on discussing digital recruitment procedures in the UK IT organisations.

2.9 Conceptual Framework

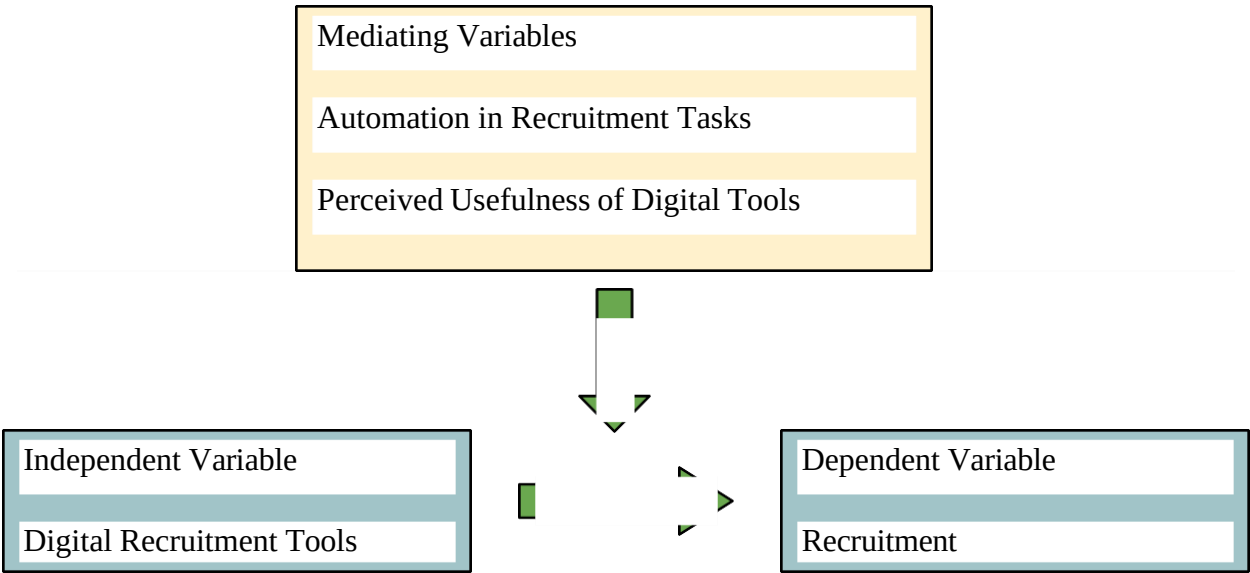


Figure 2.5: Conceptual Framework

(Source: Self-created)

The above image highlights three core aspects of a conceptual framework, such as mediating variables, independent variables, and dependent variables. The independent variable in this image denotes digital recruitment tools, which act as an independent aspect and may drive the overall hiring and recruitment procedure of an organisation. The dependent variable here highlights recruitment efficiency or procedure, which is significantly dependent on digital recruitment tools (Magdalenić and Luić, 2025). Simultaneously, both these factors, for example, digital recruitment tools and recruitment procedure/efficiency, are driven by several mediating variables. These mediating variables include: automation level of recruitment tasks, usefulness of digital tools, utilisation of digital tools, recruiter skills or digital capability, and organisation technological support. It highlights that, perceived usefulness of digital tools can help HR

managers who utilise digital tools for improving the manual procedure. HR managers need to learn how to use digital tools, and their skills need to align with digital capability and organisational technology support (Thite, 2022). For the prospect of using automation in recruitment tasks, which is an important process for hiring, including resume screening and interview scheduling. Recruitment automation utilises technology to streamline repetitive and time-consuming tasks throughout the hiring procedure.

2.10 Literature Gap

Despite several findings of these existing studies, there are also gaps associated with this synthesis. The objective of the study mainly focused on exploring the context related to the UK, while most of the studies highlighted aspects related to global perspectives. A study by Gao et al. (2024), highlights a lack of consistency in the study's findings associated with AI recruitment and its impact on workplace DEI. While existing studies discuss the impact of digital technology on recruitment practices, they lack in discussing how it shapes manual work in the IT sector of the UK. There is very little research about the IT sector that shows a significant gap and needs future focus on this area. Existing studies discussed the adoption of digital tools but lacked discussing their impact on employee productivity and organisational improvement rate. In this section, some authors focused on discussing the role of HR managers in fostering a positive work culture (Waxinet *al.* 2023). While some authors focused on highlighting the impact of digital technology on recruitment procedures. Some studies discuss the potential risks related to technology adoption, for example, bias, data protection, and ethical considerations.

2.11 Summary

This section has provided a detailed explanation of the way digital tools are driving business practices in recruitment and hiring procedures. The overall section highlights aspects related to digital tools and their application in reducing manual work in the UK IT sector. The study eventually provided theoretical implications using TAM and RBV theory, along with its application in the digital recruitment process. It eventually highlighted gaps associated with current studies and suggested to focus on discussing potential gaps for future researchers.

Chapter 3 Methodology

3.1 Chapter Introduction

This chapter provides the methodological framework used to examine how a digital system in recruitment processes saves the manual work of a human resources manager, like shortlisting and scheduling. It describes the research philosophy, approach, design, strategy, sampling methods, methods of data collection, data analysis procedures, and ethical implications, which can be described as a systematic and logically structured basis of the research.

3.2 Research Philosophy

Research philosophy is a collection of beliefs and assumptions that direct the nature of knowledge creation, interpretation and application in research. It influences the anthropomorphic perception of the researcher on the reality or ontology, the nature of knowledge or epistemology and the consequent methodological options. The major categories of research philosophy are positivism, interpretivism, pragmatism, and critical realism, which affect the data collection and analysis. Positivism focuses on objective reality, measurable variables and scientific enquiry, whereas interpretivism focuses on subjective meanings and social situations (Ikram and Kenayathulla, 2022). Pragmatism is an integration of various methods depending on the best way to address the issue, and critical realism is the study of structures under the surface of visible things. In the current research on the digital job recruitment process and its influence on diminishing the manual workload according to hiring, positivism is chosen as it contributes to the applicability of measurable, quantifiable statistics to analyse the effectiveness, precision, and utility of digital recruitment tools. Positivism permits the ordered gathering of records, like surveys, or system-generated measurements and performs statistical analysis, permitting the researcher to unbiasedly estimate alterations in processing time, workflow decrease, and accomplishment of automation (Bergmann, 2023). Such philosophy enhances credibility, reproducibility, and externalisation of findings, which is critical in testing the performance of Technology. Other philosophies are discarded as they contradict the research objectives. The approach of interpretivism is inappropriate because it gives more emphasis on subjective experiences than on actual working outputs. Thus, positivism is the best assertion to make since

it is consistent with the aim of the study to deliver scientific measurements, performance evaluation, and conclusions based on evidence.

3.3 Research Approach

The research approach is defined as the systematic way through which a researcher constructs, experiments, and confirms knowledge. It gives a logical reasoning of how the current theories would lead to the collection and analysis of data. The three main research approaches include deductive, inductive and abductive. Deductive approach uses prior definite theories or hypotheses and tries to test them with empirical data, and focuses on objectivity, measurement and generalisation (Fife and Gossner, 2024). By contrast, inductive reasoning proceeds from specific observations to formulate new theories and is extensively dependent on qualitative understanding and subjective interpretation. These methods determine the kind of information that is gathered, the analysis style that is adopted and the general course of the research. The deductive approach is chosen as an appropriate approach to the study of the digital recruitment process and its capability to eliminate manual work in recruitment, to test the existing theoretical assumptions connected to automation, efficiency, HR analytics, and digital transformation. A deductive approach would allow the researcher to define some hypotheses in terms of anticipated changes in terms of a faster hiring process, workload reduction, and accuracy and study them based on quantitative data (Nilsson and Nilsson, 2021). This enhances the validity, reliability, as well as generalisability of the results and therefore the conclusion becomes more applicable in organisational decisions. An inductive approach is not followed because the research does not aim at creating new theories or examining subjective experiences, but verifying measurable results of digital recruitment tools. The induction would create a variant of interpretation that would not be consistent with the positivist philosophy of the research (Mukumbang, 2023). Hence, the most suitable option is a deductive one because it allows a systematic testing of hypotheses, objective analysis of the approaches and evaluation of digital hiring systems based on evidence.

3.4 Research Design

Research design is the system in which the details of how a study should be done to answer the research questions effectively are outlined. It offers the guidelines on how data is going to be

collected, measured, and analysed. Primary types of research designs are exploratory, descriptive, and causal. Descriptive research seeks to describe variables, trends, and the association of variables of a process or population in an organised manner, without making any intervention (Ochoa-Pachas *et al.* 2024). Different designs affect the level, depth and nature of evidence generated. The descriptive research design would be chosen in terms of conducting this research on the digital recruitment process and its efficiency in lessening the manual work, as it would allow examining the existing recruitment process, the level of digital input, and the tangible effects on efficiency and workforce reduction. The descriptive design would help in gathering measurable information which could draw insights into tendencies, improvement in the performance, and user perception of automation tools. However, other designs are rejected based on some obvious methodological reasons. Exploratory design is not appropriate since the topic of the research is already familiar with theories and empirical results of digital HR tools, and the aim is not to investigate the unexplored (Makri and Neely, 2021). Causal design is also dismissed since the study lacks the desire to manipulate digital systems or control the conditions of an experiment to establish causality. Thus, the descriptive design is a suitable option, as it can be classified as a deductive, positivist orientation, and it would assist in carrying out an extensive analysis of the efficiency of digital recruitment.

3.5 Research Strategy

Research strategy can be defined as the guideline according to which data is collected, analysed, and interpreted to meet the research objectives. It offers guidance on the kind of evidence that should be gathered and the nature of tools or methods. The usual methodologies in research are quantitative, qualitative and mixed methods methodologies. Quantitative strategy is devoted to numerical data, statistical testing, and objective measurement, which provide an opportunity to generalise the results (Ghanad, 2023). Qualitative strategy considers narrative data, experiences, and meanings and offers depth, but with minimal generalisability. Mixed methods are a combination of both, and it provides a balanced look, but it is more time-consuming and requires more resources. All the strategies would determine the stability, legitimacy, and reach of the study findings. In this research on the digital recruitment process and its implications on the reduction of manual work, a quantitative research strategy is chosen. This method allows gathering the quantifiable information that can be shown in terms of time saved, the number of

manual operations decreased, the processing speed of the application, the level of user satisfaction, and the efficiency of the system (Lim and Kumar, 2024). Quantitative analysis enables the researcher to apply statistical instruments to test hypotheses, capture meaningful patterns, and establish the effectiveness of digital recruitment systems without making errors and findings that require strong replication. However, other strategies have been dismissed due to a lack of congruency with the study's focus on measurement. Qualitative strategy does not work because it focuses on subjective interpretations as opposed to objective measures of performance. Mixed methods are also disregarded due to the fact that the goal of the research does not presuppose a detailed exploration of experiences and measurement. Hence, the most methodologically suitable approach to the assessment of efficiency improvements in online recruitment is the quantitative strategy.

3.6 Data Collection

Data collection can be defined as the systematic method of collecting information that allows the researcher to answer study questions and come up with test hypotheses. It involves different procedures, options, and practices that are utilised to retrieve the right and valid evidence. Mostly, data collection can be categorised into primary and secondary methods. Primary data consists of first-hand data that are obtained using a survey, interviews, experiment or observation and are very relevant and specific. Secondary data is already accessible information collected via reports, articles, databases, and organisational records and would offer contextual insight, although with obscure reliability and applicability (Cheong *et al.* 2023). The research approach plays a major role in determining the validity, reliability and richness of the achieved research results. In this research on the digital recruitment process and its influence on manual work elimination, primary quantitative data collection in the form of a survey is chosen. By this approach, the researcher would be able to obtain measurable information conducted by HR professionals, recruiters, or system users on the advantages of automation, time savings, workload minimisation, and system efficiency. The surveys allow reaching a larger sample, conducting a statistical analysis, and an objective evaluation in accordance with the quantitative, deductive, and positivist research paradigm (Rashid *et al.* 2021). Other approaches are discredited due to obvious methodological reasons. A qualitative interview is not an appropriate choice of interview, since it gives an opinion, and not empirical data needed in this research.

Mixed primary methods, including observations or experiments, would not be required and are resource-demanding in this extent. Hence, primary quantitative surveys offer the right, efficient, and objective data gathering approach on the efficiency of digital recruitment.

3.7 Sampling Size and Techniques

Sampling can be defined as the process that helps to choose a small group of people in a larger population as a representative of the points of view, behaviour or features of such a population. It makes data collection manageable, cost-effective and able to generalise data collection dynamics. The methods of sampling can be widely divided into non-probability and probability. Random, stratified, or systematic sampling increases representativeness and minimises bias because probability sampling provides every member of the population with an equal probability of being selected (Giri, 2024). Conversely, non-probability techniques rely on judgement or accessibility of the researcher or the subject of research, and they may have less generalisability. In this research on the topic of digital recruitment procedures and the minimisation of manpower, a random sampling approach is chosen. It would survey 100 representatives of the UK IT industry, such as HR managers, HR employees, and job applicants. Voluntary participation would be advertised through social media platforms like LinkedIn and Facebook, which allow reaching a wide and impartial target audience. A survey questionnaire would be distributed in the form of a structured survey questionnaire that would contain 15 closed-ended questions. Random sampling allows all of the potential participants to have an equal probability of being selected, which helps to minimise the selection bias and maximise the reliability of the quantitative results (Raifman *et al.* 2022). Other sampling methods are, however, discarded since they do not apply to the objectives of the research. Therefore, random sampling is the best selection to make to generate objective, representative, and statistically significant findings about digital recruitment efficiency.

3.8 Data Analysis

Data analysis may be described as the systematic arrangement, disposition, and assessment of the work out of the collected data, which creates meaningful knowledge to answer the research questions. Two principal types of data analysis are statistical analysis of quantitative methods and thematic analysis of qualitative methods. In this case, a statistical analysis strategy is chosen

to conduct this study, outlined to determine how the digital recruitment process can lessen the manual work. The information obtained as a result of the survey with the help of Google Forms would be stored in the form of MS Excel and might be subsequently moved to SPSS, where the data might be the subject of an in-depth study. The use of descriptive statistics would assist in identifying the rate of adoption of AI and automation in the practice of recruitment to find out the rates of usage, efficiency perception, and where such users with this practice are situated (Mariani *et al.* 2022). Inferential statistical tests like correlation, regression, and ANOVA might be applied to determine the influence of AI-driven systems in recruitment speed, reduction of workload, accuracy of decision making and overall effectiveness, as well as to identify serious challenges and barriers (Celestin, 2022). Nonetheless, qualitative analysis methods, including thematic analysis, cannot be used since they involve subjective responses as opposed to quantifiable outputs. Thus, SPSS is the best option to provide statistical analysis, which would guarantee objectivity, accuracy, and sound evidence to assess the digital recruitment system's performance.

3.9 Ethical Consideration

The ethical concerns are taken to guarantee that the research is carried out in a responsible, transparent, and legally and professionally acceptable way. In case of studies with human subjects, ethical conduct is fundamental in order to secure the rights of the individuals, personal information coverage, as well as safeguard the research process integrity. According to the General Data Protection Regulation (GDPR), the researcher should make sure all the personal data is gathered legally, safely processed, and used only for academic purposes (Gov.uk, 2025). The major ethical dilemma in this study of the digital recruitment process and minimisation of manual work is the management and safety of the data of the participants. To resolve this, all personal details, including names, contact details or organisational affiliation, might not be gathered in the survey. This would provide anonymity and minimise privacy risk, as well as comply with the data minimisation principle of GDPR. The participants would be informed by a written participant information sheet explaining clearly the purpose of the study, the voluntary character of participation, and right to withdraw at any point, without any consequences, and the intended use of the data. Additionally, before participation, informed consent would be provided in writing and participants would be in full knowledge and agreement. Moreover, all the gathered

information might be kept in the library account of Office 365 at the university under strong passwords and limited access according to the security measures of GDPR.

3.10 Methodological Limitations

The main methodological constraints of this study are entered in its cross-sectional survey design, which might only record data at one moment and thus would be unable to evaluate how digital recruiting practices change over time or what implications automation would have on HR practices over the long term. The employment of a sample number of 100 participants in the UK IT industry gives insightful results, but only a sample of the general stakeholder population. Such a small sample does not enhance the generalisability of the results and can omit various views of organisations with various sizes, cultures, and technological maturities. Also, the lack of longitudinal information limits the study by its inability to assess how AI use has evolved, solutions to challenges, or even how the best practices have been improved with the evolution of automated recruitment tools. The third important constraint is the absence of qualitative data, as the study only utilises the quantitative responses of the survey. Although quantitative data is appropriate to support objectivity and statistical analysis, it fails to illustrate the detailed experiences of HR managers, workers, or applicants to such problems as decreased human communication, difficulties in decision-making during the application of AI, and a range of aspects of fairness in automated shortlisting and scheduling. These shortcomings are indicative that longitudinal tracking and mixed methods would be beneficial in future research.

3.11 Chapter Summary

This chapter explained the methodological decisions that would drive the study, such as the positivist philosophy, deductive approach, descriptive design, quantitative strategy, random sampling, survey-based data collection, and statistical analysis. Ethical concerns and restrictions were taken into account as well and the study was performed with systematic, transparent, and a view to the scope of academic and professional research.

Chapter 4: Analysis of Primary Data

4.1 Introduction

The chapter presents and analyses the empirical findings derived from the quantitative survey which was conducted for examining the effectiveness of the digital recruitment tools in reducing the manual work and improvement of the recruitment outcomes within the IT industry of the UK.

The survey designed to capture the perceptions regarding the use of digital recruitment tools and reduction for the manual workload and efficiency improvements such as Speed of recruitment and selection and reduction of human errors that are associated with the research objectives. A total 100 valid responses are taken as the final sample for the analysis with the use of descriptive data analysis and inferential tests such as Spearman Rho Correlation test, Linear regression test. The tests results are analysed and evaluated as per associating the objectives of the research.

4.2 Reliability of the scales and Variables

For ensuring the reliability and the internal consistency of the survey instruments, a Cronbach's Alpha Reliability analysis was conducted using the SPSS. The reliability testing has a major importance as the test results help in quantitative research to confirm that the items included in the questionnaire consistently measure the intended constructs. In this study the analysis was performed across all of the Likert scale questions (Except the 3 demographic questions) for assessing the digital recruitment usage and manual work reduction and also to evaluate the organisational support and overall hiring outcomes.

The Reliability test indicates a Cronbach's Alpha value of 0.945 Across the 13 items ($\alpha > 0.70$), based on the 100 avoid responses and with no missing cases. The alpha value significantly exceeds the commonly accepted threshold of 0.70 for the internal consistency and indicates an excellent level of reliability. As per the established guidelines, the value more than 0.90 demonstrate the very strong consistency of the scale items within the study and suggest that the questionnaire items are highly coherent and help in measuring closely the aspects of the digital recruitment effectiveness (Taber, 2017).

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded ^a	0	.0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.945	13

Figure 4.1: Cronbach's Alpha testing for reliability

(Self-developed)

The high reliability score in figure 4.1 confirms that the measurements scales used within the study are robust and suitable for the further statistical analysis and tests. As all the items showed strong internal consistency, no variables were removed from the analysis.

4.3 Demographic profile of the Respondents

The survey collected demographic data such as age group, job roles and the experience at the workplace. The demographic data are important as it provided the contextual insights into the background experience and the professional roles and their impacts which support the further interpretation.

The figure 4.2 indicates the age distribution of the respondents and represents the broad working age of the population. The majority of the participants were within the 25-40 years age group, accounting for approximately 36% of the sample, followed closely by the age group of 40-65 years representing 35% of the total sample. This indicates that a substantial portion of the respondents were mid-career and senior professionals who are likely to possess the practical

knowledge of the recruitment and organisational decision-making process. The participants aged between 18 and 25 constituted almost 16% of the participants and the above 65 years age group represents 9% of the total population.

Q1. Please indicate your age.

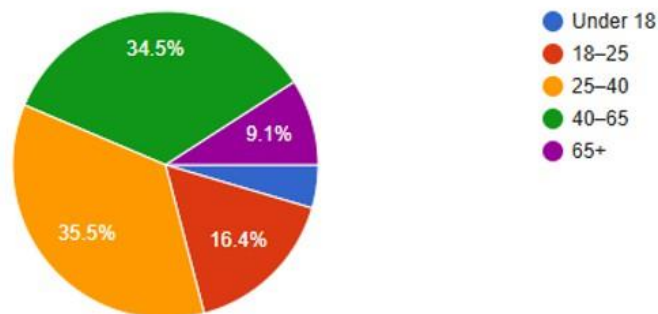


Figure 4.2: Age of the respondents

(Self-developed)

The figure 4.3 indicates the current job roles of the participants. The sample was composed of the respondents directly or indirectly associated with the recruitment activities. The HR executives formed the largest group which accounted for 38% of the participants and IT professionals involved in the hiring decisions constituted 30% of the total population. Furthermore, HR managers represent the 17% of the population and job applicants constituted approximately 15% of the total sample.

Q2. Please specify your current role or position

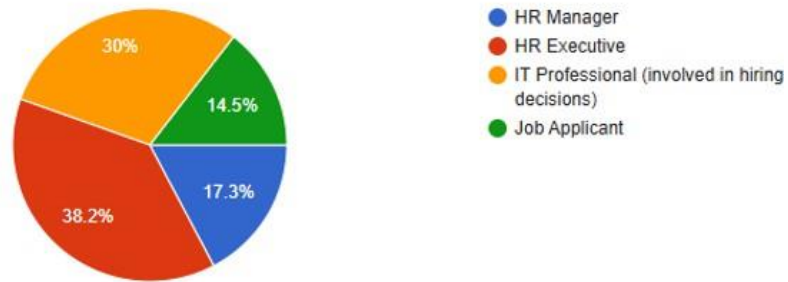


Figure 4.3: Job role of the respondents

(Self-developed)

With respect to experience in recruitment or the hiring related activities. The respondents demonstrated the varied levels of exposure. Approximately, 34% of the population in the study reported having 1-3 years of work experience regarding the recruitment and recruitment related decision-making. 31% of the respondents indicated having 4-6 years of the experience and people with 7-10 years of experience at workplace about recruitment and decision making about hiring constitutes almost 18% of the total respondents.

Q3. How many Years of experience in recruitment or hiring-related activities in your organisation?

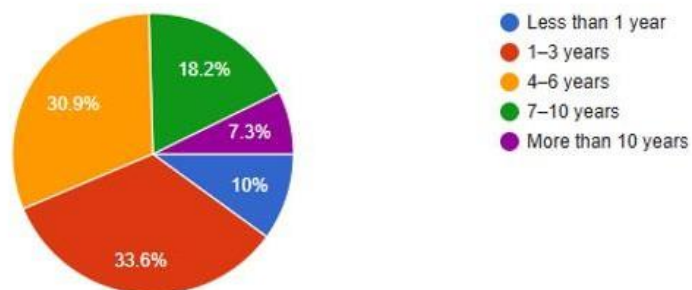


Figure 4.4: Experience at the workplace of the respondents

(Self-developed)

Overall, the demographic profile reflects that the balanced samples are maintained which are relevant and suitable for examining the digital recruitment usage in the IT industry and can help in providing the ideas about its effectiveness for reducing manual work with enhancing selection speed and reducing human error.

4.4 Recent Practices of Digital Tools Usage

The results in the figure 4.5 have mainly focused on the achievement of objective 1 for evaluating and analysing the recent practices of using the digital recruitment tools within the IT companies in the UK. To address the objective, a descriptive statistical analysis was employed as the objective focus on the identification and analysing the extent of the prevalence of the adoption rather than examining the relationships and casual effects. The descriptive statistics are appropriate at this stage as it can summarise the organisational practices and can establish tube baseline understanding of the current recruitment approaches.

The two variables selected for the test are the wide usage of the digital recruitment tools (Survey Q4) and the reliance on the digital platforms to manage the candidate applications and data (Q5). These variables capture both of the use and dependence of the digital recruitment tools such as ATS, AI screening and Online assessment.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Q4. To what extent do you agree or disagree that Digital recruitment tools (e.g., ATS, AI screening, online assessments) are widely used in your organisation?	100	1	5	2.71	1.183
Q5. Your organisation relies on digital platforms to manage candidate applications and data? Please indicate	100	1	5	2.52	1.299
Valid N (listwise)	100				

Figure 4.5: Descriptive statistics Results regarding digital recruitment and reliability of Tools

(Self-developed)

The results indicate a moderately strong level of agreement with both of the statements. For Q4, the mean score has been 2.11 which suggests that the respondents agree that digital recruitment tools such as application tracking systems and AI screening are widely used. Given the Likert scale coding (Strongly Agree: 1 - Strongly Disagree: 5) this reflects a positive perception although it is not extreme agreement. The standard deviation of 1.183 indicates the variation in responses, suggesting while digital recruitment is common, its extent may differ across organisations.

Similarly, Q5 (Dependence of Organisations) indicates a lower score of 2.52, indicating the stronger agreement that organisations depend on the digital platforms to manage the candidate applications and recruitment data. These findings suggest that digital platforms are not only adopted but are increasingly important and vital to recruitment administration. Yet, the relatively high standards of deviation of 1.299 highlights the uneven reliance and imply the differences in the digital maturity of the organisation.

4.5 Impact of Digital tools for Efficiency of Selecting Candidates in IT industry

The objective is to examine the impact of digital recruitment tools usage on reduction of manual work and overall recruitment efficiency. To address this objective, a Spearman's Rank correlation was employed as the variables were measured using the Likert scale data and the objective focused on identifying the associations rather than the casual effects. The key variables within this test mainly include digital recruitment tools usage (Q4), reduction in the manual CV is screening (Q5), faster interview scheduling (Q7), and the reduction of repetitive administrative work (Q8), as well as the overall recruitment efficiency (Q9) of the survey questionnaire.

Correlations			Q4. To what extent do you 2 or 4 that Digital recruitment tools (e.g., ATS, AI screening, online assessments) are widely used in your organisation?	Q6. Digital recruitment tools have significantly reduced manual CV screening tasks?	Q7. Would you 2 or 4 that Interview scheduling has become faster due to automation tools?	Q8. Do you 2 that Digital tools have reduced repetitive administrative work in recruitment?	Q9. Digital recruitment tools improve overall recruitment efficiency?
Spearman's rho	Q4. To what extent do you agree or disagree that Digital recruitment tools (e.g., ATS, AI screening, online assessments) are widely used in your organisation?	Correlation Coefficient	1.000	.468**	.469**	.469**	.464**
		Sig. (2-tailed)	.	.000	.000	.000	.000
		N	100	100	100	100	100
	Q6. Digital recruitment tools have significantly reduced manual CV screening tasks?	Correlation Coefficient	.468**	1.000	.581**	.534**	.491**
		Sig. (2-tailed)	.000	.	.000	.000	.000
		N	100	100	100	100	100
	Q7. Would you agree or disagree that Interview scheduling has become faster due to automation tools?	Correlation Coefficient	.469**	.581**	1.000	.739**	.482**
		Sig. (2-tailed)	.000	.000	.	.000	.000
		N	100	100	100	100	100
	Q8. Do you agree that Digital tools have reduced repetitive administrative work in recruitment?	Correlation Coefficient	.469**	.534**	.739**	1.000	.514**
		Sig. (2-tailed)	.000	.000	.000	.	.000
		N	100	100	100	100	100
	Q9. Digital recruitment tools improve overall recruitment efficiency?	Correlation Coefficient	.464**	.491**	.482**	.514**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.
		N	100	100	100	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 4.6: Spearman's Rho Correlation test

(Self-Developed)

The results in the figure 4.6 reveal moderate to strong positive correlations, all statistically significant at the 0.01 level. The digital recruitment usage (Q4) shows moderate positive associations with the reduced CV screening ($\rho = .468$), faster interview scheduling ($\rho = .469$), reduced administrative workload ($\rho = .469$), and improved recruitment efficiency ($\rho = .464$). These findings indicate that increased adoption of digital tools is consistently associated with the improvements across the multiple recruitment activities. Additionally, wrong inter relationships among the process level outcomes, particularly between the interview scheduling and administrative workload reduction ($\rho = .739$), suggest cumulative efficiency improvements. The results confirm that digital recruitment contributes to the efficiency of operation rather than producing isolated benefits.

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Q4. To what extent do you agree or disagree that Digital recruitment tools (e.g., ATS, AI screening, online assessments) are widely used in your organisation? ^b		Enter

a. Dependent Variable: Q9. Digital recruitment tools improve overall recruitment efficiency?

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.595 ^a	.354	.348	1.010

a. Predictors: (Constant), Q4. To what extent do you Agree or Disagree that Digital recruitment tools (e.g., ATS, AI screening, online assessments) are widely used in your organisation?

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.646	.253		2.548	.012
	Q4. To what extent do you Agree or Disagree that Digital recruitment tools (e.g., ATS, AI screening, online assessments) are widely used in your organisation?	.629	.086	.595	7.330	.000

a. Dependent Variable: Q9. Digital recruitment tools improve overall recruitment efficiency?

Figure 4.7: Linear Regression result

(Self-developed)

To further examine the impact of digital recruitment tools on the recruitment efficiency in the organisations of the IT industry in the UK, a simple linear regression was conducted. The independent variable was digital recruitment tools usage (Q4) and the dependent variable was overall recruitment efficiency (Q9). The test was mainly selected for evaluating predictive influence of the digital tool adoption rather than the mere association. The results indicate a statistically significant model ($R = 0.595$), with Q4 explaining 35.4% of variance in recruitment efficiency ($R^2 = .354$). The standardised beta coefficient ($\beta = .595$, $p < .001$) demonstrates a strong positive effect, confirming that increased use of the digital recruitment tools substantially improved the overall recruitment efficiency.

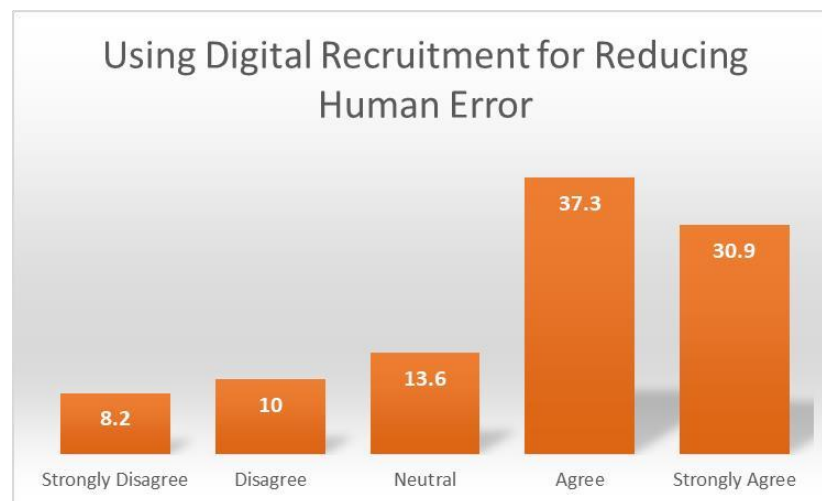


Figure 4.8: Use of Digital Recruitment tools for reduction of human error (Q 15)

(Self-Developed)

The 15th survey question also indicates the impacts associated with the reduction of human error in the selection and recruitment process. The data indicates that more than 68 percent of overall respondents agree and strongly agree on the point that digital recruitment has evidently reduced the human error in the CV selection and recruitment process.

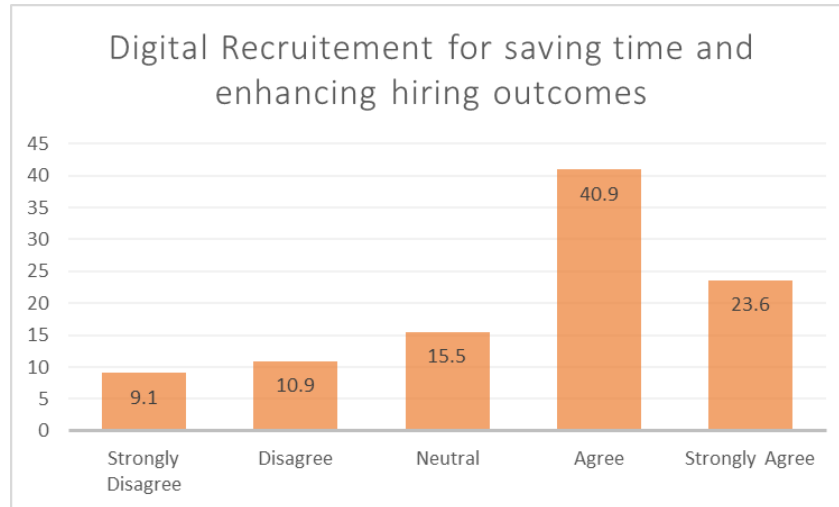


Figure 4.9: Digital tools impact for saving time and Efficiency enhancement

(Self-Developed)

The data from the figure 4.9 indicates the results of the survey question 16 which highlights that 40.9% of the respondents agree and more 23.6% respondents strongly agree that the digital recruitments such as the use ATS and AI screening process are efficient for saving the time for hiring and improving the overall efficiency. Therefore, the digital tools are vital for improving the overall efficiency while reducing the errors in judgement and decision making as well as improving the selection and screening process.

4.6 Major Challenges and Barriers of Using Digital Tools for Recruitment and Selection process

The objective 3 aimed to identify the challenges and the various associated with the use of digital recruitment tools in the IT industry in terms of selecting the candidates. To address this objective, a descriptive statistical analysis was conducted as the intention was mainly focused on evaluating the perception of the respondents regarding the usability and the confidence as well as a support of organisation rather than examining the causal relations. The variables within this test included the ease of the use of digital systems (Q11), user confidence in using digital recruitment tools (Q12), adequacy of the organisational training (Q13). These variables were selected to directly operationalize the individual and the organisation level barriers which are commonly highlighted in the technology adoption.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Q11. Digital recruitment systems used in my organisation are easy to learn and operate?	100	1	5	2.63	1.292
Q12. Do you feel confident using digital recruitment tools in your role?	100	1	5	2.44	1.250
Q13. Does your organisation provides adequate training to use digital recruitment technologies effectively?	100	1	5	2.29	1.266
Valid N (listwise)	100				

Figure 4.10: Descriptive statistics about the challenges and barriers

(Self-developed)

The figure 4.10 indicates the result of the taste that positive perceptions are seen with the mean course below the neutral midpoint of 3 across all the variables (Strong Agree 1, Strongly Disagree 5). The training support (Q13) recorded the lowest mean (2.29), suggesting relatively strong agreement that organisations provide adequate training. The confidence in using the digital tools (Q12) also indicated the favourable responses (Mean = 2.44), while the ease of use (mean = 2.63) indicated a higher importance. Critically the higher standards of the deviation across the variables suggest the inconsistent experience, highlighting the challenges persist in certain contexts of organisation despite the positive trends. However, the result indicates that the use of the technology, as well as the training related factors are vital and act as the moderating variable for the use of digital recruitment systems.

Correlations					
			Q11. Digital recruitment systems used in my organisation are easy to learn and operate?	Q12. Do you feel confident using digital recruitment tools in your role?	Q13. Does your organisation provides adequate training to use digital recruitment technologies effectively?
Spearman's rho	Q11. Digital recruitment systems used in my organisation are easy to learn and operate?	Correlation Coefficient	1.000	.604**	.584**
		Sig. (1-tailed)	.	.000	.000
		N	100	100	100
	Q12. Do you feel confident using digital recruitment tools in your role?	Correlation Coefficient	.604**	1.000	.577**
		Sig. (1-tailed)	.000	.	.000
		N	100	100	100
	Q13. Does your organisation provides adequate training to use digital recruitment technologies effectively?	Correlation Coefficient	.584**	.577**	1.000
		Sig. (1-tailed)	.000	.000	.
		N	100	100	100

** . Correlation is significant at the 0.01 level (1-tailed).

Figure 4.10: Spearman Correlation results as per the barriers and challenges of digital tools usage

(Self-developed)

For further examination of the challenges and barriers associated with the use of digital recruitment tools, Spearman's Rank correlation analysis was conducted among the ease of use (Q11), user confidence (Q12), organisational training support (Q13) (Figure 4.11). The test was selected for measuring the objectives focused on identifying the interrelation among the barriers related to the deployment of digital tools in recruitment. The results in figure 4.10 indicate the moderate to strong positive correlation while those are statistically significant at the level of 0.01. The ease of use shows the strong positive association with the user confidence ($\rho = .604$), indicating the systems perceived as easier to operate are associated with the better confidence level among the users. In the similar manner, the training support of the organisation is also positively correlated to the ease of use ($\rho = .584$) and the confidence ($\rho = .577$). The findings highlight that training plays a critical role for improving the system usability perceptions and improving the confidence of the users.

Together the results indicate that while the perceptions of ease of use, confidence, and training are generally positive the variations in these factors influence user experience. The results

indicate that among the different organisations the usability is not the same due to the differences in rain which play as the major moderating factor.

4.7 Insights into The Best Practices for Avoiding Challenges

The objective focused on evaluating the best practices of organisations that support effective use of digital recruitment tools. To address this objective, a simple linear regression was conducted with the organisational training support (Q13) as the independent variable and the overall recruitment efficiency (Q9) as the dependent variable of the study. This test was selected for evaluating if the training functions as the key enabling practice that can enhance recruitment outcomes.

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Q13. Does your organisation provides adequate training to use digital recruitment technologies effectively? ^b	.	Enter

a. Dependent Variable: Q9. Digital recruitment tools improve overall recruitment efficiency?

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.593 ^a	.351	.345	1.012

a. Predictors: (Constant), Q13. Does your organisation provides adequate training to use digital recruitment technologies effectively?

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.009	.210		4.805	.000
	Q13. Does your organisation provides adequate training to use digital recruitment technologies effectively?	.585	.080	.593	7.285	.000

a. Dependent Variable: Q9. Digital recruitment tools improve overall recruitment efficiency?

Figure 4.12: Linear Regression about the impacts of training for digital tools usage for recruitments

(Self-developed)

The results in figure 4.2 indicate statistically significant regression model ($R = 0.593$), with training explaining 35.1% of variance in the overall recruitment efficiency ($R^2 = .351$). The standardised beta coefficient ($\beta = .593$, $p < .001$) demonstrates the strong positive effect, indicating that higher levels of training support are associated with the improved recruitment efficiency in the organisations of the IT industry. Critically, this finding confirms that investment in training in the organisation can be the central best practice for maximizing effectiveness of digital recruitment technologies for reducing error and improving speed of selection.

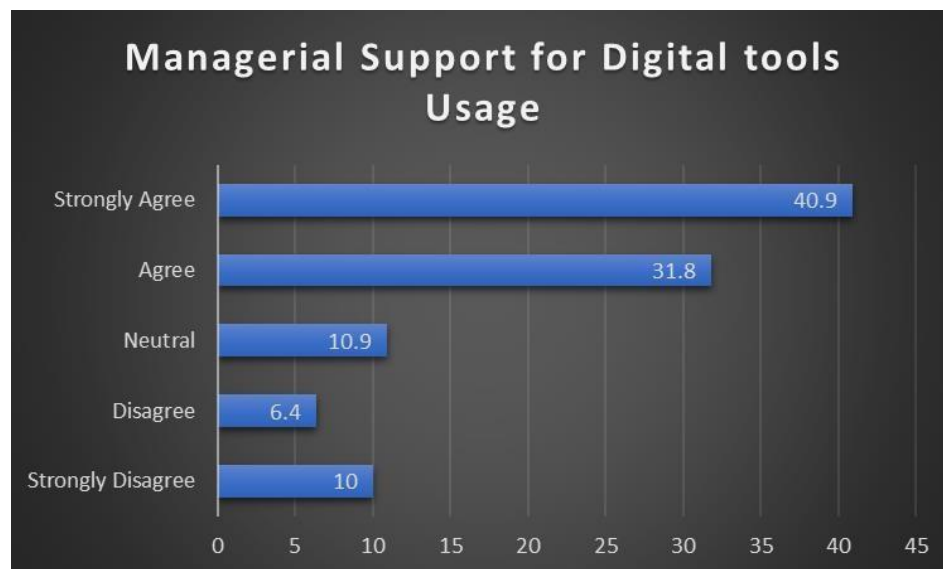


Figure 4.13: Managerial support for digital tools usage for recruitment

(Self-Developed)

The figure 4.3 additionally indicates the result of 14th survey question for evaluating if the managerial support can act as a major mediating and moderating factor for improving the effectiveness of digital tools such as reducing human error for selection usage in recruitment efficiency of the IT companies. The data from the respondents indicate that 40.9% of the participants strongly agree and 31.8% of the participants agree on the point that managerial support is a crucial factor for enabling the effective use of digital technology in recruitment

strategies among the IT companies. Therefore, the overall findings associated with the objective 4 indicates that training related investments in the companies and the managerial or leadership support are the efficient breast practices for improving the efficiency of using digital tools in the organisations.

4.8 Summary

The overall findings particularly focused on achievement of the four objectives. In this context each of the tests as per the objectives indicated the significant relations between the variables such as the use of ATS and AI screening systems of the CV are the evident digital tools utilised across the organisations in the IT industry of UK for recruitment. On the other hand, the barriers mainly include the training factors and inconsistencies of the managerial support across the companies while the digital tools are indicated to have a vital positive impact to improve the overall efficiency of the selection systems of the candidates. In this context the findings also highlighted training and leadership or managerial support to be the main facilitator for the digital recruitment systems to reduce manual labour and reducing error in judgement and decision making. The findings are evaluated in the further chapter along with the findings of literature review for achievement of the objectives and answering each of the research questions to develop a conclusion.

Chapter 5: Discussion

5.1 Introduction

The chapter critically discusses empirical findings presented in chapter 4 in relation to the research aim, objectives and the existing academic literature. The main purpose of the discussion is interpretation of the results beyond the statistical significance and explaining what are the meanings of the finding in the broader context of the digital recruitment practices in the IT industry of the UK. The overall evaluation and analysis are particularly based on achievement of the aim of analysing if the digital recruitment strategies are essential for reducing the manual labour and improving the selection related efficiencies. Through integration of the quantitative evidence with the established theoretical findings and the previous studies, the chapter focuses on evaluating if the aim of the research is achieved or the research questions are adequately addressed with the quantitative findings.

The discussion is mainly structured around the research objectives and the research questions, enabling the systematic assessment of the digital recruitment adoptions, the impact on the work reduction and efficiency, the challenges encountered regarding the use of digital tools, and the effectiveness of the best practices of organisations regarding the digital tools usage for recruitment. The particular emphasis is maintained on interpretation of the strength and implication of the relationships identified through the correlation and regression tests while reaching to a conclusion and developing a critical bridge between the empirical results and theoretical understanding.

5.2 Critical Discussion

5.2.1 Achievement of the Aim and Objective and Answering Research Questions

The primary aim of the research was evaluating effectiveness of the digital recruitment tools in reduction of manual work and improving the recruitment outcomes in IT companies of UK. The findings presented in chapter 4 demonstrate that the aim of the study has been substantially achieved. Evidence from the descriptive, correlational and regression analysis confirms that digital recruitment tools are widely adopted and play a major role in enhancing recruitment efficiency while reducing the manual workload.

The first research question was focused on identifying the recent digital recruitment practices in the IT companies. The findings indicate that applicant tracking systems, AI based screening and digital platforms are embedded with the recruitment process which reflects the shift of the sector towards automation (Ouakili, 2025). This aligns with the recent empirical studies suggesting that IT organisations increasingly depend on the digital systems for managing the high application volume and streamline in the hiring process (Baranyi, 2025).

The second research question examined the impact of digital tools on manual work reduction and efficiency. The correlation and regression analysis confirmed that increased use of digital recruitment tools significantly improved the recruitment efficiency and reductions in the repetitive administrative tasks. This supports emerging evidence that automation driven recruitment reduces operational burden and accelerates the hiring cycles (Bhushan, 2024). The strong exploratory power of the digital tools usage highlights the strategic importance rather than operational roles.

The third research question addresses the challenges and the barriers. The findings mainly reveal that the use, confidence and training of the employees are interconnected factors influencing the adoption effectiveness. This mainly supports the recent Technology adoption research for emphasizing the user capability and readiness of the organisation as the critical success factor (Uren and Edwards, 2022). Variability in the responses indicates the uneven digital maturity across the different companies. The overall findings mainly highlight that the uneven management of the training factors have a negative impact on the efficiency of using the digital tools in the recruitment process. Moreover, the lack of training also impacts the user capabilities and their acceptance of using the tools (Hunkenschroer and Luetge, 2022).

The fourth research question focused on evaluating and understanding the best practices in terms of using the digital tools for recruitment. The regression analysis in this context demonstrated that training within the organisation significantly predicts the recruitment efficiency, confirming the capability development is the essential factor for realising the benefits of the digital tools usage in selection. The recent studies such as Dutta and Naveen (2025) similarly argue that digital HR success depends on the continuous training and leadership support within the organisation rather than the implementation of the technology alone in the companies. The

overall research questions are answered within the findings of the study comprehensively and the study successfully meets the aim.

5.2.2 Alignment of the Findings with Literature Review

The findings of the study largely align with the literature reviewed in chapter 2. It also extends the existing knowledge through the empirical evidence specific to the UK IT sector. The widespread adoption of the digital tools of recruitment observed in the research supports the earlier studies identifying the automation and AI as the integral components of the modern recruitment practices (Allal-Chérif et al., 2021; Jose and Asha, 2019). The studies argue that digital tools enhance efficiency and transparency which is consistent with the positive perceptions reported by the respondents in the survey.

The strong relationship is identified between the digital recruitment usage and the recruitment efficiency directly reinforcing the literature emphasizing the role of automation in reducing manual workload and the time to hire (Alam, 2024; Prokopenko et al., 2023). However, the study advances the literature by quantifying the extent to which digital tool usage explains efficiency improvements, addressing the gap identified in the second chapter regarding the empirical measurement of manual work reduction.

In relation to the challenge and the barriers the findings are consistent with the previous research highlighting the training gaps, usability issues and skill deficiencies as the major constraints to the effective digital recruitment (Zahedi et al., 2025; Uzule and Verina, 2023). The strong inter relationships between the training, ease of use, and the confidence empirically valid that theoretical assumptions discussed under the technology acceptance model in the second chapter (Allen, 2020). However, contrary to some studies that focus on resistance to digitalisation, this research finds positive perceptions which suggest increasing acceptance within the IT industry of the UK.

Regarding the best practices, the significant influence of the organisational training aligns closely with the literature advocating the continuous skill development and managerial support as the enablers of digital HR success (Haider and Sundin, 2022; Yanamala, 2023). While the previous studies often discuss the best practices conceptually, this research provides the

statistical evidence supporting the training as the critical driver of recruitment efficiency. The findings not only support the previous literature, but also improve it by offering context specific and data driven insights for addressing the previously identified literature gaps.

5.2.3 Theoretical Alignment

The findings of the study align strongly with theoretical foundations underpinning the conceptual framework, particularly the technology acceptance model (TAM) and the resource-based view (RBV) of the firms. The technology acceptance model indicator Technology adoption and the efficient use which are influenced by perceived ease of use and perceived usefulness (Bach *et al.*, 2016). The empirical results support this proposition as the strong relationships were observed between the ease of use and the user confidence as well as the training support, indicating the systems received as easy to operate enhance the confidence and facilitated the effective usage within the IT companies. This mainly confirms that perceived ease of use functions as the critical enabler within the IT companies regarding the use of digital tools for recruitment context (Musa *et al.*, 2024).

Similarly, the perceived usefulness is reflected in the significant impact of the digital recruitment tools on efficiency, manual work reduction and overall hiring outcomes. The positive associations and the predictive effects are identified in the second and fourth objective which demonstrate that when the users recognise tangible benefits of the performances, digital recruitment tools contribute meaningfully to the organisational outcomes. This aligns with the assertion of TAM, that usefulness directly influences technology acceptance and performance outcomes (Song *et al.*, 2025).

From an RBV perspective, the findings reinforce the argument that organisational resources such as training, managerial support, and employee capability act as the strategic assets that enhance competitive advantage. The regression results highlight training as the key organisational capability which significantly predict efficiency of recruitments and support the emphasis of RBV on the internally developed and non-substitutable resources (Ristyawan *et al.*, 2023). The management support also improves this alignment by enabling effective deployment of technological resources.

The overall empirical findings validate the conceptual frameworks by demonstrating a clear link between the digital recruitment usage, enabling organisational factors, and recruitment outcomes. The Framework is therefore empirically supported and confirms that Technology effectiveness is contingent not only on adoption yet also on the readiness of organisations and their capability development.

5.2.4 Findings of The Research and Limitations

The research develops different important academic contributions to the digital recruitment literature. At first it provides empirical evidence demonstrating that digital recruitment tools significantly reduce manual recruitment tasks and improve the overall recruitment efficiency within the IT industry of the UK. The previous studies have discussed these benefits conceptually, while the study quantifies the strength of these relationships using correlation and regression analysis.

The study also contributes to the academic knowledge by identifying organisational training and managerial support as the critical enablers of digital recruitment effectiveness such as speed for recruitment and reducing human error. This particularly helped in addressing the key literature gap identified in the second chapter of the study where the limited empirical work examined how the capabilities of organisation influence successful use of recruitment technology. The findings confirm that training is not a peripheral factor yet the central mechanism through which the digital tools translate into the performance games in the companies.

The study also advances the understanding of technology adoption barriers by demonstrating that the ease of use, confidence of the employees, and training are interrelated rather than isolated challenges. This integrative perspective extends the existing research that often treats adoption barriers independently and offers the holistic view aligned with contemporary digital transformation related literature.

However, despite the contributions, certain limitations of the researcher remain. The study depends on the self-reported perceptions of the survey which can be associated with response bias. Additionally, the cross-sectional research design limits the ability of examining changes in digital recruitment effectiveness such as speed of selection and reducing human error over the

years. The focus on the UK IT industry also constrains the generalizability of the findings to the other sector or the geographical context.

5.3 Summary

The chapter critically discussed the findings of study in relation to the research aim, objectives, theoretical frameworks and the existing literature. The discussion confirmed that digital recruitment tools play a significant role in reducing manual work and improving recruitment efficiency particularly when supported by the training of organisations and managerial commitment. The findings aligned strongly with the technology acceptance theory and resource-based view model for validating the conceptual framework and addressing the literature gap identified in the second chapter of study. While the study contributes robust empirical evidence to the digital recruitment research, limitations related to scope, design and data type highlights the opportunities for the future investigation which are addressed in the subsequent chapter.

Chapter 6: Conclusion and Recommendations

6.1 Conclusion of Study

The research mainly set out to critically examine the effectiveness of digital recruitment tools in reducing manual work and improving the recruitment outcomes within the IT industry of the UK. Drawing on the quantitative survey data presented in chapter 4 and supported by the descriptive, correlation, and regression analysis the study provides robust empirical evidence regarding the use of digital recruitment Technology which have moved beyond the experience adoption to the mainstream recruitment process of the organisations. The findings strongly suggest that the digital recruitment tools represent the structural transformations in how the organisations manage the talent acquisition rather than contemporary technology trends.

One of the central arguments emerging from the study is the digital recruitment effectiveness which is not determined by the technology adoption, but by how the organisations integrate these tools into their operational and managerial systems. While the major use of the applicant tracking systems, AI screening, and automated scheduling confirm the high levels of digital maturity in the IT sector of the UK, the variability in responses highlights that adoption alone does not guarantee the optimal outcomes in the companies. These challenges provide the deterministic views of the literature that essential Technology implementation directly helps in efficiency development.

The findings argue that digital recruitment tools significantly reduce the manual workload and improve the efficiency, yet these benefits are cumulative rather than isolated. The strong relations between the digital tools usage and reduced administrative tasks, faster interview scheduling, and overall recruitment efficiency indicate that efficiency games generally developed from the interactions of the multiple automated processes. This supports the argument that digital recruitment tools should be viewed as the integrated systems rather than the collection of independent tools.

Another key argument advanced by this research is that the organisational capabilities are the critical mediator for the success of digital recruitment systems. The strong predictive role of training and close association between the confidence and ease of use as well as training suggest

that human and organisation factors remain a central aspect even in the digitalised recruitment environments. The finding generally counters assumptions that digitalisation reduces the importance of human skills and focuses on the need for continuous capability development.

From the strategic perspective, the study argues that management support and training are not optional compliments yet are essential enablers for the digital recruitment effectiveness such as increasing the speed of selection and reducing human error. The organisations which invest in training demonstrate the leadership commitments are more likely to realise the measurable efficiency improvements. This positions digital recruitment as both a technological and governance challenge, which requires the alignment between the systems and the leadership.

Despite the contributions, the study technology has limitations. Dependence on the self-reported perception in the survey can introduce the response bias and the cross-sectional design create the limitation of causal inference as well as the long-term evaluation of digital tools usage in recruitment. Apart from that, the focus on the IT industry creates the impact on generalisability of the study. However, the limitations do not impact the core argument, yet highlight the point that longitudinal studies and cross sectoral comparisons are required in the future.

6.2 Linking with Objectives

The findings of the study align closely with the four research objectives, demonstrating that each of the objectives is systematically addressed and achieved.

The first objective of the study focused on evaluating the recent practices in the use of digital recruitment tools. The descriptive analysis confirmed that the evident adoption of the digital platforms such as the ATS, AI CV screening tools within the IT organisations are important (Dadaboyev *et al.*, 2025). The findings indicate that digital recruitment has become the integral component of the recruitment work flow and fulfil the first objective by establishing the prevalence and the maturity of the digital recruitment practices.

The second objective aimed at investigating the impact of digital recruitment tools on manual work reduction and recruitment efficiency. The Result of Spearman's correlation and simple linear regression provide strong empirical support for this objective. The digital recruitment usage was found to significantly reduce the manual CV screening, and administrative workload,

as well as the interviews scheduling times while improving the overall efficiency of recruitment (Trian, 2024). The regression results also confirm that digital tools usage explain the substantial proportion of variance in recruitment efficiency which directly satisfy this objective.

The third objective of the study focused on identifying the challenges and the barriers associated with digital recruitment. The correlational and descriptive analysis revealed that the ease of use, confidence, and training of organisation are the central factors which shape the user experience. Even if the respondents generally reported positive perceptions, the variability is observed in the analysis which highlights persistent challenges related to the capability and usability associated with training (Murire, 2024). The objective was therefore achieved by identifying both the nature and interrelatedness of the barriers.

The fourth objective of the study focused on evaluating the best practices for overcoming the challenges and enhancing the digital recruitment effectiveness such as speed of selection and reducing human error in selection. The regression analysis demonstrated that training in the organisations significantly predicts the recruitment efficiency, while the descriptive findings highlight the importance of management support. These results confirm that investment in the training and leadership commitment are the crucial best practices within the companies which address the final objective of the study (Muehlemann, 2025). Collectively, the findings demonstrate a coherent progression from the adoption to the impact, challenges, and the solution process.

6.3 Recommendations

Short Term Recommendations

In the short term, the organisations should focus on structured training programs focused on the digital recruitment tools (Babashahi *et al.*, 2024). As per the strong link between the training and recruitment efficiency, targeted on boarding, the training can quickly enhance user confidence and system utilisation. The organisations should also conduct the usability audits of the recruitment system for identifying the difficulties of operation faced by the recruiters and the HR managers in hiring systems. Apart from that, the managers should actively communicate the strategic value of the digital recruitment tools to reinforce the positive perceptions for increasing

the consistent use of AI and different other tools of hiring across the departments of IT Companies.

Long-term Recommendations

From the long-term perspective, the organisations should integrate digital recruitment strategies into the broader human resource and digital transformation plans (Nawaz *et al.*, 2024). The continuous investment in the employee capability development can be essential for keeping the pace with evolving recruitment technology as the IT companies focus on recruiting the employees from different cultural and country backgrounds. The companies should also add up to the data driven recruitment culture, utilising the analytics from the digital platforms to improve the decision making and reduce the bias. The leadership should also focus on the sustained managerial support by including the digital recruitment objectives into the performance and the governance frameworks. At an industry level, the collaboration between the technology providers and the organisations of the IT industry can support the development of user centric recruitment systems suitable for the companies while hiring the people within the different departments including the software development and maintaining communication with the clients. These long-term measures can ensure the digital recruitment tools to deliver sustainable efficiency games and competitive advantage.

6.4 Limitation of Study

The study has several limitations which influence its academic contributions effectively. The dependence on self-reported survey data can introduce response and social desirability bias. It can potentially impact the accuracy of perceptions regarding the digital recruitment effectiveness of selection speed. The cross-sectional research design also creates the limitations of establishing casual relationships or evaluating the long-term impacts of digital recruitment adoption. The focus on the UK IT industry to the generalisability of the findings to the other sectors and the geography context. These limitations have a major impact on the breed of knowledge development yet also highlight the contribution of the study in providing context specific empirical evidence which advance understanding of the digital recruitment tools in the IT industry domain.

6.5 Future Implications of Research

The future research should adopt the longitudinal designs for examining how the digital recruitment effectiveness evolved over the time and established the stronger causal inferences. Incorporation of the objective performance metrics such as time to hire and cost per hire can complement the perceptual data and can also improve the imperial validity. Expanding the research across the different industries and the international context can also help in improving the generalizability and comparative insights. Apart from that, the future study can also explore ethical and fairness implications of the AI based recruitment tools as well as the role of culture of organisation and leadership style for shaving the digital recruitment outcomes.

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Appendices

Appendix 1: Survey question

1. What is your age?

- Under 18
- 18-25
- 25-40
- 40-65
- 65+

2. What is Your current role?

- HR Manager
- HR Executive
- IT Professional (involved in hiring decisions)
- Job Applicant

3. How many Years of experience in recruitment or hiring-related activities in your organisation?

- Less than 1 year
- 1–3 years
- 4–6 years
- 7–10 years
- More than 10 years

4. Do you agree that Digital recruitment tools (e.g., ATS, AI screening, online assessments) are widely used in your organisation?

- Strongly Disagree
- Disagree

- Neutral
- Agree
- Strongly Agree

5. Do you agree that your organisation relies on digital platforms to manage candidate applications and data?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

6. Do you agree that Digital recruitment tools have significantly reduced manual CV screening tasks?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

7. Do you agree that Interview scheduling has become faster due to automation tools?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

8. Do you agree that Digital tools have reduced repetitive administrative work in recruitment?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

9. Do you agree that Digital recruitment tools improve overall recruitment efficiency?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

10. Do you agree that using digital recruitment tools enhances my job performance?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

11. Do you agree that Digital recruitment systems used in my organisation are easy to learn and operate?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

12. Do you agree that you feel confident using digital recruitment tools in your role?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

13. Do you agree that your organisation provides adequate training to use digital recruitment technologies effectively?

- Strongly Disagree
- Disagree
- Neutral

- Agree
- Strongly Agree

14. Do you agree that Management actively supports the adoption of digital recruitment tools?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

15. Do you agree that Digital recruitment tools help reduce human error in hiring decisions?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

16. Do you agree that Overall, digital recruitment tools save time and improve hiring outcomes?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

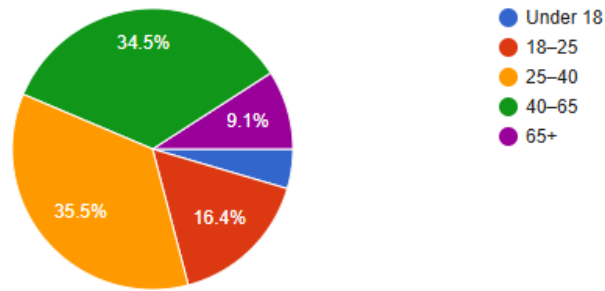
Appendix 2: Survey Data Evidences

PART 1: Demographic Profile

Q1. Please indicate your age.

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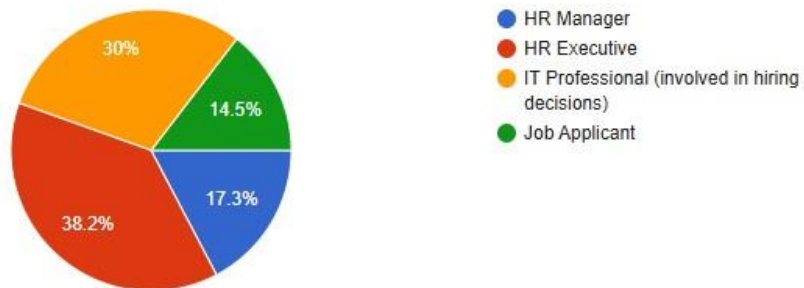
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Q2. Please specify your current role or position

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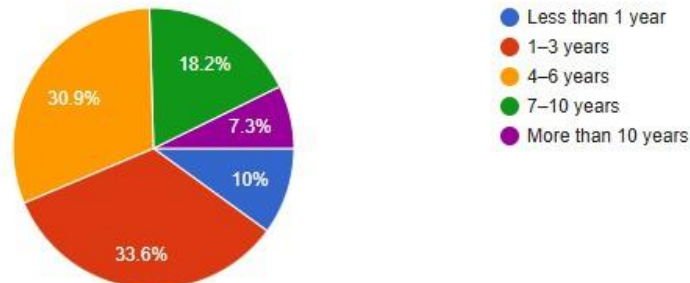
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Q3. How many Years of experience in recruitment or hiring-related activities in your organisation?

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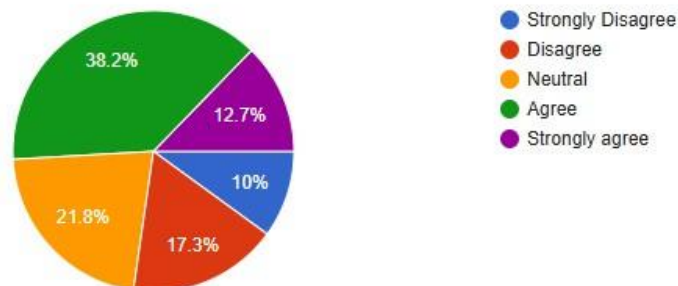


PART 2: Usage of Digital Recruitment Tools

Q4. To what extent do you agree or disagree that Digital recruitment tools (e.g., ATS, AI screening, online assessments) are widely used in your organisation?

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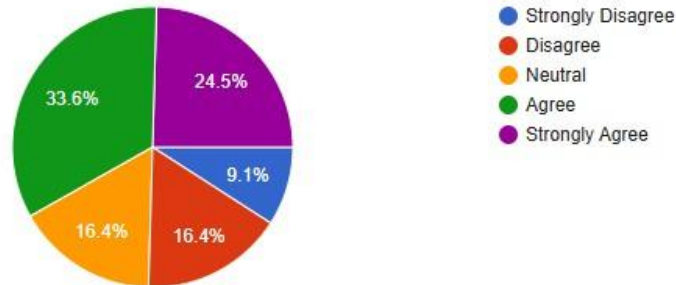
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Q5. Your organisation relies on digital platforms to manage candidate applications and data? Please indicate

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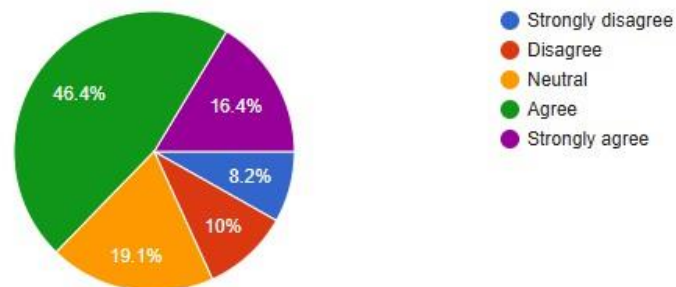


PART 3: Automation and Recruitment Efficiency

Q6. Digital recruitment tools have significantly reduced manual CV screening tasks?

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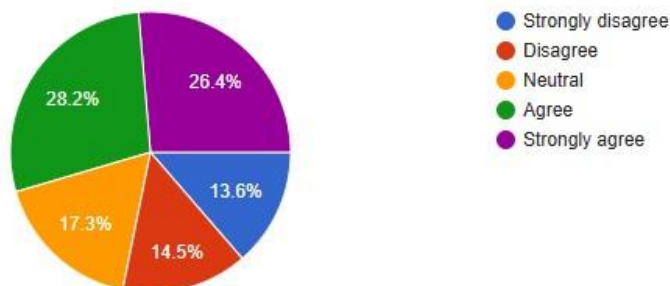
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Q7. Would you agree or disagree that Interview scheduling has become faster due to automation tools?

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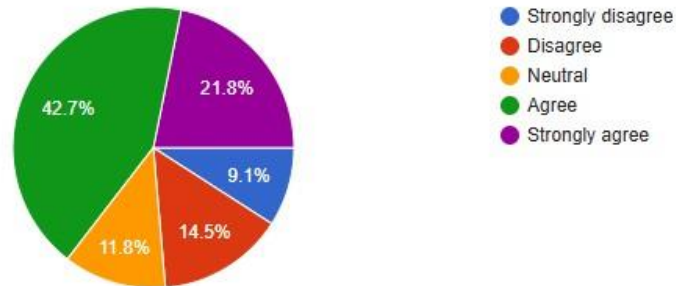
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Q8. Do you agree that Digital tools have reduced repetitive administrative work in recruitment?

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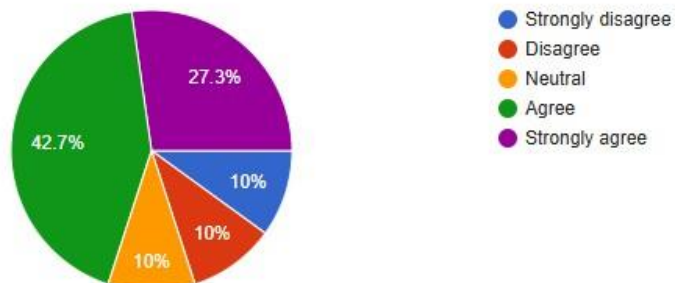
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Q9. Digital recruitment tools improve overall recruitment efficiency?

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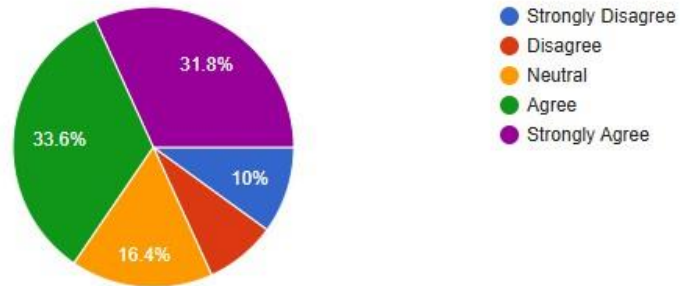
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Q10. Using digital recruitment tools enhances my job performance?

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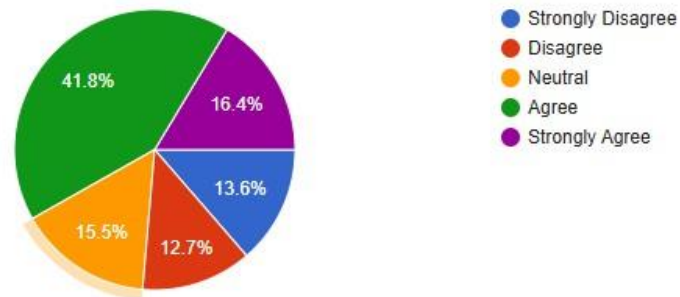


PART 4: Ease of Use, Support, and Outcomes

Q11. Digital recruitment systems used in my organisation are easy to learn and operate?

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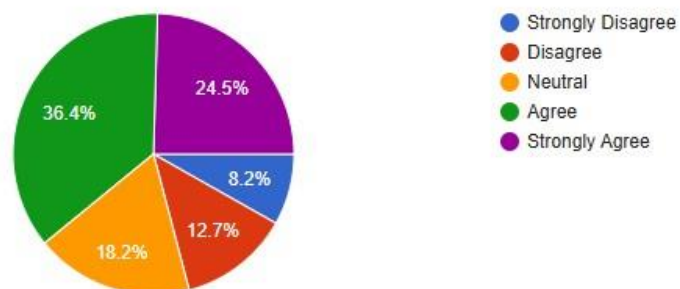
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Q12. Do you feel confident using digital recruitment tools in your role?

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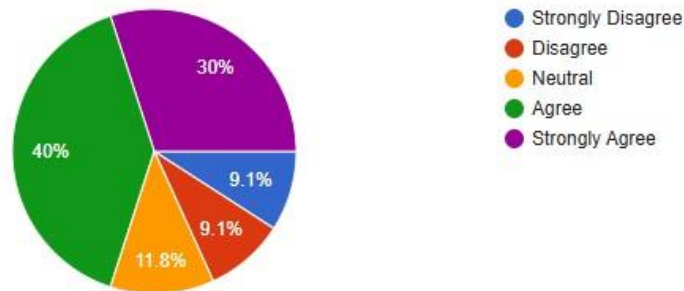
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Q13. Does your organisation provides adequate training to use digital recruitment technologies effectively?

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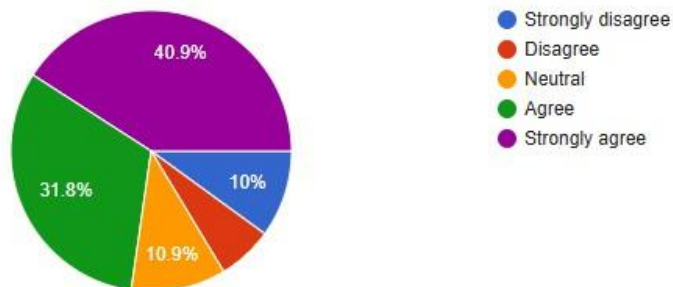
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Q14. Management actively supports the adoption of digital recruitment tools?

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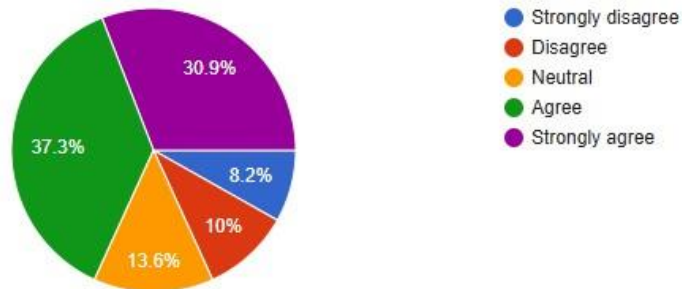
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Q15. Digital recruitment tools help reduce human error in hiring decisions?

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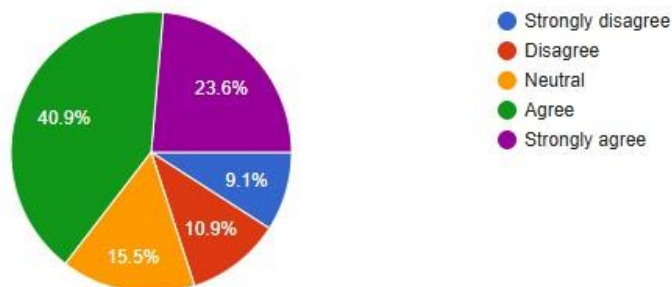
110 responses



Q16. Overall, digital recruitment tools save time and improve hiring outcomes?

 [Copy chart](#)

110 responses



My Survey Data Excel Sheet Link:

<https://docs.google.com/spreadsheets/d/17kEJD5yhpWfYRm0mR4jn7xodOeLxQCfnWnzWC-BfTI/edit?usp=sharing>