CHAPTER: 09

EFFICACY OF DIGITAL VS. CONVENTIONAL RECRUITMENT: A PERFORMANCE-BASED ANALYSIS OF REACH, VELOCITY AND COST EFFICIENCY IN THE IT INDUSTRY

Dr. HIRAL DHAL
Associate Professor, Silver Oak Institute of Business Management,
Silver Oak University, Ahmedabad

Ch.Id:-NSP/EB/ RT21STCMTOCC/2025/CH-09

ABSTRACT

This study conducts a comparative analysis of the efficacy of conventional and digital recruitment methodologies within the information technology sector. It delves into how specific demographic factors, including age, gender, educational qualifications, and professional tenure, shape individuals' inclinations toward these distinct recruitment channels. The research rigorously evaluates the influence of e-recruitment on key performance indicators like organizational reach, hiring velocity, and cost efficiency. It also systematically identifies the core strengths and limitations inherent in each recruitment paradigm.

Employing a quantitative research design, data was systematically collected via questionnaires and subsequently processed using SPSS. The findings reveal a pronounced trend toward digital recruitment across a broad spectrum of demographic cohorts. However, the study also highlights that conventional methods retain a degree of relevance and strategic value. In essence, the IT industry is navigating a significant shift toward digital talent acquisition, underscoring the critical need for a nuanced understanding and a balanced integration of both recruitment strategies to optimize human resource outcomes.

Keywords: *Digital Recruitment, Conventional Recruitment, IT Sector, Demographic Factors.*

INTRODUCTION

Jovanovic (2004) conceptualizes recruitment as a systematic process to acquire qualified personnel, comprising four key phases: attraction, screening, selection, and onboarding. Strategically,

this process can involve cultivating a strong employer brand and a compelling employee value proposition. The core stages of this framework include:

- Job analysis and person specification development.
- Sourcing candidates through diverse channels like networks, advertisements, and specialized search methods.
- Screening applicants via assessments to match their qualifications with job requirements.
- Interviewing to evaluate a candidate's motivation and cultural fit.
- Extending job offers and integrating new hires into the organization.

Organizations are placing an increasing emphasis on attracting and retaining talent, with 83% of companies citing it as a top priority. This concern is particularly acute in larger companies, with 95.5% highlighting it as a major focus (IOMA, 2006). Key trends shaping this landscape include technological advancements, competency-based selection, labor shortages, internationalization, and the growing recognition of emotional intelligence (Lievens, Van Dam, and Anderson, 2002).

Organizational decision-making related to recruitment is largely centralized at the headquarters level (Hearty and Morley, 1998). A significant number of organizations (over 40%) see recruitment responsibilities shared between HR and line management, while line management alone handles it in another 23% of cases.

Recruitment and selection are viewed as a systematic, multi-stage process for identifying and hiring suitable candidates, guided by established organizational policies (Harrison and Kessel, 2014). This process is typically managed by HR departments, especially in larger and multinational corporations. The importance of this process is underscored by its direct link to an organization's ability to hire competent personnel. Effective recruitment is seen as a safeguard against negative consequences such as reduced productivity, elevated recruitment and training costs, performance risks, and client loss (Gusdorf, 2008).

In the context of leadership, chief executives are subject to annual performance reviews conducted by a Commissioner or Deputy, without the use of a review panel (Te Kawa Mataaho).

In developing countries, conventional recruitment methods like newspaper advertisements are still widely used to expand the reach of job postings (Ready, 2020). The high rates of graduate unemployment in these regions often result in a large volume of applications received through these conventional channels. Organizations, therefore, place a strong emphasis on careful recruitment to ensure they hire the most suitable candidates (Compton, 2009).

LITERATURE REVIEW

Conventional Recruitment

Barber ([Reference omitted for brevity]) establishes a foundational framework for recruitment, combining organizational strategies with applicant psychology. An analysis of conventional methods, including print advertisements, employee referrals, and walk-in applications, reveals their impact on how candidates perceive the organization. Message realism, source credibility, and recruiter behavior are identified as critical factors, positioning this work as a key theoretical resource in recruitment research.

The authors of Research on Employee Recruitment: The review suggests that employee referrals produce better results in terms of employee retention and job fit, while print advertising is less effective. A process-oriented recruitment model is proposed, and gaps in research are noted, particularly the limited number of studies linking recruitment practices to long-term performance outcomes.

The authors of Recruitment and Selection Process in IT industries – A Case Study argue that Indian industries, previously characterized by monopolies, are experiencing increased competition due to the entry of multinational corporations into the Indian market. This has significantly benefited Indian consumers, who previously had limited options and were forced to accept inferior products at high prices.

Sharma & Goyal (2010) examine the continued use of conventional recruitment strategies, such as campus placements and job fairs, by IT firms in India. They argue that a mismatch exists between available talent and employer expectations, and that these methods often lead to skill discrepancies. The authors suggest that the failure to align recruitment practices with rapidly changing technological demands results in reduced productivity and higher employee turnover.

Usmani (2020), in A Qualitative, Quantitative, and Experimental View on Physical Attractiveness and Social Desirability in the Workplace Recruitment and Selection Process, concluded that physical appearance does not influence the hiring process. This review of three studies (qualitative, quantitative, and experimental) on hiring and selection in the workplace indicates that appearance, confidence, communication skills, and clarity of thought are more influential.

Schel Ahmed & Roger G. Schroeder (2002), A Study On Recruitment & Selection Process In Manufacturing & Service Sector's, suggest that employee behavior is crucial for the success of total quality management. The empirical research in this study demonstrates that quality management has a positive effect on competitiveness. Management should, therefore, prioritize the behavior of potential employees. M. Susan Taylor & Thomas J. Bergman (1978), in the same study, used a correlational design and field setting to assess applicant reactions to a five-stage recruitment program.

The primary data reveals that perceived job offer comparability, applicant work experience, and labor market opportunities significantly affect applicant reactions.

DIGITAL RECRUITMENT

A critical priority for modern organizations is the attraction and retention of talent, with a significant majority of companies, and nearly all larger ones, identifying it as a key focus (IOMA, 2006). This strategic imperative is shaped by several influential trends, including technological advancements, the rise of competency-based selection, ongoing labor shortages, increasing internationalization, and a greater appreciation for emotional intelligence (Lievens, Van Dam, and Anderson, 2002).

Organizational recruitment decisions are often centralized at the corporate headquarters (Hearty and Morley, 1998). A collaborative approach is common, with over 40% of organizations sharing recruitment responsibilities between Human Resources (HR) and line management. In a smaller but still significant number of cases, line management handles recruitment independently (23%).

The processes of recruitment and selection are conceptualized as a systematic, multi-stage procedure guided by organizational policies to identify and onboard qualified candidates (Harrison and Kessel, 2014). This function is predominantly managed by HR departments, especially within large and multinational firms. The significance of an effective recruitment strategy is paramount, as it directly impacts an organization's ability to secure competent staff. Conversely, a flawed process can lead to detrimental outcomes, including diminished productivity, higher costs, performance risks, and potential client attrition (Gusdorf, 2008).

In the specific context of leadership evaluation, chief executives are subject to annual performance reviews conducted by a Commissioner or Deputy, without the involvement of a review panel (Te Kawa Mataaho).

In developing nations, conventional recruitment methods like newspaper advertisements remain prevalent to ensure broad outreach for job openings (Ready, 2020). High rates of graduate unemployment in these regions often lead to a large pool of applicants from these conventional channels, making careful and deliberate recruitment essential for organizations to secure the most suitable talent (Compton, 2009).

Digital Recruitment in Other Sectors

In the realm of modern tourism, the advent of digital transformation presents a significant hurdle for businesses. This challenge underscores the critical link between sustainability, digitization, and human resources management (HRM). A sustainable approach to HRM values employees beyond

their immediate role, recognizing their broader impact on their commitments and skill sets. This perspective also acknowledges the influence of work on the wider ecological and social environment, including their family and community.

Meanwhile, digital recruitment has revolutionized candidate screening, leading to more efficient processes and a higher caliber of hires. By leveraging data analytics and assessment tools, organizations can pinpoint candidates whose skills, competencies, and cultural alignment best match their needs. Online platforms and tools also accelerate the recruitment process, a particularly critical advantage in the healthcare sector where swift hiring is essential for uninterrupted patient care. Furthermore, user-friendly digital recruitment platforms simplify the job application process for candidates.

A study in the Journal of Health Informatics explored the use of digital recruitment platforms in healthcare, particularly during the COVID-19 pandemic. The research highlighted the application of tools like AI-driven screening, remote assessments, and mobile job alerts. The findings suggest that although these digital tools enhance speed and accessibility, challenges remain in preserving candidate quality and ensuring regulatory compliance, especially for licensed positions.

Digital Recruitment in the IT Sector

Research in the domain of talent acquisition has increasingly focused on the transformative impact of digital tools and artificial intelligence (AI). Bhatia and Sinha (2021) highlighted the significant role of AI-driven automation, specifically Applicant Tracking Systems (ATS) and Chatbots, in streamlining recruitment processes. Their findings suggest that these technologies enhance efficiency and shorten hiring cycles by alleviating administrative burdens, thereby enabling human resources (HR) professionals to engage in more strategic initiatives.

Adding to this perspective, Gupta and Sharma (2020) investigated AI's capacity to address unconscious bias in hiring. Their study posits that AI-based hiring systems, when developed with diverse datasets, can promote equitable and skill-based candidate selection. A critical caveat, however, is the risk of perpetuating discrimination if the underlying training data is inherently biased.

Within the context of Indian IT firms, the shift toward digital recruitment is particularly evident. The use of job portals, AI-based screening, and online assessments has been shown to improve recruitment efficiency. This approach not only expands the pool of potential candidates and accelerates the hiring timeline but also aligns with the technological preferences of the millennial workforce.

Further emphasizing this transformation, Deshpande and Nagendra (2019) detailed the advantages of e-recruitment platforms and ATS in the IT sector. They noted that automation provides benefits such as increased speed, scalability, and improved candidate management. However, they

also cautioned against the potential drawbacks, including a reduction in personal interaction and an over-reliance on algorithmic decision-making.

Objectives:

1. To examine the influence of key demographic variables—such as age, gender, educational background, and professional experience—on the preferences for conventional and e-recruitment methodologies.
2. To evaluate the comparative efficacy of e-recruitment against conventional recruitment channels, focusing on metrics of candidate reach, time-to-hire, and cost-effectiveness.
3. To identify the advantages and disadvantages of integrating both conventional and e-recruitment strategies within the IT sector, taking into account the expectations of job candidates and the strategic goals of organizations.

Research Design:

- Research Type: Descriptive research aims to provide an accurate portrayal of a population, situation, or phenomena. Descriptive research can employ various research methods to analyze single or multiple variables.
- Data collection Tools: Questionnaires
- Data collection Techniques: Interviews
- Statistical tools used: SPSS is used to analyze the data and produce specific outcomes.
- Sampling Population: Recruiter / HR Professionals
- Sampling Method Random Sampling: This method ensures that every member of the population has an equal chance of being included in the sample. Sample Size: 50

Data Collection Method:

Primary Source: Data was collected through a Google Forms questionnaire. Secondary Source: Information was gathered from publications, articles, and research papers.

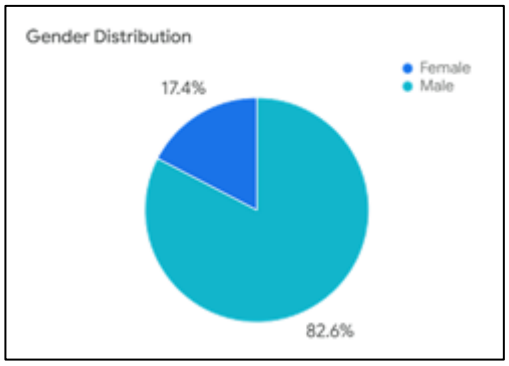
Limitations of the Study:

1. The authenticity of comments was difficult to verify.
2. The study is limited to Ahmedabad, focusing on HR professionals and job seekers.

RESULT AND DISCUSSION

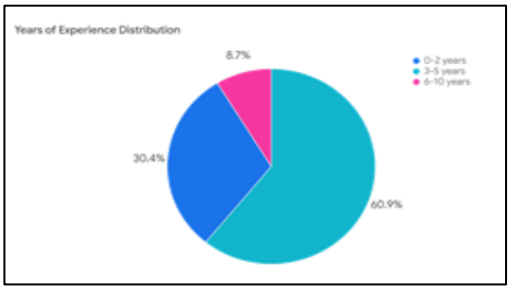
Demographic analysis:

Gender:



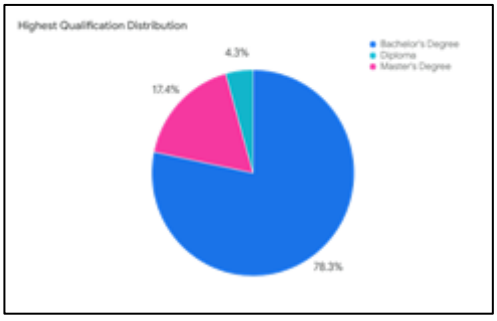
- **Gender Distribution:** The gender distribution pie chart shows a clear dominance of males (82.6%) compared to females (17.4%). This indicates a significant gender imbalance in the sample, with a considerably higher representation of male participants.

Work Experience:



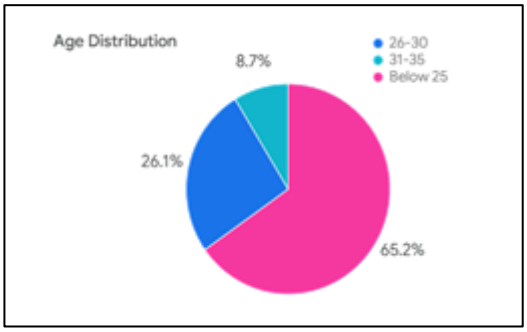
- **Years of Experience Distribution:** The years of experience pie chart indicates that the majority of participants have 3-5 years of experience (60.9%). Participants with 0-2 years of experience make up 30.4%, and those with 6-10 years of experience comprise 8.7%. This suggests that the sample mainly consists of individuals with a moderate level of work experience, with fewer individuals having either limited or extensive experience.

Education:



- **Highest Qualification Distribution:** The highest qualification pie chart demonstrates that most participants hold a Bachelor's Degree (78.3%). Master's Degree holders represent 17.4%, and Diploma holders account for 4.3%. This suggests that the majority of participants have a university degree, while a smaller proportion has pursued postgraduate degrees or diplomas.

Age:



- **Age Distribution:** The age distribution pie chart shows that the majority of participants are below 25 years old (65.2%). The 26-30 age group represents 26.1%, and the 31-35 age group comprises only 8.7%. This indicates that the sample is primarily composed of young individuals, with a decreasing representation in older age groups.

Findings:

Overall Recruitment Method Preferences:

- Digital methods are strongly preferred (18 out of 23 responses).
- Conventional methods are less preferred (4 out of 23 responses).

Demographic Preferences:

Gender:

- Male: Exhibit a strong preference for digital methods (15 vs. 3 for conventional).
- Female: Also favor digital methods, though the preference is less pronounced (3 vs. 1 for conventional).

Age:

- Below 25: Display a strong preference for digital methods (12 vs. 3 for conventional).
- 26-30: Mainly prefer digital methods, with a small number preferring conventional methods.
- 31-35: Exclusively prefer digital methods.

Highest Qualification:

- Bachelor's Degree: Demonstrate a strong preference for digital methods (13 vs. 4 for conventional).
- Master's Degree: Show a preference for digital methods.
- Diploma: Express a sole preference for digital methods.

Years of Experience:

- 0-2 years: Prefer digital methods (6 vs. 1 for conventional).
- 3-5 years: Indicate a strong preference for digital methods (10 vs. 3 for conventional).
- 6-10 years: Show an exclusive preference for digital methods.

Key Insights for Research Paper:

- Digital recruitment methods are generally preferred across all demographic categories.
- The preference for digital methods is particularly evident among younger participants (below 25 years).
- Participants with a Bachelor's degree show a strong inclination towards digital recruitment methods.
- The preference for digital methods tends to increase with greater work experience.

CONCLUSION

Digital recruitment methods are highly favored across various demographic groups, including both genders, most age brackets, individuals with Bachelor's and Master's degrees, and those with varying levels of experience. This indicates a significant shift toward online platforms for recruitment in the IT sector.

Younger individuals (below 25 years) exhibit the strongest preference for digital recruitment methods, highlighting the impact of technology and familiarity with the internet on recruitment preferences among this demographic.

While digital methods are generally preferred, conventional recruitment methods still have some relevance, especially among individuals with Bachelor's degrees and those with 3-5 years of experience. This suggests that conventional methods continue to play a supplementary role in certain segments of the IT workforce.

The findings suggest that the preference for digital recruitment methods strengthens with increasing professional experience (6-10 years). This implies that experienced professionals may value the efficiency and broader reach offered by online recruitment platforms.

In summary, the data reveals a clear trend toward digital recruitment methods in the IT sector, although conventional methods are still used to some extent in specific situations.

REFERENCES

1. *Absolutely! Here's your complete APA-formatted and alphabetically ordered reference list with numbering — perfect for easy reading or citation reference:*
2. *Abd Manaf, L., Samah, M. A. A., & Zukki, N. I. M. (2009). Solid waste management: Malaysian perspective. Waste Management, 29(11), 2902–2906. https://doi.org/10.1016/j.wasman.2008.07.015*
3. *Adewoye, J. O. (2012). The impact of Information Technology (IT) on Human Resource Management (HRM): Case study of banks in Nigeria. European Journal of Business and Management, 4(6), 2–4. https://www.iiste.org/Journals/index.php/EJBM/article/view/1810*
4. *Ahmed, S., & Schroeder, R. G. (2002). The importance of recruitment and selection process for the sustainability of Total Quality Management. International Journal of Quality & Reliability Management, 19(5), 540–550. https://doi.org/10.1108/02656710210427511*
5. *Ahmed, U., Kausar, A. R., & Sahi, A. A. (2019). E-recruitment transforming the dimensions of online job seeking: A study in Indian context. International Journal of Management, 10(4), 97–108. https://www.iaeme.com/MasterAdmin/uploadfolder/IJM_10_4_010/IJM_10_4_010.pdf*
6. *AI in recruitment: Applications and ethical challenges in IT hiring. (n.d.). ResearchGate. https://www.researchgate.net/publication/367974717_AI_in_Recruitment_Applications_and_Ethical_Challenges_in_IT_Hiring*
7. *Álvarez, G. (2012). New technologies in the university context: The use of blogs for developing students' reading and writing skills. International Journal of Educational Technology in Higher Education, 9(2). https://doi.org/10.7238/rusc.v9i2.1248*
8. *Armstrong, M. (2009). Armstrong's handbook of human resource management practice (11th ed.). London: Kogan Page. https://www.koganpage.com/product/armstrongs-handbook-of-human-resource-management-practice-9780749452421*
9. *Bogićević Milkić, B. (2021). Uvod u menadžment ljudskih resursa. University of Belgrade. https://www.ekof.bg.ac.rs/eng/about-us/publications/*
10. *Borikar, H., & Sheth, K. N. (2016). Need for legal framework on managerial stress management at workplace. Journal of Information, Knowledge and Research in Business Management and Administration.*
11. *Borikar, H., & Sheth, K. N. (2016). Stress and human body system reaction – A review. International Multidisciplinary Research Journal.*

12. *Borikar, H., Bhatt, V., & Vora, H. (2022). Investigating the mediating role of perceived culture, role ambiguity, and workload on workplace stress with moderating role of education in a financial services organization. Journal of Positive School of Psychology, 6(6), 9233–9246.*

13. *Borikar, M. H., & Bhatt, V. (2020). Measuring impact of factors influencing workplace stress with respect to financial services. Alochana Chakra Journal, 9(6), 1122.*

14. *Costa, L. A. M. (2021). PSECO-IM: An approach for incident management to support governance in proprietary software ecosystems (Master's thesis). https://www.researchgate.net/publication/361092236*

15. *Davis, K. (2019). Data privacy in online recruitment. Data Security Journal, 24(3), 89–104.*

16. *De Groen, W. P., Lenaerts, K., Bosc, R., & Paquier, F. (2017). Impact of digitalization and the on-demand economy on labour markets and the consequences for employment and industrial relations. European Economic and Social Committee. https://www.eesc.europa.eu/en/our-work/publications-other-work/publications/impact-digitalization-and-demand-economy-labour-markets*

17. *Dessler, G. (2007). Osnovi menadžmenta ljudskih resursa. Beograd: Data Status.*

18. *Digital tools in healthcare recruitment: Balancing urgency with quality. (n.d.). NCBI. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC10507089/*

19. *Digital transformation of recruitment in manufacturing: The rise of automation. (n.d.). ResearchGate. https://www.researchgate.net/publication/362536543_Digital_transformation_in_manufacturing_industry_-_A_comprehensive_insight*

20. *Digitalization in recruitment: A study of e-recruitment practices in the Indian IT industry. (n.d.). ResearchGate. https://www.researchgate.net/publication/382015193_The_Digital_Transformation_in_Recruitment_Exploring_the_Effect_and_Challenges_of_Online_Recruitment*

21. *Furlonger, J. (1997). European IT staff retention: Why people leave, and what to do. Gartner Group Research Note, December 24, 1–3.*

22. *Garg, R., & Gupta, M. (2020). Artificial intelligence in recruitment: The future of talent acquisition. HR Tech Journal, 7(4), 55–73.*

23. *Hair, J. F. (2007). Research methods for business: A skill-building approach (7th ed.). Hoboken, NJ: John Wiley & Sons Ltd. https://www.wiley.com/en-us/Research+Methods+For+Business%3A+A+Skill+Building+Approach%2C+7th+Edition-p-9781119387472*

24. *Harrison, R., & Kessels, J. (2014). Human resource development in a knowledge economy: An organisational view. New York: MacMillan.*

https://www.macmillanlearning.com/college/us/product/Human-Resource-Development-in-a-Knowledge-Economy/p/0335217662

25. *Herzberg, F. (1974). The wise old Turk. Harvard Business Review, September–October, 70–80. https://hbr.org/1974/09/the-wise-old-turk*
26. *Jovanovic, B. (2004). Selection and the evolution of industry. Econometrica, 50(3), 649–670. https://www.jstor.org/stable/1912619*
27. *Kapse, A. S., Patil, V. S., & Patil, N. V. (2012). E-Recruitment. International Journal of Engineering and Advanced Technology (IJEAT), 1(4). https://www.ijeat.org/wp-content/uploads/papers/v1i4/D1067061412.pdf*
28. *Lee, I. (2005). The evolution of e-recruiting: A content analysis of Fortune 100 career web sites. Journal of Electronic Commerce in Organizations, 3(3), 57–68. https://doi.org/10.4018/jeco.2005070104*
29. *Mathis, R. B., & Jackson, J. H. (2018). Human resource management (10th ed.). Singapore: Thomson Asia. https://www.cengage.com/c/human-resource-management-15e-mathis/*
30. *Recruiting employees: Individual and organizational perspectives. (n.d.). SAGE Knowledge. https://sk.sagepub.com/books/recruiting-employees*
31. *Recruitment technologies in fintech and traditional banking. (n.d.). ResearchGate. https://www.researchgate.net/publication/382680664_Disruption_of_traditional_banking_by_fintech_A_review_and_financial_analysis*
32. *Research on employee recruitment: So many studies, so many remaining questions. (n.d.). Journal of Management, 26(3), 405–434. https://journals.sagepub.com/doi/10.1177/014920630002600303*
33. *Sarkar, A., & Kar, S. K. (2007). Effective recruitment and selection. HRM Review, 7(1), 33–42.*
34. *Sharma, P., & Gupta, R. (2019). Technological challenges in e-recruitment in India. Journal of Indian Business Studies, 33(2), 78–90.*
35. *Sharma, R., & Singh, A. (2021). AI and bias in recruitment: Ethical challenges and solutions. International Journal of Technology and Management, 18(2), 72–88.*
36. *Talwar, R., & Agarwal, P. (2022). Effectiveness of AI tools with respect to recruitment and selection*
37. *process. Global Journal of Enterprise Information System, 14(4), 15–24. https://doi.org/10.18311/gjeis/2022/695*
38. *37. Te Kawa Mataaho Public Service Commission. (2013). A centenary celebration of New Zealand's State Services Commission. Government of New Zealand. https://www.publicservice.govt.nz/assets/Legacy/resources/Centenary-Booklet.pdf*