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The recruitment and selection process in the digital age

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Abstract. In order to remain competitive, an enterprise needs to transform not only production and management systems, but the personnel management system, including recruitment activities. Existing IT solutions that have proven to be highly effective can be used in the development of a personnel recruitment and selection system. The paper explores the use of digital technologies in the recruitment and selection system – one of the management processes of the company. The use of digital technologies makes it possible to optimize the recruiting system at the enterprise, minimize the subjective impact on the recruitment and selection of personnel, and reduce the complexity of routine operations of recruiters, which in the future significantly increases the competitiveness of organizations in the economic market. At the same time, this article examines how AI is changing the recruitment and selection process, considers the options for using digital technologies in the recruitment process, looks at the capabilities of ATS systems, dives into what recruitment chatbots are and their essential role in modern talent acquisition.

Keywords: Recruitment, Selection, Artificial Intelligence (AI), Chatbots, Application Tracking System (ATS), Technology.

In today's globalized economy, the recruitment landscape has evolved dramatically, becoming more complex and competitive. The traditional methods of recruitment, which primarily relied on manual processes and human judgment, are now intertwined with digital platforms, online job boards, and social media channels. These technological advancements have expanded the reach of employers, allowing them to tap into a broader pool of candidates from various geographical locations and diverse backgrounds. Furthermore, the rise of remote work, especially post the COVID-19 pandemic, has further blurred geographical boundaries, making talent acquisition a truly global endeavor [1]. However, with this expansion comes the challenge of sifting through vast amounts of data to identify the right candidates, ensuring that the process is both efficient and free from biases. The need for

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speed, efficiency, and fairness has never been more pronounced [2].

The digital transformation of the recruitment landscape has also brought about a shift in the expectations and behaviors of job seekers. Today's candidates, especially the younger generation, are tech-savvy and expect a seamless, digital-first experience throughout their job search journey. They utilize platforms like LinkedIn, Glassdoor, and Indeed not just to find job listings, but to research company cultures, read reviews, and even negotiate offers [3]. This has made employer branding and online reputation management crucial for organizations aiming to attract top talent.

In this evolving landscape, the challenge for recruiters is twofold: to harness the power of technology to meet the changing expectations of job seekers while ensuring that their processes remain fair, unbiased, and aligned with the broader organizational goals of diversity and inclusion [4].

Employers are steadily increasing their reliance on technology when recruiting. On the one hand, this technology enables the wide dissemination of information and the management of large quantities of data at a relatively low cost. On the other hand, it introduces new costs and risks.

With its declining costs and widespread adoption, information and communications technology (ICT) will continue to affect all aspects of recruiting. ICT shapes how required job skills are determined, affects how information about available jobs is disseminated, and helps with the evaluation of potential new hires. Evidence suggests that employers looking for workers with technical skills, non-cognitive skills, and less experience benefit the most from using ICT when recruiting. This suggests that public policy could improve outcomes across a wider group of employers and job searchers, by offering training and incentives that enhance users' ICT skills [5].

Advancements in ICT have led to the introduction of tools that help to store, share, access, and analyze large amounts of data. The widespread adoption of the internet, for example, introduced new tools for information sharing. Craigslist, Monster, LinkedIn, and Careerbuilder are some examples of websites that offer platforms for posting job ads and resumes online. Another group of websites for contract labor offers platforms for actual delivery of jobs that can be conducted and monitored online. Websites like Upwork (formerly oDesk), Amazon's mTurk, and eLance allow employers to hire from a

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pool of workers from every part of the world. These websites often provide unprecedented levels of detail about prospective workers (e.g. past performance measures, evaluations from past employers, past wages) and job openings. Other websites, like Glassdoor, have emerged to provide a depository of reviews of employers and their workplaces at a level of detail that was not previously available to those without ties to the employers. In a similar way, social networking sites have become a depository of information that employers can access to gain information about their job applicants. Advancements in ICT have also allowed for the introduction of tools such as artificial intelligence (AI), which help with the analysis of information [5].

The role of AI in modern recruiting and selection

Artificial intelligence (AI) has affected several industries in the ever-changing technology landscape. Recruitment is one area where AI has great potential. Traditional hiring processes confront skill shortages, time-consuming manual processes, and unconscious biases.

AI in recruiting uses innovative technology and algorithms to streamline and optimise the hiring process. It makes data-driven judgements using data analytics, machine learning, and natural language processing. These boost efficiency and candidate selection.

AI can automate resume screening and application monitoring. This approach frees up HR personnel to focus on talent acquisition strategy. It intelligently matches people to job openings based on their qualifications, experience, and talents. As a result, recruiting decisions improve.

AI-powered recruiting eliminates human bias by using objective criteria rather than subjective judgments. And this improves workplace diversity, equity and Inclusion for better culture development.

AI-powered recruitment chatbots and virtual recruiters can give candidates a more interesting and personalised application experience. In turn, this enhances their perception of the organisation [6].

What is a recruitment chatbot?

A recruitment chatbot is an AI-driven virtual assistant that streamlines various aspects of the hiring process. Far from being a simple automated responder, a recruitment chatbot is a dynamic tool equipped with capabilities ranging from answering candidate inquiries to managing complex administrative tasks.

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It's like having an extra team member who works around the clock, tirelessly sorting through applications, scheduling interviews, and even assisting in initial candidate screening. These chatbots use advanced algorithms, machine learning, and natural language processing to interact in a way that feels surprisingly human. They're not just about processing data; they're about creating a more engaging, efficient, and effective recruitment experience for both candidates and HR teams [7].

Recruitment and hiring managers must complete several administrative tasks in their roles. With the implementation of a recruitment chatbot, however, these tasks can be automated, freeing up bandwidth.

Common administrative tasks automated by chatbots:

- Scheduling in-person or phone interviews with human contacts
 - Nurturing candidates who may have fallen off during the application process with reminders
 - Collecting applicant information to funnel directly into an ATS
 - Answering frequently asked questions about the role and application process
 - Asking screening questions about candidate experience, knowledge, and skills
 - Ranking candidates based on qualifications, engagement, or activity [8].

A major reason why recruitment chatbots are gaining popularity is that they work well with HR technology, such as applicant tracking software (ATS). These tools help manage the entire recruiting process, from job postings to scheduling interviews to building a centralized information source.

Folosirea unui soft de tip ATS (applicant tracking system)

Dacă fiecare proces de recrutare pe care-l desfășoară compania pare interminabil, s-ar putea ca automatizarea să ajute foarte mult la eficientizarea pasilor și a timpului pe care-l petrece HR aducând un nou angajat. Cu ajutorul softului se automatizează publicarea job-urilor disponibile, se urmărește mult mai usor CV-urile primite și se filtrează candidații calificați.

Using an **ATS type software (Applicant Tracking System)**

If every recruitment process carried out by the company seems interminable, automation could greatly help to streamline the steps and the time that HR spends bringing in a new employee. With the help of the software, the publication

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of available jobs is automated, it is much easier to track the received CVs and to filter the qualified candidates.

The functionality of such systems varies greatly, but basically, they help to keep records of candidates, schedule interviews, collect feedback after interviews, gather statistics, generate analytical reports on closing a vacancy, etc. The most popular ones are Hurma, BambooHR, Workable, Personio, Oracle HCM [9]. Each of them has a number of advantages and disadvantages, different features and work specificity, so each employer chooses the one that aligns with the company's goals. Notably, ATS systems are one of the key tools of a recruiter, as all the necessary information about candidates, the recruitment and selection process, and the vacancies is digitally stored in this system. Thus, company executives, HR departments, stakeholders – everyone can get access to up-to-date information on recruitment processes [10].

Here are some of the **advantages** that a high-performance recruitment software offers:

- Streamlines collaboration with managers

The manager can send recruitment requests to recruiters directly from the software. Once the position is open, the manager will be aware of the process in real time, following the progress of the candidates.

- Promotion of vacant positions in a few clicks

It is possible to automate the posting of jobs on recruitment sites in the country by creating a single ad. With a few clicks, it will be automatically distributed on all relevant platforms (BestJobs, eJobs, Hippo, etc.), relieving the recruiter of effort and saving time.

- Everything is better organized and streamlined

Candidate data from the integrated recruitment websites are automatically transferred to the application. The import is even made directly from CVs, with data such as name, surname, email, phone. Thus, updated databases can be created much faster.

- Customizing the recruitment process according to the needs of the company

Each candidate will go through the set recruitment stages. In the process, even the tests for measuring competences can be included, and depending on the results, the candidates who pass to the next stage are filtered.

- Much faster communication

If the response time takes too long, candidates may lose

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interest. When the selection process is automated, emails can be sent from the application directly to the candidate. Moreover, the job offer can be generated from the system and sent automatically.

- Improving the candidate recruitment experience

Finally, the recruitment and selection process will be much shorter, minimizing the waiting time of the candidates. By automating the various repetitive steps and streamlining communication, the chances of not losing the best candidates are minimal. Candidates can get "guest" access to the software to download and sign the job offer. [11].

Understanding the Revolution of AI in Recruitment

Advanced technologies are used in recruitment to speed up and optimise the employment process. Using AI in recruitment continues to grow exponentially due to its many **advantages**.

- Firstly, it significantly improves efficiency and speed. It allows HR teams to process applications faster and quickly identify the best candidates.

- Secondly, AI-driven algorithms can intelligently match candidates to job roles based on their qualifications, experience, and skills. This results in better candidate sourcing and selection.

- It can automate repetitive tasks like resume screening and initial candidate assessment. This enables AI-powered Applicant Tracking Systems (ATS) to streamline recruitment. HR professionals can now allocate their time to more strategic talent acquisition aspects.

- AI has access to vast databases of candidate profiles and job requirements. This enables AI in recruitment and selection to identify potential matches accurately. Recruiters save time on manual candidate finding and shortlisting. By offering data-driven insights AI report generation holds immense potential to revolutionize recruitment and selection processes.

- Finally, by employing objective criteria instead of subjective judgements, AI can eliminate hiring prejudice. AI systems can minimise unconscious prejudices caused by names, gender, and education. They do so by analysing candidate data entirely based on qualifications and performance indicators. This ensures fair and unbiased application assessment.

Companies using AI-powered recruitment software tools have reported remarkable improvements in recruitment efficiency. These include significant reductions in time-to-fill positions and cost-per-hire [6].

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The emergence of AI-driven recruitment processes presents a promising solution to the challenges faced in this domain. These processes offer the potential for increased efficiency, scalability, and fairness. In anticipation of forthcoming developments, it is crucial for organisations to effectively incorporate artificial intelligence (AI) into their recruitment strategies. This integration should go beyond mere automation and instead position AI as a strategic collaborator capable of augmenting human judgement and intuition. The integration of human and machine capabilities in the hiring process not only enhances efficiency but also maintains the alignment of talent acquisition with an organization's core principles and long-term objectives.

Companies need to focus on the job search methods chosen by the majority of the working population. At this moment, most professionals belong to Generation Y, who are looking for opportunities on the Internet using digital communications [12]. Therefore, the use of digital technologies by employers is becoming a crucial factor in recruitment. Companies need to monitor and implement more and more new technologies to win the war for talents.

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