



To cite this article: Yogita Ghatol (2026). AN ASSESSMENT OF RECRUITMENT AND SELECTION TRENDS USING SECONDARY HRM DATA, International Journal of Research in Commerce and Management Studies (IJRCMS) 8 (1): 313-321 Article No. 25

## AN ASSESSMENT OF RECRUITMENT AND SELECTION TRENDS USING SECONDARY HRM DATA

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DOI: <https://doi.org/10.38193/IJRCMS.2026.SP8125>

### ABSTRACT

This research paper offers a comprehensive evaluation of contemporary recruitment and selection trends by utilizing secondary HRM data sourced from industry reports, academic research, organizational databases, and global employment surveys. The objective of the study is to comprehend how fundamental hiring practices have evolved in response to advancements in technology, changing labor market conditions, and shifting expectations within organizations. The secondary data reveals a notable shift towards digital recruitment strategies, with companies increasingly depending on online job portals, social media channels, and AI-driven screening tools to optimize candidate sourcing and shortlisting. Furthermore, there has been a rise in the use of data-informed selection methods, such as psychometric evaluations, competency mapping, and predictive hiring analytics, aimed at improving decision-making precision and minimizing bias. The analysis also underscores an increasing emphasis on employer branding, diversity-focused hiring, and candidate experience as critical components of contemporary recruitment strategies. Virtual interviews, remote onboarding, and hybrid hiring models have become prevalent practices, particularly shaped by changes in the workforce following the pandemic. The study concludes that organizations are transitioning from conventional qualification-based selection methods to more comprehensive approaches that prioritize skills, cultural alignment, and long-term potential. In summary, the secondary data indicates that recruitment and selection processes are evolving to be more strategic, technology-driven, and aligned with the sustainability objectives of organizations. The findings enhance the overall understanding of HRM trends and offer valuable insights for organizations aiming to improve their talent acquisition strategies.

**KEYWORDS:** Recruitment trends, selection practices, HRM, digital recruitment, talent acquisition, AI-assisted hiring, employer branding, competency-based selection, workforce analytics

### 1. INTRODUCTION

Recruitment and selection are essential elements of Human Resource Management (HRM) that significantly influence an organization's ability to attract, evaluate, and retain a skilled workforce. As



organizations operate in an increasingly competitive and technologically advanced environment, recruitment practices have undergone considerable transformation. Traditional methods such as newspaper advertisements, manual resume screening, and face-to-face interviews are gradually being replaced or supported by digital platforms, automated recruitment tools, and data-driven decision-making systems. These developments reflect broader changes in labor market demands, evolving workforce expectations, and organizational strategies aimed at improving efficiency, reducing hiring bias, and enhancing the overall candidate experience.

Analyzing recruitment and selection trends through secondary data provides valuable insights into how these practices have evolved and how organizations are adapting to emerging challenges. Evidence from global HRM reports, academic studies, industry surveys, and organizational databases highlights a growing reliance on technology-enabled hiring, stronger focus on employer branding, and the increasing use of analytics in talent acquisition processes. Moreover, the rise of remote work and hybrid employment models has reshaped job roles and created a greater need for flexible and competency-based selection approaches. This study therefore seeks to evaluate these developments by synthesizing existing evidence to understand current trends, challenges, and implications for HRM. By examining secondary data sources, the research aims to present a comprehensive overview of modern recruitment and selection practices and provide useful insights for organizational decision-makers and researchers.

#### **LITERATURE REVIEW: -**

Recruitment and selection processes have undergone significant changes as organizations adapt to technological innovations, shifts in the global workforce, and the rising need for strategic talent acquisition. Initial studies focused on conventional hiring methods such as structured interviews, job postings, and the validity of tests. In contrast, modern research underscores how digitalization and analytics have transformed these essential HRM functions.

Breaugh (2017) points out that online job advertisements, recruitment media, and employer career websites have broadened the reach of applicants and enhanced the quality of candidates, indicating a departure from traditional sourcing techniques. A prominent trend in recent literature is the incorporation of technology into hiring practices.

Stone et al. (2015) contend that innovations like applicant tracking systems (ATS), automated shortlisting tools, and online assessments have significantly boosted recruitment efficiency, while also raising concerns about fairness and transparency.

Nikolaou (2021) further highlights those digital platforms—such as social media, professional



networking sites, and AI-driven tools—have become integral to sourcing and assessing candidates in contemporary HRM. The role of AI and automation in selection processes is becoming increasingly important.

Upadhyay and Khandelwal (2018) describe how AI-enabled screening, predictive analytics, and chatbots expedite decision-making and improve matching precision. Nonetheless, issues regarding algorithmic bias and fairness remain a concern.

A systematic review conducted by Köchling and Wehner (2020) indicates that algorithmic decision-making systems may inadvertently perpetuate historical discrimination unless they are thoroughly audited and monitored. Another expanding field of study pertains to virtual hiring techniques. The COVID-19 pandemic hastened the implementation of video interviews, virtual assessment centers, and remote onboarding processes.

Langer et al. (2023) discovered that virtual interviews are now broadly accepted and can be as effective as in-person interviews, although technical difficulties and diminished interpersonal cues continue to pose challenges. Current HRM literature also underscores the growing significance of employer branding and candidate experience.

SHRM's (2023) benchmarking report indicates that organizations are making substantial investments in employer reputation, transparency, and communication to draw in high-quality candidates.

Likewise, LinkedIn (2024) states that positive candidate engagement greatly boosts acceptance rates and improves long-term employee retention. Competency-based selection frameworks have become more prominent due to their superior ability to predict job performance compared to traditional qualification-based evaluations.

Chamorro-Premuzic et al. (2016) contend that organizations are increasingly evaluating personality traits, cognitive skills, and situational responses to identify candidates with long-term potential. Workforce analytics has also emerged as a vital element of contemporary HRM.

Isson and Harriott (2016) emphasize how people analytics tools allow organizations to assess quality-of-hire, forecast turnover, and refine selection processes. In summary, the literature consistently reflects a distinct shift from manual, experience-based hiring to digital, data-driven, and competency-focused recruitment models. While technology provides considerable benefits in terms of efficiency and scale, scholars stress the ongoing necessity for ethical safeguards, validation, and human oversight to guarantee fairness and effectiveness in selection outcomes.



## **Research Methodology: -**

### **1. Research Design**

This study employs a descriptive and analytical research design that utilizes secondary data to investigate emerging trends in recruitment and selection practices. The descriptive approach aids in identifying patterns, shifts, and practices documented across various HRM studies, while the analytical aspect facilitates the comparison and interpretation of findings from diverse data sources.

### **2. Nature of the Study**

The research is qualitative in nature, bolstered by quantitative insights derived from published HR reports, workforce surveys, and global talent acquisition databases. The focus of the study is on comprehending how and why recruitment and selection methods have transformed, rather than quantifying a specific variable.

### **3. Data Sources**

The study is based solely on secondary data, sourced from the following:

- Academic journal articles from databases such as Google Scholar, ResearchGate, and JSTOR
- HRM reports released by SHRM, LinkedIn Talent Solutions, Deloitte, and McKinsey
- Government and organizational labor reports
- Books and published literature pertaining to HRM, recruitment, and selection
- Online workforce analytics platforms and digital recruitment trend reports

Only published materials from 2015 to 2024 were considered to ensure their relevance to contemporary HR practices and technological advancements.

### **4. Data Collection Method**

A systematic review approach was employed to gather pertinent documents. Keywords including recruitment trends, selection practices, AI in hiring, digital recruitment, and talent acquisition research were utilized to filter the most relevant literature. Sources were assessed for credibility, timeliness, and relevance.

### **5. Data Analysis Technique**

The analysis comprised:

- Content analysis to pinpoint recurring themes (e.g., AI tools, virtual hiring, employer branding)
- Comparative analysis to assess variations in recruitment practices across different years and industries
- Trend analysis to trace the development of hiring technologies and methodologies
- Thematic classification to organize findings into key HRM domains such as sourcing, screening,



selection, and onboarding. This qualitative analytical method offers a comprehensive understanding of recruitment and selection trends.

## **6. SCOPE AND LIMITATIONS**

### **Scope:**

- Concentrates on worldwide recruitment and selection methodologies, particularly highlighting digital transformation.
- Utilizes credible secondary sources to guarantee reliability.

### **Limitations:**

- Secondary data might possess intrinsic biases from the original authors or organizations.
  - The absence of primary data limits the capacity to evaluate challenges specific to organizations.
- Swift advancements in HR technology could lead to findings becoming obsolete rapidly.

### **Statistical Analysis:-**

The statistical analysis conducted for this study is fundamentally based on quantitative data obtained from various sources, including existing HRM reports, global workforce surveys, academic literature, and organizational datasets.

Given that the study utilizes secondary data, the focus of the analysis is on interpreting and comparing published statistics instead of producing new empirical findings.

To discern recruitment and selection trends over time, the study applied descriptive statistical methods such as percentage comparisons, frequency distributions, trend mapping, and cross-source validation. Essential numerical indicators were sourced from documents such as SHRM Talent Acquisition Reports, LinkedIn Global Talent Trends, Deloitte Human Capital Studies, and peer-reviewed HRM research.

The analysis uncovered several consistent quantitative trends. For instance, data from SHRM revealed that more than 85% of organizations currently utilize online job portals and Applicant Tracking Systems, indicating a significant digital transformation in recruitment practices. Reports from LinkedIn indicated an annual increase of 35–40% in sourcing through social media, underscoring its growing importance in talent acquisition. Likewise, statistics from Deloitte indicated that the adoption of AI-assisted screening tools has surged by nearly 50% from 2018 to 2023, reflecting a rising preference for automated shortlisting and predictive hiring analytics.

Published survey data also shed light on trends in virtual hiring. Post-pandemic statistics indicated that over 70% of companies have integrated video interviews and remote assessments as standard



procedures. Comparative statistics from various reports were examined to validate the consistency of these findings across different industries and regions.

In summary, the statistical analysis consolidates existing quantitative evidence to pinpoint prevailing trends in recruitment and selection. By juxtaposing numerical data from multiple credible sources, the study emphasizes the growing incorporation of technology, data-driven decision-making, and skills-based selection frameworks within contemporary HRM practices.

### **Statistical Findings: -**

**The statistical analysis of secondary HRM data uncovers several notable trends in modern recruitment and selection practices:**

#### **1. Digital Recruitment Dominance:**

Data from SHRM and LinkedIn reveal that 80–90% of organizations now depend on digital platforms—such as job portals, social media, and online recruitment systems—as their main sourcing channels. This indicates a distinct transition away from traditional methods like newspaper advertisements or walk-in recruitment.

#### **2. Growth of AI and Automation:**

Deloitte’s HRM analytics reports indicate that the adoption of AI-based tools for resume screening, candidate ranking, and automated communication has surged by 40–50% from 2018 to 2023. Organizations have reported a decrease in time-to-hire and enhanced screening accuracy due to these automated processes.

#### **3. Expansion of Social Media Hiring:**

LinkedIn Global Talent Trends highlights a 35% annual rise in the utilization of platforms such as LinkedIn, Facebook, and Instagram for employer branding and candidate sourcing. Recruiters have observed increased engagement and access to passive talent pools.

#### **4. Rise of Virtual Interviews and Remote Selection:**

Data collected post-pandemic shows that 70–75% of companies have adopted virtual interviews, remote assessments, or digital onboarding as standard hiring practices. This shift has led to reduced hiring costs and an expanded geographic reach.

#### **5. Shift Toward Competency-Based Selection:**

Industry research indicates that more than 60% of companies now emphasize skill-based evaluations, psychometric assessments, and competency frameworks rather than on traditional qualification-based shortlisting.

#### **6. Improved Candidate Experience Efforts:**

According to SHRM’s benchmarking report, 65% of organizations are actively investing in employer branding, candidate communication, and transparency to enhance application quality and minimize offer-dropout rates.

#### **7. Increased Use of Workforce Analytics:**



The adoption of people analytics has surged, with 50% of large organizations employing predictive hiring metrics such as quality-of-hire, turnover likelihood, and performance prediction to enhance selection outcomes.

## **RESULTS**

The examination of secondary HRM data yielded findings that distinctly illustrate a substantial evolution in recruitment and selection methodologies across organizations worldwide. The results underscore a steady transition towards technology-centric, skills-focused, and efficiency-oriented hiring frameworks.

To begin with, the findings indicate that digital recruitment has emerged as the primary hiring approach, with most organizations utilizing online job portals, social media channels, and Applicant Tracking Systems to identify and evaluate candidates. This digital transition has broadened the talent pool and facilitated quicker access to a diverse range of applicants.

Furthermore, the research indicates that AI-driven recruitment solutions have transitioned from being emerging trends to established practices. Organizations extensively employ automated resume screening, chatbot-based interactions with candidates, and predictive analytics. These findings affirm that automation not only shortens the hiring process but also enhances accuracy, despite ongoing concerns regarding algorithmic bias.

Thirdly, the findings suggest that virtual hiring techniques have established themselves as a lasting component of the recruitment landscape. The majority of organizations now implement video interviews, online assessments, and remote onboarding, which have improved flexibility and lowered operational expenses.

Furthermore, the data reveals a significant shift towards competency-based and skills-oriented selection processes. Rather than depending exclusively on degrees and prior experience, companies are increasingly assessing candidates through skill evaluations, behavioural assessments, and psychometric testing to ensure a better fit for the job and sustained performance.

Lastly, the findings indicate a growing investment in candidate experience and employer branding, highlighting the increasing awareness that effective communication and a positive hiring process enhance candidate engagement and the attractiveness of the organization. Overall, the findings affirm that recruitment and selection methodologies have transitioned from traditional, manual approaches to highly digital, analytical, and candidate-focused systems.



## CONCLUSION

This research evaluated current trends in recruitment and selection by utilizing secondary HRM data, uncovering significant shifts in how organizations attract, assess, and employ talent. The results distinctly indicate that recruitment and selection methodologies have experienced a substantial transformation, influenced by digitalization, automation, and changing workforce expectations. Organizations are increasingly depending on online platforms, social media, and Applicant Tracking Systems to broaden their sourcing capabilities and access a wider, more diverse pool of applicants.

The extensive implementation of AI and predictive analytics has improved the efficiency and impartiality of screening and selection processes; however, ethical issues related to bias and transparency necessitate ongoing scrutiny. The emergence of virtual interviews and remote assessments, hastened by post-pandemic circumstances, has also become a standard component of contemporary recruitment, providing enhanced flexibility and lower hiring expenses.

Furthermore, the transition towards competency-based and skill-focused selection techniques underscores the increasing importance placed on job-fit, performance potential, and long-term employee development. Organizations acknowledge that traditional qualification-based methods are inadequate in a dynamic and competitive talent environment. Investments in employer branding and candidate experience further emphasize the strategic significance of sustaining a positive and engaging hiring process.

In summary, the study concludes that recruitment and selection are swiftly transforming into technologically integrated, data-driven, and employee-focused practices. These emerging trends not only boost organizational efficiency but also improve the quality of talent acquisition. Future research could broaden its scope by integrating primary data or assessing the long-term effects of digital hiring tools on organizational performance.

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