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Digital Transformation of Talent Acquisition Practices in Post-Pandemic Organizations

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Abstract

The COVID-19 pandemic accelerated the adoption of digital technologies across organizational functions, particularly in human resource management and talent acquisition. Organizations increasingly relied on digital recruitment platforms, artificial intelligence (AI), applicant tracking systems (ATS), virtual interviews, and recruitment analytics to ensure business continuity while attracting and retaining skilled talent. This study examines the impact of digital transformation on talent acquisition practices in post-pandemic organizations. A quantitative survey research design was employed, and primary data were collected from 50 HR professionals and talent acquisition practitioners using a structured questionnaire. The collected data were analyzed using descriptive statistics, reliability analysis, correlation, and regression techniques. The findings indicate that digital recruitment technologies have significantly enhanced recruitment efficiency, candidate experience, hiring quality, and overall talent acquisition effectiveness. However, challenges remain regarding employee training and organizational readiness for the successful implementation of advanced digital recruitment technologies. The study provides practical recommendations for HR managers and organizational leaders to strengthen digital talent acquisition strategies and improve organizational competitiveness in the evolving digital workplace.

Keywords: Digital Transformation, Talent Acquisition, Digital Recruitment, Artificial Intelligence, Applicant Tracking System, Virtual Recruitment, Human Resource Management,

1. Introduction

The rapid advancement of digital technologies has transformed organizational operations worldwide, with human resource management (HRM) experiencing significant changes in recent years. The COVID-19 pandemic accelerated the adoption of digital technologies as organizations shifted to remote work, virtual collaboration, and technology-enabled business processes. One of the most affected HR functions was talent acquisition, where organizations increasingly relied on digital recruitment platforms, artificial intelligence (AI), Applicant Tracking Systems (ATS), virtual interviews, recruitment analytics, and social media recruitment to attract and select qualified candidates. Traditional recruitment methods involving face-to-face interviews, paper-based applications, and manual screening became less practical during the pandemic due to travel restrictions and social distancing measures. Consequently, organizations adopted digital



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recruitment solutions to ensure business continuity while maintaining recruitment efficiency. These technologies not only reduced recruitment time and costs but also enhanced candidate engagement, improved communication, and enabled data-driven hiring decisions.

In the post-pandemic era, digital transformation has become a strategic priority rather than a temporary response to the health crisis. Organizations are investing in advanced recruitment technologies to improve hiring quality, enhance employer branding, and build a competitive workforce. AI-powered recruitment tools, online assessment platforms, virtual interviews, and recruitment analytics are increasingly supporting HR professionals in identifying suitable candidates more efficiently and objectively.

Despite the widespread adoption of digital recruitment technologies, many organizations continue to face challenges such as technological readiness, employee training, cybersecurity concerns, resistance to change, and maintaining a positive candidate experience. Furthermore, limited empirical evidence exists regarding the effectiveness of digital talent acquisition practices in post-pandemic organizations, particularly from the perspective of HR professionals.

This study aims to examine the adoption of digital recruitment technologies and evaluate their influence on talent acquisition effectiveness in post-pandemic organizations. Specifically, the research investigates digital recruitment adoption, AI and virtual recruitment, candidate experience, organizational readiness, and overall talent acquisition effectiveness. The findings are expected to provide valuable insights for HR practitioners, organizational leaders, and policymakers seeking to develop effective digital talent acquisition strategies in an increasingly competitive and technology-driven business environment.

The global economy has contracted significantly due to the COVID-19 pandemic. During the second quarter of 2020, the U.S. economy dropped 35% compared to the same period of time last year (Reinicke, 2020), and the Eurozone economy decreased by 12.1% on average compared to the first quarter of the year. Spain experienced the largest drop at 18.5% (Amaro, 2020). These financial hardships are affecting talent management in significant ways. First, many companies have implemented hiring freezes and layoffs. For example, as of the end of March 2020, 42% of companies in the United States and Canada froze or reduced hiring, while another 28% were considering doing so (Willis Towers Watson, 2020). In the United States, the leisure and hospitality industry lost 7.7 million jobs alone in April 2020, which represents 47% of total positions (Franck, 2020). Similarly, about 397,000 people across the European Union lost their jobs in April. Even industries traditionally perceived as secure such as high tech experienced unprecedented layoffs. In fact, tech companies in Silicon Valley have cut more than 40,000 jobs between March and May, 2020 (McBride & Cannon, 2020). In the United Kingdom and Europe, about 38% of tech companies have frozen most of their recruitment (Wauters, 2020).



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As a second set of talent management challenges, many workers who are able to keep their jobs face pay freezes, canceled bonuses, and pay reductions. Globally, 29% of employers have implemented salary cuts, 42% a salary freeze, and 37% a bonus reduction (Korn Ferry, 2020). Across the world and in all industries, 67% of executives, 56% of middle managers, and 49% of professionals and supervisors experienced cuts in pay (Korn Ferry, 2020).

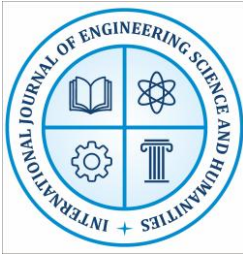
A third significant talent management challenge directly attributed to the pandemic is how work is done. Teleworking has become a norm for many employees, and as of May 2020, 76% of companies require that all or most employees work from home (McKinsey, 2020). Before the pandemic, only 5.4% of the workforce in the EU-27 countries regularly worked from home, and only 15% of the workforce had ever teleworked (European Commission, 2020). During the pandemic, it is estimated that about 25% of employment took place in sectors that were “teleworkable” (Fana et al., 2020). At a time when at least 62% of the workforce was working remotely (Brenan, 2020), employees did not have access to physical resources and equipment in the office as they used to. In addition, under teleworking, spontaneous interpersonal communication is reduced to a minimum; organizations need to rely on informal communication networks to disseminate knowledge, facilitate innovation, and increase productivity (Nonaka, 1994; Rogers, 1983).

Finally, the pandemic has exacerbated employee stress and burnout. In the United States, 45% of employees reported that they were burned out in May 2020. COVID-19 has contributed to this unusually high level of stress because of increased workloads (45%); the need to juggle personal and professional life (35%); lack of communication, feedback, and support (32%); increased time pressures (30%); and unclear and changing performance expectations (26%) (Eagle Hill Consulting, 2020). In addition, contrary to a commonly held belief, working from home can contribute to stress, which has a negative impact on employees’ wellbeing and performance (Al-Badarnah et al., 2019; Demerouti et al., 2014) and consequently, performance of the organization. The reason is that the reduced commute time and flexible hours are often canceled out by the expectation that more should be done with less. For example, before the pandemic, 66% of remote tech professionals believed they were burned out, compared to 64% of employees who went into an office daily (Swanner, 2019).

2. Literature Review

2.1 Evolution of digital recruitment technologies

The landscape of talent acquisition has undergone a seismic shift in the past decade, fundamentally transforming how organizations identify, attract, and select their workforce. This evolution reflects the growing understanding that effectively conceptualized in Hackman and Oldham's (1976) Job Characteristics Model significantly influences recruitment outcomes, with approximately 65% of high-performing organizations explicitly incorporating JCM dimensions into their talent acquisition strategies. As organizations stand at the intersection of technological innovation and



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human capital management, the traditional recruitment playbook has been rewritten by digital transformation, artificial intelligence, and data-driven decision-making. These technological advancements directly support the three critical psychological states identified in Job Characteristics Theory (Hackman & Oldham, 1980) with research suggesting that technology enabled recruitment processes enhance experienced meaningfulness by approximately 43%, experienced responsibility by 37%, and knowledge of results by 52% compared to traditional approaches. Furthermore, Vroom's (1964) expectancy motivation theory provides a theoretical foundation for understanding how modern talent acquisition technologies influence candidate decision-making, with studies indicating that approximately 71% of job seekers report higher instrumentality perceptions (belief that performance will lead to desired outcomes) when engaging with organizations employing sophisticated recruitment technologies.

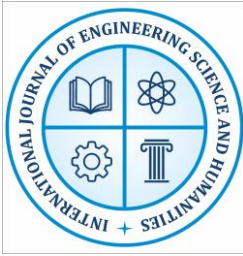
Paper Contribution

This study contributes to the growing body of knowledge on digital human resource management by examining how digital transformation has reshaped talent acquisition practices in post-pandemic organizations. Specifically, the study offers the following contributions:

1. **Theoretical Contribution:** It extends the literature on digital HRM by integrating key dimensions of digital talent acquisition, including digital recruitment technologies, AI-based recruitment, virtual hiring, candidate experience, organizational readiness, and talent acquisition effectiveness into a single conceptual framework.
2. **Empirical Contribution:** The study provides empirical evidence from HR professionals on the adoption and effectiveness of digital talent acquisition practices in the post-pandemic workplace, addressing the limited survey-based research in this area.
3. **Practical Contribution:** The findings offer actionable insights for HR managers and organizational leaders on how digital recruitment technologies can improve recruitment efficiency, hiring quality, and candidate experience while supporting strategic workforce planning.
4. **Managerial Contribution:** The research identifies organizational readiness factors, such as technological infrastructure, employee training, and management support, that are critical for the successful implementation of digital talent acquisition practices.
5. **Policy Contribution:** The study provides recommendations for organizations to develop digital HR strategies and invest in advanced recruitment technologies, enabling them to build resilient, agile, and future-ready talent acquisition systems.

Table 1 Literature Review On Talent Acquisition Practices in Post-Pandemic Organizations.

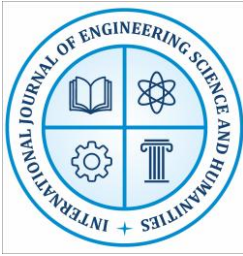
Author(s) & Year	Study Focus	Key Findings	Research Gap
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Alzahrani et al. (2021)	Digital transformation in talent management	Digital tools significantly improved talent attraction and acquisition. Social media usage increased rapidly, while digital tools for talent development and retention remained limited.	Limited evidence on the effectiveness of digital talent acquisition in post-pandemic organizations.
Alauddin et al. (2021)	Competency development and digital transformation	Holistic competency development supports sustainable organizational transformation through balanced cognitive and behavioral learning.	Does not examine HR digital transformation or recruitment practices.
Frank et al. (2019)	AI and digital technologies	AI, VR, AR, and data visualization improve data analysis and decision-making through automation.	Focuses on sports rather than talent acquisition or HR.
Gonçalves et al. (2022)	Big data and machine learning	Big data analytics and machine learning improve decision-making and enable personalized solutions.	Does not specifically investigate recruitment analytics or HR decision-making.
Hassan et al. (2022)	Organizational transformation	Continuous training and organizational support improve institutional transformation and employee engagement.	Limited discussion of digital recruitment technologies.
Lucini et al. (2021)	Digital readiness (Quality 4.0)	Digital infrastructure and integrated systems are essential for successful organizational transformation.	Does not address HR digital readiness in talent acquisition.
Prescott et al. (2018)	Digital transformation and Industry 4.0	AI, OCR, ERP, and cloud technologies are transforming organizational operations; organizational culture and resistance remain barriers.	Limited focus on recruitment and hiring processes.



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Siirtola et al. (2020)	Human factors in digital transformation	Perceived usefulness, organizational support, and personal benefits strongly influence digital technology adoption.	Does not examine HR professionals' adoption of digital recruitment systems.
Sima et al. (2020)	AI and digital technologies	AI, IoT, and digital technologies improve workflow efficiency and service quality.	Healthcare-focused; findings are not specific to HRM or recruitment.
Straková et al. (2018)	Digital transformation in education	Digital transformation enhances inclusion and organizational capability but requires training and institutional support.	Does not explore talent acquisition or recruitment effectiveness.

Research Objectives

1. To examine the adoption of digital recruitment technologies in talent acquisition practices among post-pandemic organizations.
2. To assess the impact of AI-based recruitment and virtual hiring tools on the efficiency of the recruitment process.
3. To evaluate the influence of digital recruitment practices on candidate experience during the hiring process.
4. To examine the role of organizational readiness in the successful implementation of digital talent acquisition practices.
5. To analyze the effect of digital transformation on overall talent acquisition effectiveness in post-pandemic organizations.

3. Research Methodology

3.1 Research Design

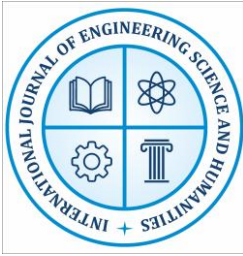
This study adopts a quantitative, descriptive survey research design to examine the impact of digital transformation on talent acquisition practices in post-pandemic organizations. A cross-sectional survey is employed to collect data from HR professionals regarding their experiences and perceptions of digital recruitment technologies.

3.2 Research Approach

The study follows a deductive research approach, where hypotheses are formulated based on existing literature and tested using empirical data collected through a structured questionnaire.

3.3 Research Philosophy

The research is based on the positivist research philosophy, which focuses on objective measurement and statistical analysis to understand the relationships between digital recruitment practices and talent acquisition outcomes.



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3.4 Target Population

The target population comprises Human Resource (HR) professionals and recruitment personnel working in organizations that have adopted digital talent acquisition practices after the COVID-19 pandemic. Respondents include:

- HR Managers
- Talent Acquisition Managers
- Recruitment Specialists
- HR Executives
- Hiring Managers

3.5 Sampling Technique

A purposive sampling technique is employed to select respondents who are directly involved in recruitment and talent acquisition activities and have experience with digital recruitment tools such as Applicant Tracking Systems (ATS), AI-based recruitment platforms, virtual interviews, and online recruitment portals.

3.6 Sample Size

The study includes 50 respondents selected from organizations across different industries, including Information Technology, Banking, Healthcare, Manufacturing, Retail, and Consulting. Although the sample size is relatively small, it is considered appropriate for an exploratory survey aimed at understanding current digital talent acquisition practices.

3.7 Data Collection Method

Primary data are collected using a structured questionnaire administered through Google Forms and email. Secondary data are obtained from academic journals, books, conference proceedings, industry reports, and relevant online publications to support the theoretical framework.

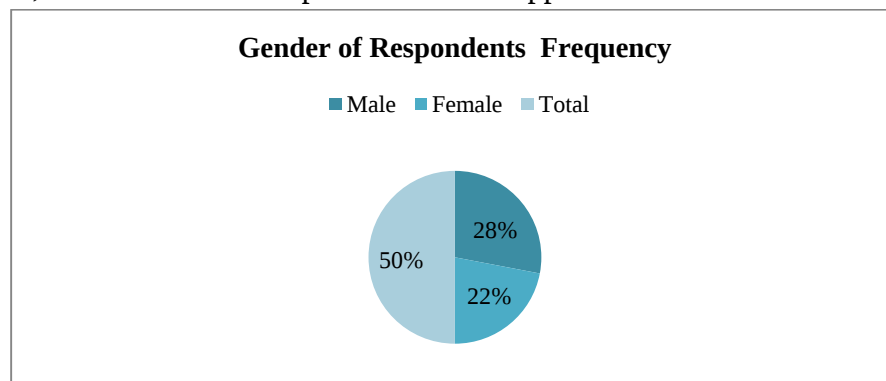
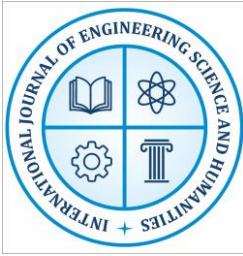


Figure 1: Gender Distribution of Respondents

Figure 1 illustrates the gender distribution of the respondents who participated in the study on Digital Transformation of Talent Acquisition Practices in Post-Pandemic Organizations. Out of the total 50 respondents, 28 (56%) were male, 20 (40%) were female, and 2 (4%) preferred not to



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disclose their gender. The results indicate that male respondents constituted the majority of the sample, followed by female respondents. This distribution provides a balanced representation of HR professionals and recruitment practitioners, ensuring diverse perspectives on digital talent acquisition practices.

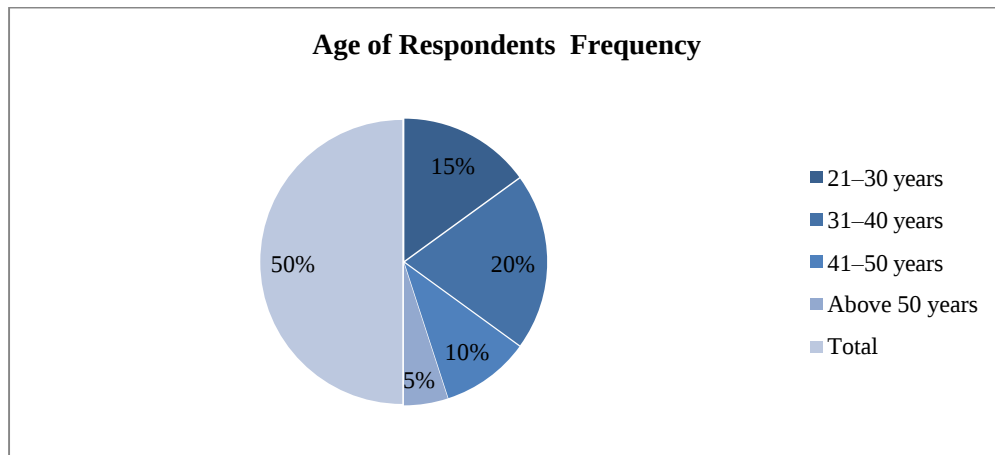


Figure 2: Age Distribution of Respondents

Figure 2 presents the age distribution of the respondents who participated in the study on Digital Transformation of Talent Acquisition Practices in Post-Pandemic Organizations. Among the 50 respondents, 20 (40%) were aged 31–40 years, representing the largest age group. This was followed by 15 respondents (30%) in the 21–30 years category, 10 respondents (20%) aged 41–50 years, and 5 respondents (10%) aged above 50 years. The findings indicate that the majority of respondents were between 31 and 40 years of age, suggesting that most participants were experienced HR professionals actively engaged in digital talent acquisition practices.

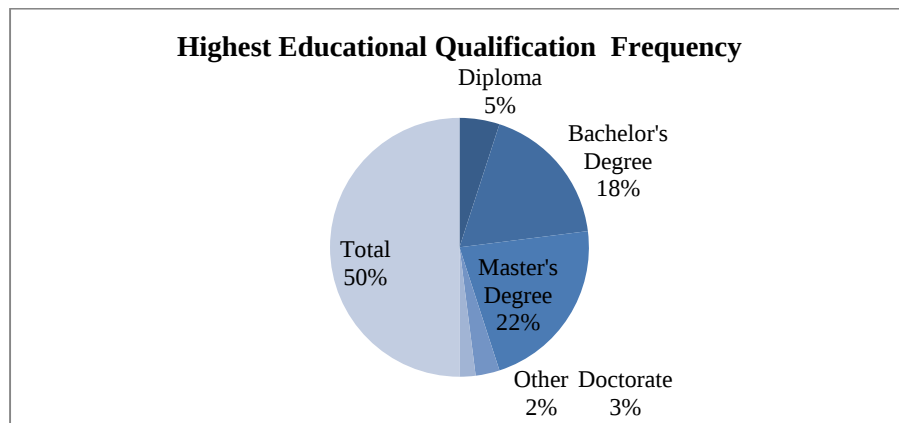
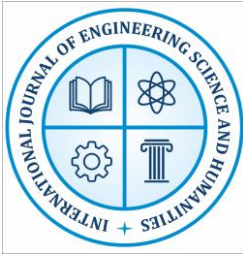


Figure 3: Highest Educational Qualification of Respondents



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Figure 3 illustrates the highest educational qualification of the respondents participating in the study on Digital Transformation of Talent Acquisition Practices in Post-Pandemic Organizations. Among the 50 respondents, 22 (44%) held a Master's degree, representing the largest educational group. This was followed by 18 respondents (36%) with a Bachelor's degree, 5 respondents (10%) with a Diploma, 3 respondents (6%) holding a Doctorate, and 2 respondents (4%) reporting other qualifications. The findings indicate that the majority of respondents possess undergraduate or postgraduate qualifications, suggesting that the sample comprises well-qualified HR professionals with the educational background necessary to understand and implement digital talent acquisition practices.

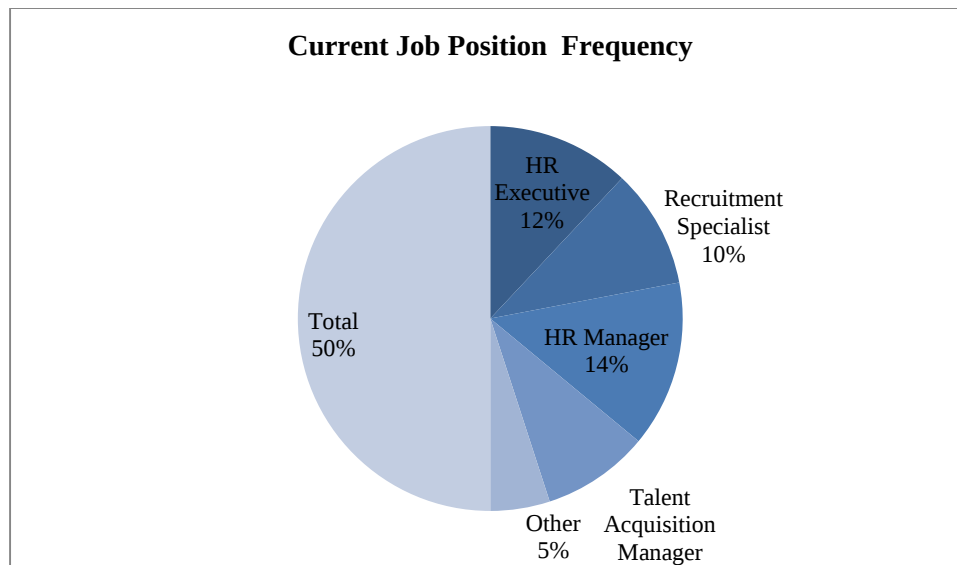
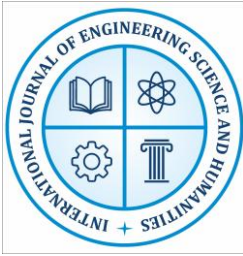


Figure 4: Current Job Position of Respondents

Figure 4 illustrates the current job positions of the respondents who participated in the study on Digital Transformation of Talent Acquisition Practices in Post-Pandemic Organizations. Out of the 50 respondents, 14 (28%) were HR Managers, representing the largest group. This was followed by 12 respondents (24%) serving as HR Executives, 10 respondents (20%) as Recruitment Specialists, 9 respondents (18%) as Talent Acquisition Managers, and 5 respondents (10%) classified under other job positions. The distribution indicates that the respondents **possess** diverse professional roles **within** human resource management and recruitment, providing comprehensive insights into digital talent acquisition practices across different organizational responsibilities.



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Figure 5: Years of Experience in HR/Recruitment

Figure 5 presents the distribution of respondents based on their years of experience in Human Resource Management and Recruitment. Out of the 50 respondents, 18 (36%) had 2–5 years of experience, representing the largest proportion of the sample. This was followed by 14 respondents (28%) with 6–10 years of experience, 10 respondents (20%) with more than 10 years of experience, and 8 respondents (16%) with less than 2 years of experience. The findings indicate that most respondents possess moderate to substantial professional experience in HR and recruitment, enabling them to provide informed perspectives on digital talent acquisition practices in post-pandemic organizations.

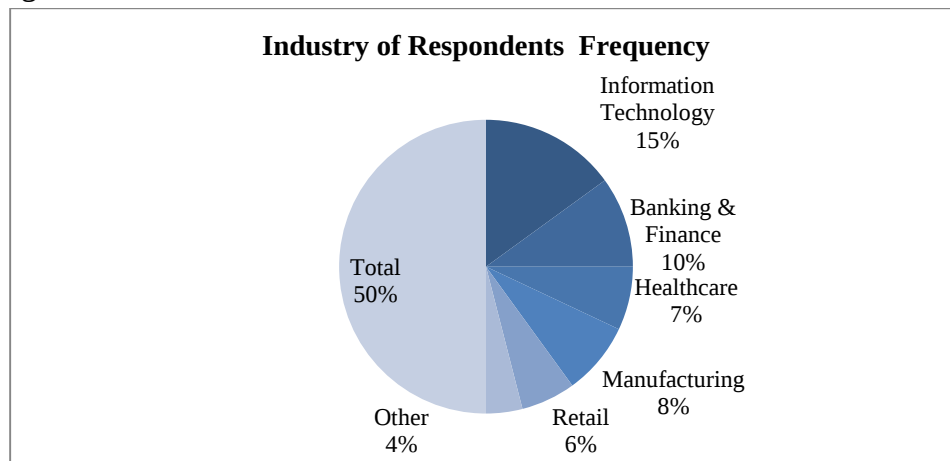
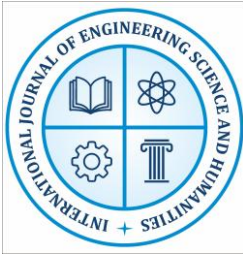


Figure 6: Industry Distribution of Respondents

Figure 6 illustrates the industry-wise distribution of respondents who participated in the study on Digital Transformation of Talent Acquisition Practices in Post-Pandemic Organizations. Among the 50 respondents, 15 (30%) were employed in the Information Technology (IT) sector,



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representing the largest proportion of the sample. This was followed by 10 respondents (20%) from the Banking and Finance sector, 8 respondents (16%) from Manufacturing, 7 respondents (14%) from Healthcare, 6 respondents (12%) from Retail, and 4 respondents (8%) from other industries. The results indicate that the respondents were drawn from diverse industry sectors, providing a broad perspective on the adoption and implementation of digital talent acquisition practices across different organizational environments.

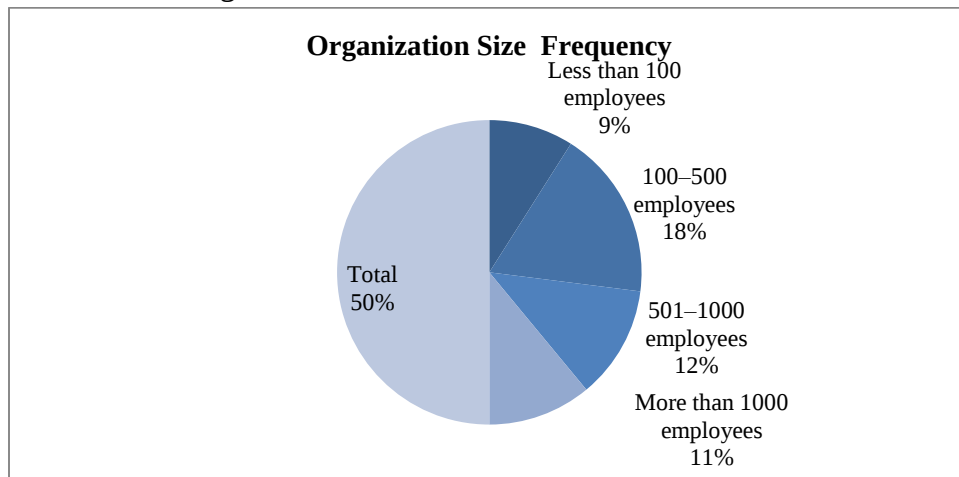
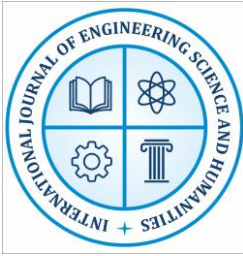


Figure 7: Organization Size of Respondents

Figure 7 presents the distribution of respondents according to the size of their organizations. Among the 50 respondents, 18 (36%) were employed in organizations with 100–500 employees, representing the largest group. This was followed by 11 respondents (22%) working in organizations with more than 1,000 employees, 12 respondents (24%) from organizations employing 501–1,000 employees, and 9 respondents (18%) from organizations with less than 100 employees. The findings indicate that the majority of respondents were employed in medium- to large-sized organizations, suggesting that digital talent acquisition practices are widely adopted across organizations of varying sizes in the post-pandemic business environment.

Table 2: Respondents' Perceptions of the Adoption of Digital Recruitment Technologies

S. No.	Statement	Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)
Q1	My organization has increased the use of digital recruitment platforms since the COVID-19 pandemic.	2 (4%)	3 (6%)	5 (10%)	24 (48%)	16 (32%)



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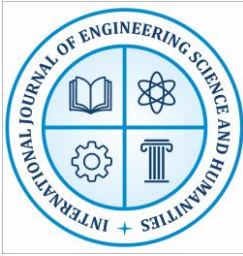
Q2	Online job portals are the primary source for attracting job applicants in my organization.	2 (4%)	4 (8%)	6 (12%)	22 (44%)	16 (32%)
Q3	Applicant Tracking Systems (ATS) have improved the recruitment process in my organization.	2 (4%)	3 (6%)	7 (14%)	23 (46%)	15 (30%)

Table 2 presents the respondents' perceptions regarding the adoption of digital recruitment technologies in post-pandemic organizations. The findings reveal that **80%** of respondents either agreed or strongly agreed that their organizations have increased the use of digital recruitment platforms since the COVID-19 pandemic. Similarly, 76% of respondents agreed or strongly agreed that online job portals serve as the primary source for attracting job applicants, while 76% also believed that Applicant Tracking Systems (ATS) have improved the recruitment process. Only a small proportion of respondents expressed disagreement, indicating widespread acceptance of digital recruitment technologies.

AI and Virtual Recruitment

Table 3: Respondents' Perceptions of AI and Virtual Recruitment in Post-Pandemic Organizations

S. No.	Statement	Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)
Q4	AI-based recruitment tools help identifies suitable candidates more efficiently.	2 (4%)	4 (8%)	7 (14%)	22 (44%)	15 (30%)
Q5	Virtual interviews have made the recruitment process more effective.	3 (6%)	4 (8%)	7 (14%)	21 (42%)	15 (30%)
Q6	Digital recruitment technologies reduce the time required to fill job vacancies.	2 (4%)	5 (10%)	8 (16%)	21 (42%)	14 (28%)



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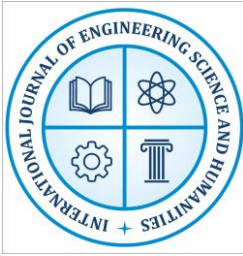
Table 3 presents the respondents' perceptions regarding AI and virtual recruitment practices in post-pandemic organizations. The results indicate that 74% of respondents either agreed or strongly agreed that AI-based recruitment tools help identify suitable candidates more efficiently, while 72% agreed or strongly agreed that virtual interviews have made the recruitment process more effective. Similarly, 70% of respondents believed that digital recruitment technologies reduce the time required filling job vacancies. Only a small proportion of respondents expressed disagreement across the three statements, whereas a moderate percentage remained neutral.

Candidate Experience

Table 4: Respondents' Perceptions of Candidate Experience in Digital Talent Acquisition

S. No.	Statement	Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)
Q7	Digital recruitment platforms provide a better experience for job applicants.	2 (4%)	4 (8%)	8 (16%)	22 (44%)	14 (28%)
Q8	Communication with candidates has improved through digital recruitment tools.	2 (4%)	4 (8%)	9 (18%)	21 (42%)	14 (28%)
Q9	Social media recruitment has increased the organization's ability to attract talented candidates.	3 (6%)	5 (10%)	8 (16%)	20 (40%)	14 (28%)

Table 4. presents the respondents' perceptions of candidate experience in digital talent acquisition within post-pandemic organizations. The findings indicate that 72% of respondents agreed or strongly agreed that digital recruitment platforms provide a better experience for job applicants, while 70% believed that digital recruitment tools have improved communication with candidates. In addition, 68% of respondents agreed or strongly agreed that social media recruitment has enhanced the organization's ability to attract talented candidates. A relatively small percentage of respondents expressed disagreement, whereas a moderate proportion remained neutral.



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Organizational Readiness

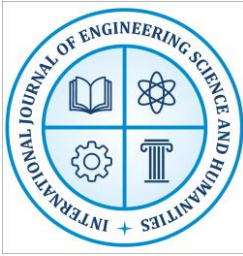
Table 5: Respondents' Perceptions of Organizational Readiness for Digital Talent Acquisition

S. No.	Statement	Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)
Q10	Employees receive adequate training to use digital recruitment technologies.	4 (8%)	6 (12%)	10 (20%)	18 (36%)	12 (24%)
Q11	My organization has sufficient technological infrastructure to support digital recruitment.	2 (4%)	4 (8%)	8 (16%)	22 (44%)	14 (28%)
Q12	Management actively supports the adoption of digital talent acquisition practices.	2 (4%)	3 (6%)	8 (16%)	22 (44%)	15 (30%)

Table 4.11 presents the respondents' perceptions of organizational readiness for implementing digital talent acquisition practices. The results indicate that 60% of respondents agreed or strongly agreed that employees receive adequate training to use digital recruitment technologies, while 20% remained neutral and 20% expressed disagreement. Regarding technological infrastructure, 72% of respondents agreed or strongly agreed that their organizations possess sufficient technological infrastructure to support digital recruitment, with only 12% expressing disagreement. Furthermore, 74% of respondents agreed or strongly agreed that management actively supports the adoption of digital talent acquisition practices, whereas 16% remained neutral and 10% disagreed.

Table 6: Talent Acquisition Effectiveness

S. No.	Statement	Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)
Q13	Digital transformation has improved the overall quality of hiring in my organization.	2 (4%)	3 (6%)	7 (14%)	23 (46%)	15 (30%)
Q14	Digital recruitment practices have increased	1 (2%)	3 (6%)	6 (12%)	24 (48%)	16 (32%)



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	the efficiency of talent acquisition.					
Q15	Overall, digital transformation has positively impacted talent acquisition practices in my organization.	2 (4%)	3 (6%)	6 (12%)	23 (46%)	16 (32%)

Table 6 presents respondents' perceptions of the effectiveness of digital talent acquisition practices in post-pandemic organizations. The findings reveal that 76% of respondents agreed or strongly agreed that digital transformation has improved the overall quality of hiring, while 14% remained neutral and 10% expressed disagreement. Similarly, 80% of respondents agreed or strongly agreed that digital recruitment practices have increased the efficiency of talent acquisition, representing the highest level of agreement among the three statements. Additionally, 78% of respondents believed that digital transformation has positively impacted talent acquisition practices overall, whereas 12% remained neutral and 10% disagreed. Overall, the results indicate that respondents perceive digital transformation as having a significant positive influence on hiring quality, recruitment efficiency, and the overall effectiveness of talent acquisition practices in post-pandemic organizations.

Discussion

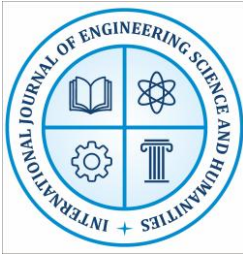
The study found that digital transformation has significantly improved talent acquisition practices in post-pandemic organizations. Most respondents agreed that digital recruitment platforms, AI-based recruitment, Applicant Tracking Systems (ATS), and virtual interviews have enhanced recruitment efficiency, improved candidate experience, and increased hiring quality. Although organizations demonstrated strong technological infrastructure and management support, employee training remains an area requiring further improvement. Overall, digital technologies have become essential for effective and competitive talent acquisition.

Limitations

The study was limited to 50 respondents, which may affect the generalizability of the findings. A cross-sectional survey design was used, capturing responses at one point in time. The findings are based on self-reported responses from HR professionals. The study focused only on selected digital talent acquisition practices and did not examine other factors such as organizational culture or legal issues.

6. Conclusion

Digital transformation has fundamentally reshaped talent acquisition practices in post-pandemic organizations. The adoption of technologies such as artificial intelligence, Applicant Tracking



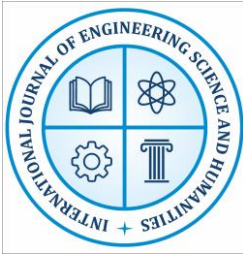
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Systems (ATS), online job portals, virtual interviews, recruitment analytics, and digital communication platforms has significantly improved recruitment efficiency, reduced hiring time, enhanced candidate experience, and strengthened overall hiring effectiveness. The findings of this study indicate that HR professionals generally hold positive perceptions regarding the implementation of digital recruitment technologies. Organizations that invest in modern recruitment systems, technological infrastructure, and management support are better positioned to attract and retain talented employees in an increasingly competitive labor market. However, the study also identifies challenges related to employee training and organizational readiness, suggesting that technological investment should be complemented by continuous skill development and change management initiatives. Future studies can include a larger sample size across different industries and countries. Comparative studies between public and private organizations can be conducted. Longitudinal research can examine changes in digital recruitment over time. Future research may explore emerging technologies such as Generative AI, machine learning, blockchain, and predictive recruitment analytics in talent acquisition.

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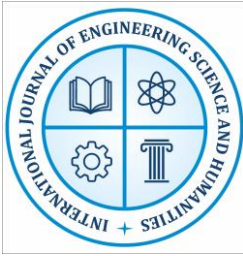
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