

A Study on Digital Recruitment Process and Employee Satisfaction

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Abstract - Digital recruitment has transformed traditional hiring practices by integrating online platforms, automated screening tools, and virtual communication technologies. This study examines the effectiveness of the digital recruitment process and its influence on employee satisfaction at MSQUARE. A descriptive research design with a mixed-method approach was adopted. Primary data were collected through structured questionnaires from 150 employees selected using simple random sampling, while secondary data were gathered from journals, reports, and organizational documents. Statistical tools such as percentage analysis, chi-square test, and regression analysis were applied to evaluate relationships between recruitment factors and satisfaction levels. The findings indicate that communication quality, fairness, ease of use of digital platforms, transparency, and timely feedback significantly affect employee satisfaction. Although digital recruitment enhances efficiency, speed, and accessibility, challenges such as reduced personal interaction and technical issues remain. The study concludes that organizations should combine technological efficiency with human engagement to improve recruitment outcomes and long-term employee commitment.

Key Words: Digital Recruitment, E-Recruitment, Employee Satisfaction, Human Resource Management, Online Hiring, Recruitment Technology

1. INTRODUCTION

The recruitment function has undergone significant transformation due to rapid technological advancements. Traditional hiring methods involving paper-based applications and face-to-face interviews are increasingly being replaced by digital recruitment systems. Digital recruitment, also known as e-recruitment, utilizes online job portals, social media platforms, applicant tracking systems (ATS), and artificial intelligence tools to attract, screen, and select candidates.

Organizations adopt digital recruitment to reduce hiring costs, shorten recruitment cycles, and access a wider talent pool. It also enhances transparency, standardization, and convenience for both employers and applicants. However, the success of digital recruitment depends not only on efficiency but also on the experience of candidates and employees who undergo the process.

Employee satisfaction with recruitment procedures is crucial because it influences organizational commitment, productivity, and retention. A positive hiring experience builds trust and engagement, whereas negative experiences may reduce morale and performance. Therefore, evaluating the effectiveness of digital recruitment from the employee perspective is essential.

This study focuses on MSQUARE, analyzing how digital recruitment practices influence employee satisfaction and identifying key factors that contribute to a successful hiring experience.

OBJECTIVES OF THE STUDY

The following objectives are established to provide a clear and structured framework for this research:

- To analyze the digital recruitment process implemented by MSQUARE, including the specific tools, platforms, and methodologies used at each stage, from candidate sourcing and application to assessment, interviewing, and final selection.
- To examine the impact of the digital recruitment process on employee satisfaction, exploring how newly hired employees perceive their recruitment experience and how these perceptions relate to their subsequent engagement, commitment, and overall satisfaction with the organization.
- To identify the specific factors within the digital recruitment process that most significantly influence employee perceptions and satisfaction, such as communication quality, process transparency, perceived fairness of assessments, and the overall sense of personalization.

- To assess the role of technology and automation in shaping recruitment outcomes, investigating both the positive contributions (efficiency, objectivity) and potential drawbacks (impersonality, candidate frustration) from the employee perspective.
- To suggest evidence-based improvements for enhancing both recruitment efficiency and employee satisfaction at MSQUARE, providing actionable recommendations for refining the digital recruitment strategy and implementation.

2. LITERATURE REVIEW

Previous research highlights that digital recruitment improves organizational efficiency and expands candidate reach. Studies indicate that online recruitment platforms reduce administrative workload and enable faster decision-making. Artificial intelligence and automated screening tools further enhance accuracy by filtering candidates based on predefined criteria.

However, several scholars emphasize potential drawbacks such as lack of personal interaction, technological barriers, and perceived impersonality. Candidate perceptions of fairness, communication, and usability significantly influence their satisfaction with digital recruitment systems.

Research also shows that employee satisfaction with the recruitment process contributes to stronger organizational commitment and lower turnover intentions. Transparent communication, timely feedback, and user-friendly platforms are consistently identified as critical success factors.

Despite extensive research on recruitment technology, limited studies focus on its direct relationship with employee satisfaction in specific organizational contexts. This study addresses this gap by examining digital recruitment practices at MSQUARE.

3. RESEARCH METHODOLOGY

Research Design

A descriptive research design was adopted to analyze the characteristics and perceptions of employees regarding digital recruitment.

Research Approach

A mixed-method approach combining quantitative and qualitative techniques was used to obtain comprehensive insights.

Data Sources

Primary Data:

Collected through structured questionnaires administered to employees who experienced the digital recruitment process.

Secondary Data:

Obtained from journals, books, company reports, and online resources.

Tools for Data Analysis

The following statistical tools were used:

- Percentage Analysis
- Chi-Square Test
- Regression Analysis

4. DATA ANALYSIS AND FINDINGS

Demographic Profile:

Most respondents belong to the 21–30 age group, followed by those between 31–40 years, indicating a young and dynamic workforce familiar with digital technologies. Most respondents are employees working at entry and middle levels across departments such as operations, HR, finance, and marketing. A significant proportion hold undergraduate or postgraduate qualifications and possess one to five years of work experience, suggesting that the sample represents digitally active and professionally engaged employees who have recently undergone modern recruitment processes.

Usage of Digital Recruitment Methods

A large proportion of respondents reported that they were recruited through fully digital or hybrid recruitment processes, including online applications, virtual interviews, and digital assessments. Most candidates interacted with applicant tracking systems, email communication, and video conferencing tools during hiring.

Respondents indicated moderate to high familiarity with digital recruitment platforms, with many having prior experience applying through online job portals and company websites. Key components frequently used during recruitment included online application forms, automated screening, virtual interviews, and electronic document submission, reflecting widespread adoption of digital hiring practices within the organization.

Perceived Benefits of Digital Recruitment

Employees reported several benefits associated with digital recruitment processes. These include convenience, time savings, wider accessibility, and faster communication compared to traditional hiring methods. Many respondents indicated that digital recruitment reduced the need for travel and allowed them to participate in interviews from remote locations.

A substantial majority agreed that digital recruitment improves efficiency, transparency, and consistency in selection procedures. Respondents also perceived that structured online assessments and standardized interviews contribute to fair and objective decision-making. Overall, the findings suggest that digital recruitment delivers significant organizational and candidate value when implemented effectively.

Challenges and Limitations

Despite the benefits, respondents identified several challenges associated with digital recruitment. Common issues include technical problems such as connectivity failures, system glitches, and difficulties uploading documents. Some candidates also reported confusion due to unclear instructions or delayed communication during the process.

Another major limitation is the lack of personal interaction, which creates a sense of impersonality and reduces opportunities to build rapport with recruiters. Additionally, candidates with limited digital skills may experience difficulty navigating online platforms. These factors can negatively influence perceptions of the recruitment experience and reduce overall satisfaction.

Employee Perception and Satisfaction

Overall satisfaction with the digital recruitment process is moderate to high, with most respondents expressing positive opinions about the efficiency and convenience of the system. Employees particularly appreciate the speed of communication, transparency of procedures, and accessibility of online platforms.

Statistical analysis indicates that factors such as communication quality, ease of use, fairness, and technical reliability significantly influence satisfaction levels. Employees value recruitment processes that combine technological efficiency with human

engagement. The findings suggest that while digital recruitment is widely accepted, maintaining personal interaction and support is essential for maximizing employee satisfaction.

5. SUGGESTIONS

- 1. Improve Communication and Feedback:** Provide timely updates, clear information, and feedback mechanisms to keep candidates informed and enhance trust.
- 2. Enhance Digital Platform Quality:** Reduce technical issues, improve user interface, and offer guidance to candidates unfamiliar with digital tools.
- 3. Increasing Human Interaction:** Include live discussions and HR engagement to reduce impersonality and balance automation with human touch.
- 4. Reduce Recruitment Cycle Time:** Streamline processes to speed up hiring decisions and improve efficiency and candidate satisfaction.
- 5. Ensure Fairness and Transparency:** Maintain unbiased evaluation and use advanced digital tools to ensure accurate and transparent selection.

6. CONCLUSIONS

Digital recruitment has become an essential component of modern human resource management. The study concludes that digital recruitment practices at MSQUARE positively influence employee satisfaction by improving efficiency, accessibility, and transparency. Key factors contributing to satisfaction include clear communication, fairness, ease of use, and timely feedback.

Nevertheless, organizations must address challenges such as limited personal interaction and technical difficulties. Integrating human elements into digital systems will ensure a balanced and effective recruitment process. Future research may explore the long-term impact of digital recruitment on employee performance and retention.

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