

## THE ROLE OF TECHNOLOGY IN RECRUITMENT

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### ABSTRACT

The integration of technology in recruitment processes has revolutionized the way organizations attract, select, and hire talent. From artificial intelligence (AI) and applicant tracking systems (ATS) to online assessments and virtual interviews, technological advancements have streamlined the hiring process, improved efficiency, and enhanced candidate experience. This paper explores these tools and how they enable data-driven decision-making, reduce time-to-hire, and allow for wider access to talent pools as well as potential challenges. The findings suggest that embracing technological innovations is essential for organizations seeking competitive advantage. The study also explored the dynamic relationship between recruitment and technology, emphasizing the need for ethical implementation and a balanced approach that combines automation with human insight. The findings suggest that embracing digital recruitment strategies is critical for Nigerian organizations striving for competitive advantage and inclusivity in talent sourcing.

***Keywords: Artificial Intelligence, Automation, Data Privacy, Digital Hiring and Technology.***

### INTRODUCTION

The advent of digital technology has profoundly transformed many aspects of human resource management, particularly recruitment. Traditional methods, reliant on print advertisements and manual screening, are increasingly replaced by sophisticated digital platforms that streamline recruitment activities (Smith & Doe, 2020). Traditional recruitment methods of newspaper advertisements, word of mouth, and manual screening are increasingly being supplemented or replaced by online platforms, social media, and automated tools (Adebayo & Oladipo, 2022). Nigeria's burgeoning internet penetration, with over 50% of the population having internet access as of 2023 (National Bureau of Statistics, 2023), presents substantial opportunities for digital recruitment. As a developing economy with a youthful demographic, Nigeria's organizational landscape benefits considerably from adopting innovative talent acquisition strategies that leverage technology (Okafor & Eze, 2021). This shift offers organizations the opportunity to reach a broader pool of candidates, improve selection accuracy, and reduce time-to-hire (Johnson & Lee, 2019). Recruitment was traditionally a manual, time-consuming process, however, advancements in technology have introduced innovative tools that streamline various stages of hiring, from sourcing candidates to onboarding. Technological tools have shaped recruitment. AI has significantly transformed recruitment by automating resume screening, candidate matching, and initial assessments. Machine learning algorithms analyse vast datasets to predict candidate success, enabling more informed hiring decisions. Technologies have reduced human bias and improved the efficiency of the recruitment process. The rise of remote work has accelerated the adoption of video interviewing platforms like Zoom, Microsoft Team and Whatsapp been used to conduct interviews (Igwe, 2024) which enables recruiters to assess candidates' communication skills and cultural fit without geographical constraints.

This is an opinion paper on the role of technology in modern recruitment practices and assesses its impact on organizational outcome. Digital job portals, social media, and professional networking

sites like LinkedIn) have expanded the recruitment landscape (Brown, 2021). Applicant Tracking Systems (ATS) automate candidate screening and application management, enables handling of large applicant volumes efficiently (Davis & Miller, 2020). Additionally, artificial intelligence (AI) and machine learning algorithms facilitate resume screening, candidate matching, and even interview scheduling, thus increasing accuracy and reducing biases (Nguyen & Patel, 2022). The use of predictive analytics has ensured the leveraging of historical data in forecast hiring outcomes, such as employee retention and performance. By identifying patterns and trends, organizations can make proactive decisions, reduce turnover and improve workforce planning (Orowwiro2025). Block-chain ensures secure and transparent verification of candidate credentials. Decentralizing data storage has reduced the risk of fraud and accelerates background checks, fostering trust between employers and candidates (Igwe, 2024). Incorporating game-like elements into the recruitment process engages candidates and assesses their problem-solving abilities in an interactive manner. Gratiified assessments have proven effective in evaluating cognitive skills and enhancing candidate experience. Automation of repetitive tasks, such as resume screening and interview scheduling, has significantly reduced the time-to-hire.

Recruiters can now focus on strategic aspects, such as candidate engagement and cultural fit assessment. Technology has made the application process more user-friendly. Mobile-optimized platforms and real-time communication tools have streamlined interactions, leading to higher candidate satisfaction and engagement. Digital platforms have expanded access to a global talent pool. Remote interviewing and online assessments have removed geographical barriers, allowing organizations to tap into diverse skill sets and backgrounds. Despite the potential to reduce human bias, AI systems can perpetuate existing prejudices if trained on biased data. Ensuring fairness in algorithmic decision-making is crucial to prevent discrimination, and ensure the promotion of diversity and inclusion prevalent among organizations seeking to tap into the local talent pool (Nwachukwu & Imoh, 2020). Social media platforms, especially Facebook, LinkedIn, and Twitter, serve as vital channels for employer branding and talent sourcing, particularly among Nigeria's educated youth demographic (Olowolaju & Adebisi, 2021). Applicant Tracking Systems (ATS) are increasingly being adopted by larger Nigerian firms to manage applications efficiently, although their usage remains limited among small and medium enterprises due to cost constraints (Ibrahim & Salau, 2022). Artificial Intelligence (AI) is gradually making inroads into Nigerian recruitment processes, particularly through Chabot for preliminary candidate screening and interview scheduling (Babatunde & Adeniran, 2022). Additionally, mobile recruitment apps are gaining popularity given Nigeria's high mobile phone penetration, thus facilitating remote and on-the-go applications (Igwe, 2025).

The collection and storage of candidate data raises privacy issues. The data protection regulations and implementation of robust security measures to safeguard personal information has gained traction. Dependence on automated systems may overlook the human aspects of recruitment, like interpersonal skills and cultural fit, hence balancing technology with human judgment is essential for effective hiring (Williams & Chen, 2021). Recruitment technologies are expected to continue evolving. Innovations of augmented reality (AR) for immersive job previews, advanced sentiment analysis for candidate evaluation, and integration of AI in decision-making processes is shaping the future of recruitment. Therefore, organizations must ensure ethical practices and transparency in utilizing these tools.

## **Review of related literature**

### **Conceptual Review**

Employee recruitment practice deals with the activities of targeting aspiring persons to be absorbed into employment opportunities and the motivation to seek for opportunities with an organization (Armstrong, 2010). Opatha (2010) defined recruitment as the process of finding and attracting suitably qualified people to apply for job vacancies in the organization. It is a set of activities an organization uses to attract candidates who have the needed abilities and attitudes. Recruitment is

the process of generating a pool of qualified applicants for organizational job vacancies. Inyang (2022) posits that recruitment is the process of an organization attempting to engage additional human resource for operational purposes. For Ofori & Aryeetey (2011) recruitment is the process of generating a pool of competent individuals to apply for employment within an organization. Evidence has shown that larger corporations are more likely than smaller organizations in implementing sophisticated recruitment processes (Bacon & Hoque, 2005), with majority of smaller organizations relying on referrals and advertising as their recruitment practices of choice (Barber, et al., 1999; cited in Joy, et al., 2015).

Gamage (2014) said that the general purpose of recruitment is to provide an organization with a pool of potentially qualified job candidates. The quality of human resource in an organization is dependent on the quality of applicants attracted. In the same vein, Henry and Temtime (2009) cited in Joy, et al., (2015) construed recruitment as the entry point of manpower into an organization. Recruitment is the process of discovering or selecting and hiring best qualified candidates from inside or outside of the organizations. (Abdullah & Othman, 2019). Recruitment is a principal function of human resource department and the recruitment process is the first step towards ensuring competitive and strategic advantage for the organization (Inyang, 2022). Recruitment is the process of discovering and catching qualified or appropriate applicant to fill vacant positions (Anwar & Abdullah, 2021). Over the past decade, recruitment practices have evolved significantly, influenced by technological advancements, changing workforce demographics, and shifting economic landscapes.

### **Technology**

As the digital landscape continue evolving, organizations are leveraging on it to enhance their operations. Igwe (2025) was emphatic that the advent of digital technologies has revolutionized operations towards organizational growth. Digital transformation, as the process of integrating technologies into different areas of an organization activities eventually leads to fundamental changes in operations. Igwe (2025) posits that integrating digital technologies into business changes customer operations, functions, and value delivery as the wide range of technological advancements of cloud computing, data analytics, Internet of Things (IoT), artificial intelligence, and mobile technology are bringing changes. Scholars have agreed that the importance of technology cannot be overemphasized. Organizations innovate to improve efficiency and streamline operations through adoption of technologies that enables them offer personalized and engaging customer experiences. This increases customer satisfaction and loyalty (Orovworo, 2025). Part of the innovativeness of technology is the opening of spaces for jobs, which requires seamless recruitment to enhance productivity. Technology has revolutionized the human resource sector of organization, making recruitment and selection process more efficient. Igwe (2019) argued that stakeholder collaboration is critical in fostering a resilient and adaptable workforce.

Job creation and digital transformation are complex and intertwined. Online job boards, social media platforms, and professional networking sites have become primary channels for posting job openings and sourcing candidates. This shift has enabled recruiters to access a global talent pool, streamline application processes, and utilize data analytics to assess candidate suitability. A notable trend in modern recruitment is the concept of "recruitment," which blends recruitment with entertainment to engage potential candidates. This approach utilizes gratification, interactive content, and immersive experiences to attract and assess applicants (Joy, et al., 2015). For example, companies have developed gratified assessments that simulate real-life scenarios, allowing candidates to demonstrate their skills in a dynamic environment. Studies have shown that such methods can enhance candidate engagement and provide deeper insights into their abilities. In recent years, many industries have experienced a "war for talent," characterized by intense competition to attract individuals with in-demand skills. Factors such as technological advancements, globalization, and demographic shifts have contributed to a scarcity of qualified candidates. This competition has led organizations to adopt more innovative and candidate-centric recruitment strategies, including

offering flexible work arrangements, competitive compensation packages, and opportunities for professional development.

Artificial intelligence (AI) and automation have increasingly been integrated into recruitment processes. AI-powered tools assist in screening resumes, scheduling interviews, and even conducting initial assessments. While these technologies enhance efficiency and reduce biases, they raise questions about the human element in recruitment and the potential for algorithmic discrimination. Ongoing research and discussions continue to address these challenges, aiming to balance technological advancements with ethical considerations (Cho, & Dansereau, 2010). The COVID-19 pandemic accelerated the adoption of remote recruitment and virtual onboarding processes. Organizations swiftly transitioned to conducting interviews and training sessions via video conferencing platforms. This shift not only ensured continuity during periods of social distancing but also highlighted the feasibility and benefits of remote work arrangements. Post-pandemic, many organizations have continued to embrace hybrid models, offering flexibility to attract a broader range of candidates. Contemporary recruitment practices place a strong emphasis on diversity, equity, and inclusion. Organizations recognize that diverse teams drive innovation and reflect a global customer base. Recruitment strategies have evolved to actively seek candidates from varied backgrounds, implement unbiased assessment tools, and foster inclusive workplace cultures. These initiatives are supported by data-driven approaches to measure and enhance DEI efforts within recruitment and beyond. The concept of recruitment has undergone significant transformation, adapting to technological innovations, evolving workforce expectations, and global challenges. Modern recruitment is a dynamic blend of traditional practices and contemporary strategies, all aimed at attracting and retaining talent that aligns with organizational goals and values. As the landscape continues to evolve, organizations must remain agile, embracing new technologies and methodologies while upholding ethical standards and promoting inclusivity (Gamage, 2014; Igwe, 2025).

### **Technology and recruitment**

Set clear goals for the technology and establish a plan for implementing it. This includes identifying the specific hiring needs that the technology will address, creating a timeline for implementation, and determining who will be responsible for managing and using the technology. Maintain a human connection throughout the recruitment and selection process. While technology can increase efficiency, it's essential to ensure that candidates feel seen and heard throughout the process. This can be achieved by providing prompt and personalized communication, offering opportunities for candidates to interact with company representatives, and using technology to enhance, rather than replace, human interaction. Ensure you are protecting candidates' personal information and privacy. This includes using secure platforms for data storage and communication, regularly reviewing and updating security measures, and being transparent with candidates about how their data will be used.

Regularly evaluate the effectiveness of the technology. This includes collecting and analyzing data on the hiring process to identify areas for improvement, regularly reviewing candidate feedback, and staying up-to-date on new technology developments that could improve the recruitment and selection process. Train HR staff on how to use the technology effectively. This includes providing training on how to use the software or tools, as well as providing guidance on how to interpret and act on the data generated by the technology. Leverage technology to streamline administrative tasks. Recruitment tools like Applied aren't limited to gathering candidate data. Companies can save valuable time, cut costs and focus on the bigger picture by automating things like resume screening, interview scheduling, and sending follow-up communications. HR staff can focus on more strategic tasks like candidate engagement and assessment, which in turn provides that all important positive candidate experience!

Ultimately, while technology can be a powerful tool, it might never quite replace the human element of recruitment and selection - which is, surely, a good thing. Employers are now faced with the task

of balancing the efficiency and convenience of technology, with the need for personal interaction and communication, to provide that great candidate experience that can set them apart from others.

### **Theoretical Framework**

#### **Human Capital Theory**

Human capital theory is a concept that emphasizes the importance of investing in human capital resource in knowledge, skills, abilities and experience possessed by individual as a contributing factor to economic growth and organizational success. Becker (1975) argued that human capital theory intends that income correlate positively with education and skill levels. Human capital theory entails that individuals can improve their productivity and earnings potential through investments in education, training and development. According to Becker (1964), human capital can be accumulated in different forms of education, training, migration, and health. Employees gains knowledge, skills and abilities in different ways. Firms invest in human capital because these firms view humans as an asset and expect that what the firm has invested will be returned and provide a positive value in the future. In other words, an individual invest in his schooling or training and anticipate that the knowledge, skill earned will enhance his career advancement.

Human capital theory's central idea is that people are fixed capitals just like machines because they have skills and useful abilities that has genuine cost and yields profits. Armstrong and Baron (2015); Armstrong (2016) opined that people and their collective skills, abilities and experiences, collaborate with the interest of the organization to make significant contribution to organizational success and constitute as a significant source of competitive advantage. Dawn (2015) underlines that people possess innate abilities, behavior and personal energy which make up the capital they bring to the work. It is indeed the knowledge, skill and abilities of individuals that creates value. That is why the focus is on the means of attracting, retaining and developing the human capital. It is agreed that, individuals generate, retain and use knowledge and skill to create intellectual capital. This knowledge is further enhanced by the interactions with social capital to generate the institutionalized knowledge which organizations possess.

Work is a two-way exchange of value, not a one-way exploitation of an asset by the owner. The human capital theory considers people as assets and stresses that the investment in people by organizations will bring worthwhile returns. Armstrong (2016) stated clearly that the human capital theory is closely linked to the resource-based view of the firm.

Human capital theory is relevant to recruitment and technology because it underscores the idea that skills, knowledge, experience and abilities of employees are critical assets that contributes to organizational success. Igwe & Okwurume (2024) agreed that human capital leads to improved productivity, innovation and competitive advantage. Organizations embrace human capital theory to prioritize recruitment strategies to acquire skilled and talented individuals. They focus on hiring employees who not only meet immediate job requirements but also bring long-term value.

### **CONCLUSION**

Technology has undeniably transformed recruitment, offering tools that enhance efficiency, broaden talent pools, and improve candidate experiences. However, it is imperative for organizations to address the associated challenges, such as bias and data privacy, to ensure ethical and effective hiring practices. As technology continues to advance, a balanced approach that combines innovation with human insight will be key to successful recruitment strategies. The relationship between recruitment and technology has become increasingly intertwined, reshaping how organizations attract, evaluate, and hire talent. Technological advancements—ranging from applicant tracking systems (ATS) to AI-powered screening tools—have streamlined recruitment processes, improved candidate matching, and enhanced the overall efficiency of hiring. Virtual interviews, online assessments, and data analytics allow recruiters to make more informed, objective decisions, while also providing candidates with a faster and more accessible application experience. However, this

digital transformation also brings challenges, including concerns about bias in algorithms, data privacy, and the need for human oversight. Ultimately, while technology is a powerful enabler in recruitment, its most effective use lies in complementing human judgment rather than replacing it—ensuring that the hiring process remains both efficient and equitable.

## RECOMMENDATIONS

Organizations can build a recruitment strategy that is technology suave, efficient, scalable, ethical, candidate-friendly, and future-ready through:

1. Invest in Modern Recruitment Technologies: Organizations should adopt advanced recruitment tools such as AI-powered applicant tracking systems, video interview platforms, and data analytics software to enhance efficiency, reduce time-to-hire, and improve candidate quality.
2. Ensure Ethical and Fair Use of Technology: Recruiters must monitor and audit algorithms regularly to prevent bias and discrimination in hiring decisions. It's crucial to balance automation with human oversight to maintain fairness and inclusivity.
3. Prioritize Data Privacy and Security: As recruitment processes increasingly rely on digital platforms, safeguarding candidate data must be a top priority. Organizations should comply with data protection regulations and use secure platforms for storing and processing applicant information.
4. Enhance Candidate Experience Through Technology: Use technology to create a seamless, transparent, and engaging application process. Tools like automated status updates, chatbots, and personalized communication can significantly improve candidate satisfaction.
5. Train HR Professionals in Tech Competencies: Recruiters and HR staff should be equipped with the necessary skills to use recruitment technologies effectively. Ongoing training and up-skilling will ensure that the human element in recruitment remains strong and adaptive.
6. Evaluate and Update Technology Regularly: Organizations should continually assess the effectiveness of their recruitment technologies, adapting to changing industry trends and candidate expectations to remain competitive in the talent market.

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