



Paper Research: To investigate the role of Digital recruitment platforms in e-recruitment and integration of HR practices

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0.1 Abstract

The influence of digital recruitment highlights the requirement of global connectivity in online recruitment in the HR function. The significant change in employee engagement significantly influences human relations in HR practices and has an inherent approach to human resource management. This paper evaluates the influence of digital technology and the integration of digital recruitment. This paper will identify the major challenges in new HR technologies and the role of HR professionals in the HR spectrum. The emphasis of individuals' environment, responses, experiences and personalities can have a positive outcome in formal interactions (Dewey, 1958).

The focus of this research paper examines the role of digital recruitment platforms in e-recruitment and the integration of HR practices in HRM. This research analyses the challenges of HRM practices in delivery of employee engagement and the impact of motivational online e-recruitment strategies in HRM.

This paper research findings evaluates the role of HR professionals in incorporating HRIS e-recruitment platforms within the HR function. The evaluation of qualitative research focuses on conceptual and theoretical concepts in HRIS architecture and examines participants' active experience and critical analysis of digital transformation in HRM.

This research paper examines the contribution of digital recruitment platforms within the HR function using quantitative and qualitative research findings and measures the influence of online digital recruitment in sub-themes, recruitment and selection, performance management, employee engagement and job performance.

This paper evaluates the outcomes of digital recruitment platforms in the integration of HR processes and highlights the challenges of digital transformation in changing HR professional roles in delivery of digital online recruitment platforms. The development of new technologies globally significantly changes the direction of HR technology connections worldwide.

0.2 Submission Declaration Form

0.2 Declaration Form

Submission of Thesis and Dissertation

National College of Ireland
Research Students Declaration Form
(Thesis/Author Declaration Form)

Name: Evelyn Egan

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Degree for which thesis is submitted: BA (Honours) Human Resource Management

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Signature of research student: Evelyn Egan

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0.3 Abbreviations

(HR)- Human Resources

(HRM)- Human Resource Management

(e-HRM)- Electronic Human Resources Management

(HRIS) – Human Resources Information Systems

(PM) – Personnel Management

(PA) – Personnel Administration

(HRSQ) Human Resource Service Quality

(JB) Job Performance

(OP) Organisational Performance

(EE) Employee Engagement

(IPA) Interpretative Phenomenological Analysis

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Chapter 1- Introduction

1.1 Research Introduction

Traditional Human resource management practices can determine the conceptual framework of modern personnel management and the evolution of technological developments from a variation of perspectives. Strategic management evidence-based research focuses on Porter's (1985) competitive advantage in human resources management. Bratton and Gold (2017) highlights "the meaning of the term human resource management and attempted to define its fundamental traits by producing polar or contrasting models with multiple concepts".

Scientific management rational emphasis the benefits of Taylorism approach in improving traditional manual and data processing systems and interrelationships in modern technologies. The classical school of management emphasis Fayol's principles and prescriptive approaches as influential in adapting new technology in division of work. Bondarouk et al (2011) considers the difference in two theoretical dimensions of prescriptive or enacted e-HRM implementation and the importance of understanding e-HRM applications.

The challenges of e-HRM research in traditional recruitment methods and e-HRM recruitment analysis the measure of effectiveness of e-HRM in human resources activities and importance of administrative e-HRM. The role of HR professionals' standardization and consistency of HR practices ensures a consistency in e- recruitment and "HR transformation is incomplete unless alignment, integration and innovation occur for all four categories of HR processes" (Ulrich et al., p. 81, 2009).

The focus of traditional personnel management practices in e-HRM emphasises the need for technology change in human resource management and the increase in breadth of HRM function in e-recruitment practices. The historical differences in the integration of HR practices focuses on the 'shared values' in shallow business alignments and contributes to the conceptual changing role of HR professionals in digital recruitment. The strategic HR model can drive technology change from old traditional practices of 'clerk of works' to e-HRM within the HR function.

The major shift from personnel best practices to e-recruitment HR solutions has developed 'best fit' in which originates from two-dimension variants and contributes to the delivery of HR professional's standard of excellence in the integration of HR practices and technology tools in the digitalisation age today. The contribution of Ulrich's (2005) five-dimensional model of HR delivery has increased the influence from theoretical perspectives to focusing on traditional personnel HR professional role to a shared service of 'Human resource champion' in innovation and technology change. Kew and Stredwick (2016, p.472) highlights the importance of technology change in emphasising "splitting HR creates a silo culture, with boundary disputes between the three legs."

The role of HR professionals contributes to genuine knowledge sharing of the HR function and ensuring current HR practices are standardized in line with organizations values, missions and culture by incorporating technology use in benchmarking in today's marketplace. The influence of personnel management (PM) radically impacts people management approaches and contributes to performance attributions emphasising Storey' (1989) philosophy approaches in team contribution in traditional personnel management practices.

The significant change in e-HRM highlights the HR 'energy' in high performance work practices impacts the delivery of first-class turbo HR systems in e-HRM practices. The emergence of service delivery has focused HR professionals in developing new HR functional expertise in e-HRM technology. Mooney (2001) highlights "the broader approach to HR – e.g. that the function should play a key role in strategy formulation and organisational effectiveness".

1.2 Background and rationale

The influence of electronic human resources management practices can leverage technology in the accessibility and restructuring of electronic administrative functions in HR practices. The millennium generation can now focus on new innovative HR services as a driving force in e-HRM implementation of IT systems. The role of digital human resource management is facing significant challenges in sustainability digitalisation and modification of business structures significantly impacts in HR theoretical paradigm research in technological developments.

1.3 Research Significance

This research is relative in evaluating e-recruitment and the influence of HR practices in digital technologies. The focus of HR practices can have a variation in the applications applied and “these may be different, or the same, as intended and are judged through a lens of fairness and organisational justice” (Wilkinson et al; p.70, 2021).

This research can identify positive and negative impacts of e-HRM and evaluate the understanding research relevance in e-HRM implementation and perspective of conceptual frameworks in e-recruitment. The focus of this research is to provide an evidence-based recommendation in technology adoption and to examine the contribution of crystallizing theoretical frameworks in e-HRM research. This study addresses and provides a comprehensive understanding of e-HRM outcomes in a strategic form and provides analytic research in classification of HRM digitalization and distinguish factors in administrative and workforce technology applications (Bratton and Gold, 2017).

1.4 Structure Outline

Chapter one outlines research introduction identifying significant changes in e-HRM digital online recruitment and outlines background and rationale, research significant of research paper aims and evaluation.

Chapter two reviews the contribution of e-HRM implementation and HRIS research and outlines research proposal aims and objectives, theoretical frameworks, hypothesis analysis and concepts of digital online recruitment.

Chapter three describes methodology approaches, research paradigm, research philosophy, research methods and research design and rationale in the investigation of digital technologies in HRM recruitment.

Chapter four reviews the research findings and analyses four thematic themes and coding for each theme description. An overview of research findings clarifies quantitative and qualitative measurements of data findings results.

Chapter five discusses the analysis of research findings and relationships from research outcomes and outlines recommendations based on research findings.

Chapter six outlines' conclusions of research findings and personal reflection in overall process of research paper.

Chapter 2 - Literature Review

2.1 Introduction

The focus of this researcher paper is to critically evaluate contributing theoretical disciplines of e-HRM and factors in which impact digital platforms in recruitment. The purpose of this literature reviews will aim to demonstrate a contribution of e-HRM implementation in e-HRM projects, AI automation, e-HR Goals, within the HR function. The topics in this section illustrate a generative review and brief explanation of each sub-classification.

The focus of traditional personnel management practices in e-HRM emphasises the need for technology change in human resource management and the increase in breadth of HRM function in e-recruitment practices. The historical differences in the integration of HR practices focuses on the 'shared values' in shallow business alignments and contributes to the conceptual changing role of HR professionals in the delivery HR services. The strategic HR model can drive technology change from old traditional practices of 'clerk of works' to e-HRM within the HR function.

The major shift from personnel best practices to e-recruitment HR solutions has developed 'best fit' in which originates from two-dimensional variants and contributes to the delivery of HR professional's standard of excellence in the integration of HR practices and technology tools in digitalisation age today. The contribution of Ulrich's (2005) five-dimensional model of HR delivery has adapted to the new influences in theoretical perspectives and a tendency to re-focusing on traditional personnel practitioner's role to a shared service of 'Human Resource champion' in innovation and technology change.

The role of HR professionals contributes to genuine knowledge sharing of the HR function and ensuring current HR practices are standardized in line with organizations values, missions and culture by incorporating technology use in benchmarking in today's marketplace. The influence of personnel management (PM) radically impacted people management approaches and contributes to performance attributions and reflection of Storey (1989) philosophy approaches in team contribution in traditional personnel management practices.

The significant change in e-HRM highlights the HR ‘energy’ in high performance work practices and delivery of first-class turbo HR systems and the incorporation of an on the ground HR professional knowledge to an integration of widespread involvement in measuring performance and shaping technology change in e-HRM practices. Mooney (2001) highlights “the broader approach to HR – e.g. that the function should play a key role in strategy formulation and organisational effectiveness”.

2.2 Research Aims and Objectives

The focus of this research is to investigate the impact of digital recruitment platforms in e- recruitment and integration of traditional HR practices. This paper research findings aims to examine traditional recruitment approaches of manual recruitment and current practices in e-HRM applications within the workforce. This research paper objectives is to compare, contrast and analyze challenges and strategies in the integration of digital online recruitment and e-HRM platforms in digital recruitment.

2.3 Research Question

Hypothesis: The hypothesis selected from existing exploratory literature theories is examined and the researcher predicts an outcome of change or impact in e-recruitment and influences in HR practices.

The title question for undertaken research is to *“To investigate the role of Digital recruitment platforms in e-recruitment and integration of HR practices”*. The focus of sub-questions within this research can highlight challenges and effectiveness of digital recruitment platforms in e-recruitment.

2.2.1 *To assess the Influence of e-recruitment in organisational performance.*

2.2.2 *To analyse human resources management practices and the key role of employee engagement.*

2.2.3 *To evaluate the relationship of motivation and the impact in e-recruitment.*

2.4 e-HRM Evolution and HRIS Research

Human resources perspectives significantly shifts traditional best practices in focusing on strategic contributions of the HR function. Kavanagh et al. (2012) emphasis “another way of looking at the differences between e-HRM and HRIS is that e-HRM tends to more application and HR-function focused”. The focus of e-HRM research is the integration of an umbrella of HRM activities and e-recruitment platforms in the delivery of improvements in HR services. The role of HR professionals in the integration of e-HRM digital portals impacts HRM digitalisation and contributes to technological approaches in e-HRM recruitment.

2.5 Implication of HRIS in HR Practice

The influence of HRIS architecture contributes to the development of HR policies and practices in e-HRM platforms and HR services in the HR function. The use of digital technologies contributes to integration of HR practices in connectivity of workplace technologies and HR policies, practices and HR administrative processes. The influence of HRM technology highlights the role of e-HRM and technology tools in the delivery of HR solutions (Gawhane and Charulata, 2024). The influence of human resources management has significantly changes HR practices in the control of technology knowledge sharing and reflects the nominal guardian of HR information and legal requirements in the management of personal data and information.

The impact of technology shifts in human resource information systems (HRISs) in cloud computing (SaaS), HR apps, employee relationship management (ERM), e-HRM dashboards focuses on the legitimate HR compliance to improve HR practices and processes in HR activities. The focus of e-recruitment in near-field communication (NFC) significantly integrates online devices and new technology in smartphones, tablets and video portals. The governance of e-platforms supports online real time processing (TPS) in HRM recruitment and is consistent in HRM operational processes.

The digital technology advances e-recruitment opportunities in social connections networking and online e-commerce innovation. The technology use of Twitter, Flickr, Pinterest sharing e-platforms explores the use of social recruitment. Turban (2015) outlines the use of technology shifts and highlights the role of HRIS's in the development of intranets and clouds. The exchange of virtual worlds in collaboration of new technologies services Google Apps, Google sites, Microsoft SharePoint, Teams and videoconferencing platforms Zoom, Apple Facetime, highlights the influence of global connections in e-recruitment. Laudon et al. (2014) demonstrates the advantages of real-world online exchanges and highlights the online software systems in e-HRM. The bureaucratic implications of HR administration activities can measure high work performance and collection of correlation variables analytical data highlights the effectiveness of application tracking systems and recruitment processes in real time HR activities (Tiwari, Devka and Kumar, 2024, p. 4).

2.6 Evolution of Personnel Management

The evolutionary approaches in the integration of work service knowledge and 'industrial betterment' of traditional personnel practices influences in-depth relevance of procedural discipline and integration of HR professional roles into employee relations and protectionism of best practices in the HR function. The fundamental developments in religious disciplines and benevolence significantly plays a contribution in education and vocational pathways in regulations of employment and welfare working conditions in traditional personnel management influences.

The ethical considerations in personnel management highlights the conditions of pay and in HRIS implementation (Legge, 2005, p. 4). The aspects of HR practices plays a considerable contribution in the relationship of employee relations in the HR function and has a positive causal relationship in HR practices.

The justification of personnel management practices in recruitment and performance compliance implicates fairness and legal compliance in HR function. The human relations movement contributes to technological developments and influences transitions of embedded culture in personnel management. This perspective analyses HRM management "We ask, however humanness is currently being given sufficient attention in HRM or whether we are seeing a resurgence of scientific management ideals in the form of digital Taylorism that creates new grounds for organizational dehumanization" (Endrissat, 2022, p. 2-3).

Additionally, the importance of personnel management's influences in the foundation of the role of personnel practitioners is likewise equally important "This sentiment of the age is another influence towards welfare work since the part played by the enlightened owners though they were relatively few in number, was fundamental to its development" (Cipd, 1913 – 1963).

2.7 The Influence of HR Practices in Digitalisation

The influence of social media networking reshapes traditional HR recruitment practices in the use of technology tools in internet sites and networking sites Blogs, Facebook, Google, LinkedIn, and Youtube, and in the use of professional networking and building of recruitment connections. The use of social media integrative technology innovation sets out definitive classifications of current HR practices in real-time data analytics in the developing key value levers in HR data capabilities and in social networking.

The emergence of modern technology approaches in use of rapid application (RAD) software systems incorporates enterprise architecture and service-oriented architecture (SQA) in the delivery of HR solutions in managerial practices. The implications of HRM in the development of data-driven HR strategies illustrate the two-fold communication change in HR analytics significantly influences personnel management in the industrial era and highlights supplementary HR role in technological advancement algorithms and artificial intelligence (AI) in e-recruitment. (Usman at al., 2024) critical analysis of influences in HR analytics in employee engagement and human resource information systems (HRIS).

2.8 The role of HR Professionals

The focus of human resource management in contribution to integrative approaches in delivering e-HRM recruitment platforms incorporates HRIS in technology innovation within a virtual workforce. The impact of human resources practices in the integration of digital services impacts HR policies and practices and is part of the overall HR Triad. Werner et al. (2012) theoretical contribution is similarity important “Human resource (HR) professionals are people with substantial specialized and technical knowledge of HR issues, laws, policies, and practices”.

The emphasis in interpersonal relationships focuses HR practices in measuring validity in relational data in HR analytics is important in recruitment and selection (Bannya et al., 2023). The HR professional role plays a pivotal role in contributing to servant leadership and HR systems and HR practices in training, job design and talent management. The substitutes of HR interpersonal relationships and equivocal measurements illustrate the positive outcomes of HR practices. (Bogale and Birbirsa, 2023).

The influence of human resource development in post-modern concepts incorporates work engagement in routine HR activities and focuses e-HRM in the integration of HR functional areas of employee motivation, recruitment and selection and work commitment. I can argue this is relevant in the surpassing of HRD developments in learning and development opportunities within the workforce. The emphasis of learning concepts and genuine knowledge work can impact employee engagement and measurement of employee motivation in work performance (Kolb, 1984).

One key aspect of the implications of emerging technologies can open new opportunities for HR capabilities and delves into the value creation of ensuring corporate fiduciary interests and HR board practices in ethical and fair HR practices. The challenges of technology innovation highlights the outcomes of ensuring organizations' capabilities are current in sustainable practices are a necessary requirement of HR best practices and talent expectations are in alignment with e-HRM practices. The focus of implementation of human resources management systems (HRIS) incorporates HR practitioners in the delivery of HR portals and HR knowledge sharing in the HR function. (Qaisar at al., 2018).

The role of HR professional in shaping change in technology knowing sharing can implicate HR involvement in project discipline and 'tokenistic' involvement approach in implementing technology change. The HR professional role has a significant role in regulatory compliance in ethical artificial intelligence guidelines and General Data Protection regulations (GDPR) in social networking. The implementation of e-HRM technology systems clarifies the importance of digital communication in human resource management.

The focus of rationalisation of efficiency technique approaches in HR clerical roles provides for old traditional practices in personnel administration (PA) and offers a human engagement perspective in integrating new HR practices and technologies. The emphasis of work division classifies a Taylorism approach in the integration of technology in personnel practices. The evolution of normative HRM models in hard HRM can influence strategic factors in the managing of human resources (Fombrun, 1984).

The evolution of personnel management in specialist functions places a high value on traditional HR practices within the HR spectrum and this without question highlights the importance of boundaries in old traditional HR practices. The interpretations of traditional personnel management theoretical model's highlight's the measurement of effectiveness in employee HR engagement and transitional significant change to 'pure HRM'.

The underlying personnel management sharing knowledge focuses on advisory service of HR professional's roles in delivery of HR model services. The transitional aspects of personnel management philosophy acknowledge two different assumptions in recognising the role of HR professionals in a functional 'perpetual urgency' and in shaping technological change. The role of personnel management in conflict resolution reflects the variations of peace time attributions in traditional HR practices. Similarly the contribution of high technology systems is advantageous and "it is also significant that in an era of high technology, products of all kinds are quickly and easily imitated" (Martin and Jackson (2002, p.70).

The functional role of personnel management differs in fundamental differences, ensuring the objective of delivering high calibre of human resources functions and sub-disciplines in personnel practices. The school of industrial & business studies (1986) undoubtedly recognizes the squanders of personnel management and highlights "you cannot delegate leadership to people to a detached staff without the risk of replacing charismatic leadership with the dead hand of bureaucracy". The role of the personnel officer indispensable predictions of leadership decision making is intertwined and shaped faced with the frontier shield in protecting the imperative sanctions of industrial relations discipline and traditional personnel practices.

2.9 HRIS Research

The influence of HRIS technologies contributes to internal and external information processes and interrelatedness of the HR function. The impact of HRIS relevant research can interlink HR-processes and functionality of HR platforms to inter-related into a 'technical language' for HR professionals to emerge e-HRM in organisational change. Kavanagh et al. (2012) highlights significantly the depth of authoritarian power of clerical employees and can focus on the difference in HRIS implementation and e-recruitment.

The transition of personnel data and administrative processes influences the development in strategic HR activities. The HRIS architecture further developments in human resources management systems impacts the emergence of electronic system processes and traditional personnel software applications in online e-recruitment. The role of HR Professionals in human resources administration focuses on the limitations in the approaches of performing HR transactions and added value in HR administrative reporting and in the delivery of HR in supporting standardisation of HR administration. The foundation of technological innovation has incorporated e-architecture and e-recruitment in strategic planning and "sometimes, an emerging and inexpensive technology emerges and swiftly displaces incumbent technologies" (McNurlin et al., p.154, 2006).

2.10 IT Value proposition in HR Practice

The scope of new technologies has contributed to the vast improvement of digitalisation of e-recruitment platforms, contributes to IT value propositions of HR Solutions, and new changes conceived impacts the delivery of new IT solutions and provides different layers of e-HRM services. The integration of HR practices increases global opportunities in e-recruitment and impacts HR influences in development of e-HRM services and achieving business value.

The invaluable difference in new technology innovation requires human resources (HR) and IT knowledge sharing in IT projects highlights failures in delivering concept transitions to shared HR services and incorporation of innovation practices. This conceptual bureaucratic IT processes and traditional appropriate IT practices influences government structures and highlights “The IT function needs to be characterized by disciplined thinking, rapid action, agile development and supported new technologies that facilitate this” (McKeen and Smith, 2015).

The limitations in delivering HR solutions impact the mediating role in HR function in the compliance of human resources service quality (HRSQ). The focuses of e-HRM practices can evaluate the effectiveness of e-fundamental human resource management (HRM) and Saeed (2025) highlights measurements techniques in “e-recruitment, e-compensation, e-selection, e-training and e-performance and e-appraisal in human resources practices. The significant changes of E-hrm in delivering organisational performance (OP) impacts HRM service solutions and identifies HR outputs in employee services.

2.11 The role of digital technology in e-recruitment

The influence of technology changes in e-recruitment platforms and digital technologies leverages new digital platforms in e-HRM and dynamic opportunities in e-recruitment. The opportunities of (AI) recruitment and analytics tools contributes to e-HRM recruitment platforms and offers candidate matching in e-recruitment platforms such as LinkedIn, Indeed.com, Monster, WhatsApp AI recruitment, HR Analytics and e-mobile services.

The digital economy in technological change contributes to new technological developments in social media platforms use in e-recruitment platforms. The use of social media platforms Facebook, Twitter, and Chatbots influences e-HRM services impacts the integration of HR practices. The robotics process automation (RPA) in HR administration eradicates in efforts of new recruitment online HR systems. The technology age of electronic HR systems and IT innovations in high-technology approaches contributes to changing current traditional practices in the HR industry spectrum.

The digital divide in technology innovation integrates HRM practices and contributes to the evolution of HRM. The importance of incorporating HRM in technology landscape significant challenges HR professionals changing roles in developing applicant tracking systems (ATS) and recruitment software's (RS) in adapting to new policies and procedures (Eyo-Udo et al., 2024). The integration of new technologies in HRM perspectives, Google, Netflix, Amazon, and Adobe contributes to skills development and ensuring employee engagement in workplace dynamics.

The role of digital technology in employee engagement contributes to new technology tools in shaping digitalization in HR professionals' roles in virtual engagement spaces and the use of virtual platforms, Zoom, MS Teams, Google Meet. The significance shifts in HR office recruitment to electronic communication online impacts HRM in use of HR apps and this implicates the role of HR professionals in changing HR policies and practices in a move towards a virtual workforce in HR recruitment and solutions today.

The importance of HR digital platforms tangible assets in delivering HR recruitment platforms has enabled HR systems to transition to digital HR management. The role of HR online platforms SAP, BambooHR, SageHR, Candidate Manager systems consequently highlights the advantages of IT self-serving functions in HR recruitment services. The impact of HR practices measures identifies the correlations in HR effort and motivation (Berk and Kase, 2010). The technological real options in return on technology (RO-Tech) investments in candidates relationship management systems (CRS) and return on human capital (RO-HC) challenges the cost of HR services solutions in new technology HR services.

The influence of digital technologies highlights the importance of human capital investments in knowledge-based organization's (KBOs). The influence of e-HRM in the transitions of HR solutions from structural capital investments contributes to the e-enablement of HR generation of e-learning in enterprise applications (EP) and customer relationship management systems (CRM). The mode of operation highlights the shared repertoire of the role of HR practitioners in shared technologies in HR practices in workplace engagement in social software's technologies via virtual teams, and personal digital assistants (PDA's).

The recruitment administration burden in office documentation management reflects low work performance and motivation. According to Martin and Whiting (2016, p.250), "The use of online forms, intranets and self-service access to employment details can further reduce the administrative burden by allowing employees to do much of it themselves".

The HR digitalisation of e-recruitment services influences knowledge management systems (KMS) in developing online HR policies and practices in human resources. The benefits in technology change in HR processes influences workplace cultures and highlights the contributions in technological change at work as social and in managerial processes.

Chapter 3 - Methodology

3.1 Introduction

The purpose of this research evaluates rational and methodological approaches for this research and to investigate the role of digital recruitment platforms in the integration of HR practices. The focus of this research is to discuss the methodology approach, research paradigm, research philosophy, research methods, research design and data collection methods and limitations. The interwoven of digital e-recruitment platforms and technology innovation simultaneously concludes epistemic practices of HR knowledge work and the integration of e-HRM platforms in the institutional interconnectedness of digitalization in the HR function.

The influences of digital technologies and technology innovation methods analyses collective qualitative and quantitative research questions in data findings. The sample population outlines variables in descriptive findings and methods of data analysis will illustrate findings from research instruments.

This research paper acknowledges ethical principles and researchers' ethical responsibility in following data privacy guidelines and seeking informed consent where appropriate from participants in this research study. The ethics aspects in this research study concludes variables in assumptions of interview questions in qualitative research. The anonymity of the identity of research participants is kept confidential for privacy obligations.

3.2 Research Question and objectives

The objective of this research is to demonstrate research knowledge and to convey an understanding of HR professionals' role in the integration of digital recruitment platforms in e-recruitment. Bondarouk et al (2011) highlights "as in the field of innovation management, e-HRM research focuses not only on the products and technologies applications for HRM practices but also on the process of e-HRM innovation".

This study focuses on the changing role of e- recruitment and influence of AI technologies. The traditional personnel approaches undoubtedly shifts old traditional personnel to a new human resources parallel integration of technology application and ensuring compliance in HR Practices. Marr (2024) highlights "to address this, HR professionals must trained to use AI responsibly and ensure that their algorithms are transparent and unbiased".

The purpose of this research paper is to evaluate research findings in a summative evaluation of quantitative data in evidence-based research to distinguish a comprehensive understanding and influences of digital recruitment in HRM. This research paper will investigate the impact of digital platforms in e-recruitment and defining measurable variables and positivistic objectives to measure quantifiable outcomes.

Objective 1: To identify the factors in which influence digital platforms in e-recruitment and changing theoretical frameworks underpinning new technologies.

Objective 2: To examine HRM practices and the challenges of e-recruitment on employee engagement.

Objective 3: To evaluate the relationship between motivation and the factors in which recruitment impact.

3.3 Research Paradigm

This research analysis focuses on interpretative knowledge of individuals personal experiences and perceptions. This interpretative phenomenological perspective analyses the opinions and experiences from HR practitioners and Industry professionals in adapting of new technologies and HRIS in workplaces. This research paper can demonstrate a positive and construction alternativism approach in findings of narrative descriptive research in the implementation of e-HRM recruitment platforms and integration of HR practices.

The exploratory of an interpretation theory in qualitative and qualitative research can adopt perceptual approaches and analysis of interpretive theory and social constructionism from participants experiences. This reflects in findings from qualitative research in personal constructs and events of individuals (Kelly, 1955). This research of descriptive and narratives interpretation highlights theoretical perspectives in exploring the integration of HR practices and processes in online recruitment. This narrative analysis highlights the focus of interpretive dimensions in qualitative data.

3.4 Research Philosophy

3.5 Mixed Methods

The ontology approach for this research measures the impact of effectiveness of digitalization in integration of HR practices. The mode of representation of narrative and descriptive approaches in ontological form evaluates the contribution of digital recruitment platforms in e-recruitment and to access the influences of engagement and motivation in e-recruitment (Smith, 2014).

The focus of integration of HRM practices in systematic strategic HRM identifies the HRM considerations in developments of new technologies (Guest 1987). The traditional personnel function highlights a foundation in recognizing the legitimacy of HRM and non – proceduralized approach in contribution of HR technology.

This research paper is subjective in opinion of truth and changing in conceptual theoretical assumptions in the research process. The espoused values highlights a new paradox of emerging technologies and the integration of culture management in digital HR solutions. Similarly, this is significantly highlights assumptions of new changes in technology markets and influence of HR practices (Legge, 2005).

The use of technologies impacts HR function and significantly contributes to the involvement of HR practitioner role in the integration of e-HRM platforms in digital transformation in the workforce (Cipd, 2018). The epistemological implications of conceptual post-modern discourse in socio-cultural aspects and modes of social cultural expressions, thoughts, perceptions can therefore adapt to HR digital technocratic knowledge in integration of authoritarianism processes. The focuses of constructivist epistemology acknowledges the perceptions, individuals' capabilities and positivist value of reflective viewpoints in different and cognitive engagement (Walton and Valentin, 2014).

These perspectives of knowledge work have likewise incorporates the relationship of knowledge and performance from political interests' groups and therefore subsequently can influence performance through HR practice. I can argue the fundamental principles of Taylor (1911) scientific management perspectives clearly highlights the necessity of craft workmanship in integration of work knowledge practices.

The importance of work knowledge in the development of new technologies influences the need for innovation changes in the workforce (Newell et al., p. 18, 2009). The epistemology of practice focuses on value truth and contributes to knowledge management systems and shared understanding of knowledge sharing in human resource management.

3.6 Positivism

The aim of this research study focuses on a coherent analysis in quantitative and qualitative methods of logical reasoning. The assumptions of positivist philosophy is based on evident based research in measurement of objectivity truth in positivism observable variables (Smith, 2014, p. 84). The truth results from valid findings in grounded theory assume unbiased analysis of data.

3.7 Interpretivism

The interpretative analysis of researchers' findings from qualitative and quantitative data variables focuses on narrative and ground perspectives. Parker, (2010) suggests the interpretivism process analysis can evaluate findings from participants interactions from questioning human experiences from objectives facts and understanding from individuals' responses.

3.8 Research Method

The positivist value of qualitative, quantitative and mixed methods research examines meanings, experiences and situations appropriate to research questions. The impact of new technologies traditionally micro HRM research and exploration of HR practices in HRM developments. The contribution of constructivist research approaches of digital platforms in e- recruitment and interpretivist approaches can correlate perceptions and experiences of random sampling in population of HR professionals from specific industry groups.

The use of qualitative research focuses on specific variables in the HR phenomena and is important in understanding of the adaptation of HR practices in digital recruitment. The focus of this paper research analysis qualitative and quantitative research to which “it is an inquiry that seeks to understand social and human issues and problems.” (Smith and Davis, 2013). This research paper analyses qualitative data collection methods in research design and focus on data collection methods of numerical, textual and observational data. This research comprises grounded methodology approaches and focuses on integration of analytic descriptive data and comparative analysis in digital recruitment platforms.

3.9 Research Sampling

Population: HR Graduates, Human Resources professionals, HR Managers, Senior Level Executive professionals,

Sample and Sample Size: HR professionals/Senior Managers ranging from Middle to Senior Management positions.

Method of Sampling: Random sampling of Industry Sector professionals.

3.10 Research Design and Rationale

3.11 Semi-Structures Interviews

This researcher will collect data from conducting semi-structural interviews. The interviews are appropriate for data collection and research methods of data analysis, grounded theory, constructivist and interpretivist research findings. This approach analyses qualitative and quantitative data in themes, inferential and comparatively data, interview data and empirical evidence. Parker (2010) suggests interviews in qualitative research is always 'semi-structured' because it invariably carries the traces of pattern of power in which hold things in place and reveals an interviewee's, a co-researcher, creative abilities to refuse and resist what a researcher wants to happen. This research aims to focus on findings from conversation analysis and practical reasoning by designing a set of interviews questions on major themes of e-recruitment in R&S, e-recruitment in PM, and e-recruitment in EE and the influence of digital recruitment platforms. The set of interview questions are designed of four major themes from hypothesis literature research review: R&S, PM, EE, JS and the future of HR technology. The aim of IPA research analysis will evaluate dialogue responses, and this will allow the researcher to participant in modification of pre-determined interview questions (Smith, 2014, p. 57). The researcher aims to focus on narratives and descriptive course analysis of answers and research by demonstrating outcomes identifying the challenges of e-recruitment in the HR function. The interview is cross sectional into four main technology sub-sections and is coherent in quantitative and qualitative approaches of understanding the relationships of new technology and the implementation of e-HRM systems in HR recruitment.

The contribution of interviews is one of the most frequent forms of in-depth qualitative data generated from semi structured interviews. The focus of different types of interviews implicates approaches in interviewing questioning, recording and analysing data. The use of interviews in data finding will evaluate and analyze respondents' experiences and contextual depth of narrative perspectives. This paper research focuses the researcher to analysis data findings using quantitative and qualitative research approaches in date collection of results findings.

The interview schedule will be conducted in an open manner and will be carried out in six different organisations. The interview schedule will be an appropriate random sampling of HR professionals' participants from industry sectors. The interview will be carried out for over 10-15 minutes in a confidential manner at the company at which each participant works.

Research Timeline

These interviews process will be conducted from January 2025 to 3rd July 2025.

3.12 Surveys and Questionnaires

In the purpose of research paper qualitative and quantitative analysis the researcher has chosen web-based survey for data analyses for this study, and it is important to highlight the purpose of your search project will determine the survey you choose to administer (Smith and Davis, 2013). The web-based survey will determine the analytic data variables and measure the attitudes, opinions, experiences and behaviours of participants. This research paper is derived from researching secondary research methods of data collection analysis findings derived from researching the research problem, reviewing literature data, academic journals, databases, Government Agencies Statistics, Industry Reports, online databases and online journals.

The focus of quantitative research illustrates a limitation of error variance and provides for accurate responses. The survey questionnaires contributes to the findings of researcher's questions and eliminates the influence of the researcher. Smith (2014) describes quantitative research as observable in the reliability of measurements on narrative and descriptive accounts of individual differences. The researcher collects data findings from different demographic populations in the HR area and analyses participants natural responses of pre-determined questions and descriptive responses to open ended questions (Gravetter et al., p. 205, 2011).

The researcher has chosen a web-based survey and this is conducted by Google Forms using social media platforms. The research survey design questionnaire ranges from 1- 22 closed end questions with the exception of one open end question. The open-ended question allows the participants responses to express viewpoints of general nature. A consent form is added to the first page of the survey questionnaire and respondents are required to read and acknowledge this before proceeding to participate in the survey.

3.13 Pilot Test Survey Questionnaire

The researcher implements a pilot test survey questionnaire to ensure different questions of open-ended questions are non-response bias and permits different conversion responses are valid for interpretation. The pilot test was necessary for external validity and to also ensure collection of minimal responses gathered. The pilot study is created by Google Forms and allowed for participating responses and also eliminates technical errors. The sample pilot study was sent via email to a random target audience. The sample size represents data from 75 participants of individual responses. The interpretation of responses is limited and accuracy of survey questions (Gravetter et al., p. 217, 2011).

3.15 Ethical Considerations

The implications of abundance of fair and transparent interview process impacts the access to conduct in -depth interviews. The use of research interviews will be conducted in a confidential manner and the researcher is aware of ethical questions in collecting data and research findings. Consequently, Smith and Davis (2013, p.42) highlights the purpose of this research proposal the researcher is “responsible for the ethical conduct of the research project”. The information collected is collected and stored in a confidential manner and participants responses will be held anonymously.

The importance of privacy online and confidentiality in ethical research highlights the importance of ethical guidelines. The focus of ethical research is the responsibility of the researchers and highlights the requirement of data protection guidelines in research reviews (Gravetter et al., p. 217, 2011). The importance of ethical considerations is necessary when forwarding survey questionnaires to participants online. The participants’ disclosure of information is protected by confidentiality and anonymity (Parker, 2010, p.16).

The participants will remain anonymous in partaking of survey questionnaires and participants have an option to acknowledge the aims of research by clicking a signed informed consent form prior to accessing the survey. This informed consent forms are required to avoid harm to the participants and also ensures confidentiality (Gravetter et al., p. 78, 2011).

3.16 Pilot Study-Interview

The researcher conducted one pilot interview. The aim of this pilot interview is to ensure reliability and rational reasoning and outline the structure of the interview schedule. The pilot test can ensure questions are sequential in order and phrased correctly for the purpose of the interview. The interview schedule will ensure participants are familiar with the interview process and facilitate practical scheduled interview questions (Smith, 2014. p. 63).

4.1 Chapter 4 - Analysis and Findings

4.2 Introduction

In the analysis of present findings from primary and secondary research methods the researcher opted for semi-structured interviews. The use of online survey questionnaires evaluates research from participants in the recruitment sector and provides insights, perceptions and analysis of reflection past experiences in the use of online digital recruitment in HR function. The main themes investigated focus on the measurement of frequency use of e-recruitment and comparatively analysis of preference in the use of e-recruitment platforms. The participants informed consent before interview schedule remain constant throughout the interview process.

4.3 Research Themes and Coding

To investigate results in interviews, relative interview questions were posed to each interviewee. The purpose of evaluating specific themes throughout the interview is to allow the interviewer to investigate the responses and outcomes.

The four themes investigated during interview questions posed to each interviewee.

1. Recruitment and Selection, Performance Management, Employee Engagement, Job Performance.

Table 1 - Thematic Analysis, Themes, Codes and theme description

<u>Themes</u>	<u>Codes</u>	<u>Theme Description</u>
Recruitment and Selection	<i>Efficiency</i>	<i>This theme discusses the requirement of digital recruitment platforms in recruitment efficiency and the impact of recruitment strategies in productivity.</i>
Performance Management	<i>Decision making: Mundane routine Manual Systems versus Digital records</i>	<i>This theme discusses the need for implementation of HRMS Technologies in HR recruitment and overview of technologies influences in organisational performance.</i>
Employee Engagement	<i>Implementation of HRIS Systems and ATS online recruitment methods</i>	<i>This theme discusses comparative measure in use of traditional recruitment methods and digital online recruitment platforms.</i>
Job Performance	<i>Motivation</i>	<i>This theme discusses the impact of e-recruitment platforms in HR recruitment.</i>

4.4 Overview of Findings

Theme 1- Recruitment and Selection

This thematic analysis sub-section analysis the results findings in quality of hire's metrics and efficiency of digital recruitment platforms in recruitment processes and the contribution of HRIS in the HR function. In return, of result findings indicates all participants frequently use indeed.com in online digital recruitment in hiring professionals for various overseas positions.

Participate 1 (P1) describes the impact of digital recruitment technologies in HR recruitment and contribution to HR online recruitment. This participant confirmed face to face interviews as a preference in recruitment, sourcing methods in traditional recruitment and use of indeed.com in recruiting online for her organisation. The use of AI in online recruitment is essential and confirmed HRIS e-recruitment platforms are necessary in the HR function.

“As a HR/director confirms digital recruitment is required for recruitment advertising and move to the use of zoom interviews online instead of face-to-face interviews”.

Participate 2 (P2) describes the use of applicant tracking systems (ATS) in use to fill vacancies in online recruitment.

“Yes, applicants tracking systems (ATS) in use to recruit online. Irishjobs is a preference, this company is in use of Indeed.com for 15 years in recruiting online.”

Participate 4 (P4) describes the frequent use of indeed.com online recruitment platform for in-house referrals for specific recruitment roles. The traditional method of face-to-face interviews and zoom teams is preference in digital online recruitment.

“The recruitment sourcing is based in head office Dublin, and preference is face to face interviews for recruiting oversea's positions”.

Participate 5 (P5) confirms the use of recruitment e-platforms technologies is frequently in use as a method of communications strategy in recruitment and selection. The company currently uses google, mercury android app and applicant tracking systems in digital recruitment.

“This company is currently in use of e-recruitment platforms as a method of communication and a preference of telephone interviews and online zoom video interviews in digital online recruitment.

Theme 2 - Performance Management

The implementation of online digital recruitment and e-recruitment platforms indicates a high changeover from traditional recruitment to online recruitment. The use of digital technology and HRMS online systems indicates a high potential hire in talent resourcing and utilizing streamline services in audio, virtual interviewing and cloud base solutions for potential hires. The developments of online recruitment Hubs for Irish SME's deliver's compliance in HR administration in HR resourcing.

Participate 1 (P1) indicates the company transitioned from traditional recruitment methods to online digital recruitment with a preference of indeed.com.

“Yes, this company is in use of indeed.com in online recruitment and uses digital recruitment platforms (HRIS) in HR recruitment”.

Participate 2 (P2) confirms standard agency recruitment platforms in frequent use for internal functions. The use of standard telephone interviews, Microsoft Teams and Zoom are in use in recruitment sourcing methods in his organization.

“Yes, it would be quite difficult to utilize skills, in 26 years this company is in use of a combination of e-recruitment platforms and has moved from reliance of old traditional recruitment methods to online recruitment”.

Participate 3 (P3) describes the importance of recruitment methods in use of Microsoft Teams, and in-person face to face methods.

“Digital technology has helped in the changeover process from traditional methods. Employed as, Service Controller in operations the use of AS/400, Microsoft Office contributes to online reporting”.

Participate 4 (P4) indicates both traditional and digital recruitment platforms contribution to HR functional role in online recruitment. The use of BrightHR Ireland in availing of HR software services, includes logging in holiday e-transactions and also in use for up-to-date HR guidelines.

“This company use both traditional and digital online services and avail of BrightHR software management systems”.

Participant 7 (P7) confirms the influence of HRMS technologies is necessarily in online digital recruitment. The company's preference for recruiting is via telephone interviews in traditional recruitment.

“Yes, this company is in use (optional) telephone interviews in traditional recruitment”.

Theme 3 - Employee Engagement

The integration of online digital recruitment tools and the use of applicant tracking systems (ATS) indicates a high return in applicant to hire ratio in recruiting talent candidates for specific positions in online recruitment. The transitions changeover from traditional recruitment in the use of HR portals from all participants indicates a high need in implementation of digital transformation for competitive industry standards in global talent recruiting. The use of digitalization of services will increase from 8.2% between year 2024 to 2032 (LinkedIn, 2024).

Participate 1 (P1) confirms the influence of online recruitment in employee engagement is essential in online recruitment e-platforms.

“Challenges, as HR director of my company is dealing with disputes and also the choice of people interested in your position is not enough. There is not enough people to recruit online”.

Participate 3 (P3) confirms the company is in use of digital technology in comparison to traditional recruitment methods.

“Digital technology is in use of HR portals, online digital manuals and online disciplinary relations.

Participate 5 (P5) confirms the use of ATS in digital online recruitment and Microsoft Cloud, in job posts. The company is in use of LinkedIn, Irishjobs and Indeed.com for job posts in online recruitment.

“The use of digital online recruitment is much easier, digital online workflow automated services and onboarding services impacts the efficiency of digital online recruitment”.

Participate 6 (P6) indicates the use of both traditional and digital recruitment methods in online recruitment. The company is also in use of applicant tracking systems (ATS) and confirms the use of LinkedIn, Indeed.com, in online digital recruitment.

Participant 7 (P7) indicates a transition to digital online recruitment and the use of applicant tracking systems (ATS) in online recruitment. The company recruits and is in use of LinkedIn, Indeed.com in online recruitment.

“yes, the use of applicant tracking systems (ATS) in HR software is in frequent use of in online recruitment”. Yes, the company uses LinkedIn, Indeed.com in HR recruitment.”

Theme 4 - Job Performance

The significant shifts from traditional recruitment methods to implementation of HRMS technologies, AI tools, contributes to wider global connections and for recruiting suitable candidates pool for internal and external recruitment.

Participate 2 (P2) confirms response rate to job postings in from significantly more from digital recruitment methods and a return up to 100 applicants from frequent use of indeed.com to attract global audience.

“As, Director of Operations/Manager, challenges of tech within our HR industry sector, will impact HR departments in smaller organizations”.

Participate 3 (P3) describes the preferred traditional method of face-to-face interviews and a preference of in-person interviews. The major challenge in recruiting people is trying to attract right candidates online.

“The major challenge in sourcing people is attracting right candidates in online recruitment platforms”.

Participate 4 (P4) indicates a shift to digital online recruitment and a move towards online recruitment is necessary for company to change. The use of AI is not of use but frequent use of HRMS technologies contributed to the use of online digital recruitment services.

“This is a small sized company and HR issues, HR procedures are outsourced to different digital HR recruitment services.

Participate 5 (P5) confirms the challenges of online digital services in HR professionals and industry roles in HR recruiting in legality of candidates references and employment validation.

“As Director of this company employed for 21 years, AI, Chatgtp is advantageous, and the use of traditional recruitment is 80/20 to 50/50 generated candidates online for job positions. The legal paranoia is quiet difficult, hiring managers HR employment validation is slipping through the net in traditional recruitment”.

4.5 Reliability and Validity

The quality and accuracy of qualitative and quantitative in measurement of validity and reliability and quality of true responses in research findings. The interpretation of data depends on the degree of accurately from participants responses. The quantitative and qualitative research methods in a 'test' or 'questionnaire' ensures the measure of reliability is consistent from individual responses in which are determined between scores and for accurately purposes (Gravetter et al., p.116, 2011). The conversion analysis from individual responses interprets analysis from learning experiences in reflective observation (RO) and active experimentation (AE) (Walton and Valentin, 2014).

The "concept of validity of a research study is the degree to which the study accurately answers the question intended (Gravetter et al., p.167, 2011). The focus of internal validity of research results findings interprets findings from single participants explanation responses taken from random sampling group population.

4.6 Limitations

The limitation in this research considers the method of data collection and the interviewer responsibility of finding results to reflect an accurate, honest account of past experiences. For the purpose of this paper the research method selected ensures interviews are conducted in unbiased manner and results are valid in an ethical manner to avoid active deception. The interviewer may follow up on past preferences to collect responses in an honest reflection. The interviewer ensures method of intuition to sought past experiences knowledge in obtaining responses to ensure higher levels of confidence and validity of responses (Gravetter et al., p.7, 2011).

The findings from the survey questionnaire is based on large population of 75 companies and the findings returns from a small number of participants. A small sampling of 60 companies returns outcomes of three participants respondent's, and this limits the research findings and access to participants. The time constraints in randomization of research undertaken has no requirement of treatment conditions in measurement methods and obtains significant differences in results from two-design instruments.

The researcher is limited to sample of 0 - 10 participants in interviews as time-related factors in obtaining results and analysis of themes and measurements of individual responses. The method of interviews were conducted during regular working hours via telephone and data collection from open structure questions and interpretation of results.

4.7 Survey Questionnaire- Research Findings

The interpretation of research findings explores the use of online recruitment platforms in digital technology and the impact of technology in HRM recruitment.

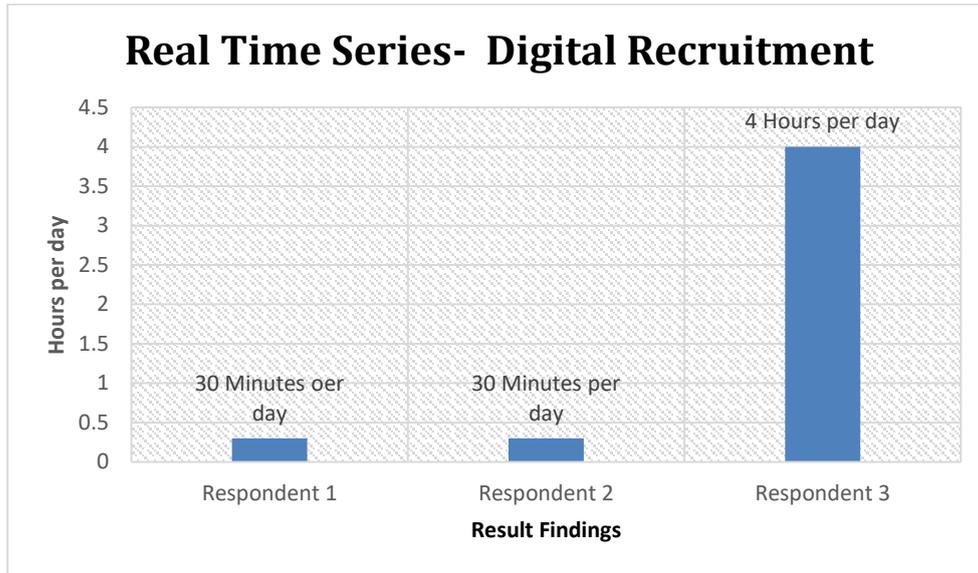
Participant 1 current occupation industry group is within Senior Executive management level in age range 45>54. The respondent confirms a preference of usage of e-recruitment platforms in comparison to traditional recruitment tools. The recommendation of applying online returns a valid hypothesis comparison and a response of positive reaction of ‘extremely likely’ in 10 point ‘Likert scale’ indicating a high satisfaction of real time candidate responses in online recruitment and in use of zoom in online virtual conferencing. A high frequency of employee engagement confirms a sentiment of high satisfaction in the use of e-HRM technology in traditional online processes.

Participant 2 current occupation industry group is within HR professionals’ level in age range >65. This respondent confirms the frequent availability and use of social media in online digital HR recruitment. This results findings in online responses of ‘neutral’ in 10-point Likert scale indicating a strongly/neutral response in real time online returns in candidates’ responses. The use of online self-serving features returned a response of ‘fair’ in meeting expectations of online customer satisfaction and in use of google meet in digital video conferencing.

Participant 3 current occupation is within HR professional level in age range 25>34. This response outcomes confirms high satisfaction in user friendly in streamline online applications platforms. A high return of customer satisfaction in candidate real time response of “extremely likely” concluded a recommendation in e-HRM platforms in HR recruitment. The use of Indeed.com and Microsoft teams in digital online recruitment indicates a positive relationship between HR technology and online recruitment.

The results from time series analysis from three respondents confirms a preference usage of digital access between 30 minutes > 4 hours of time spend using digital services per day in workplaces.

Table 2: Real Time Series – Digital Recruitment



All three respondents confirm a preference usage of LinkedIn in most frequently used in online digital recruitment platforms in professional networking and impacts organizational performance in workplaces. All three respondents confirms high level of online security of personal data and confidentiality in use in accessing online recruitment services. The semantic differential measures variations in hypothesis from direct responses in attitudes and perceptions of the impact of motivation in online recruitment in the response of statements. The 1.1 individual participant responses of return responses of “motivated” in submitting online applications in online recruitment indicates a high level of motivation in workplaces in online recruitment.

5.1 Chapter 5 - Discussion

5.2 Introduction`

The focus of this research objective in research findings is to measure variables in evaluation of motivation in e-recruitment. This literature review analyzed the influence of e-recruitment in organisational performance and explore the findings of motivation behaviour and effectiveness as a positive outcome in management practices and alignment of HR work processes in work performance using qualitative and quantifiable methods of findings. Subsequently according to Pritchard and Ashwood, (2008, p.77) the influence of connectivity between HR professionals and delivery of HR solutions can impact the measurement of actions in results findings.

5.4 Future of HR in technology

The relational relationship between motivation and work performance highlights a necessity for both organizational respect and motivation within the workplace. The influence of new technologies in workplace performance identifies an autonomy effect in job task difference and contributes to workplace motivation. The integration of HR management and corporate social responsibility practices ensures HR solutions and delivery of HR services alignment in business needs.

Recommendation 1: The introduction of integration of online services contributes to a major shift in IT solutions and technology capability in providing specific subject specialists and technical experts in implementing of IT electronic resources (Lee, 2002, p.117). In results findings the analysis of new technology in traditional online resources indicates a requirement of IT interface in I.T landscape to provide linkage services under the umbrella of emerging technology solutions. The advantageous of e-resources in single user access is the availability of WAP technology in e-platforms in online recruitment capabilities and in the availability of electronic resources in new technology development.

Participate 7 (P7) indicates a preference of digital recruitment software technologies in online recruitment within the organization. The use of online HR software tracker in employee management in HR solutions.

“Company Director, employed for 17 years in organisation, confirms the use of digital recruitment software and HR Software Trackers”.

Participate 6 (P6) indicates frequent use of HRMS technologies in online digital recruitment and use of HRLocker, HR Software in managing HR activities,

“Employed as Director of Operations for 8 years within this company, the use of HRLocker is in use in online recruitment.”

In results findings the use of recruitment software’s significantly contributes to challenges in alignment of HR practices and organization’s missions’ goals (Wiley, 2012). Additionally, according to Walton and Valentin (2014, p.168) the impact of new technologies within the workforce implicates the functional role of HR professionals career progression. The challenges in updating online digital recruitment platforms within organizations incorporates the integration of current HRM practices and online availability in delivering of HRM efficiency in recruitment sourcing.

5.5 Challenges of Digital Transformation

The role of HR professionals changing processes now focuses on the integration of HR practices and contributes directly and indirectly in HR activities. The HR changing role focuses on shifts in the marketplace in the use of digital HRM and significant transitions in HR specialists’ knowledge in delivering advisory and supporting roles in administration, negotiations and legal expertise in delivery of HR function. The ethical and integrity professional’s standards practice’s challenges the role of HR professionals in promoting equality, diversity and inclusion in sustaining high standards of ethical conduct.

Recommendation 2: The introduction of new technologies in e-commerce significantly impacts challenges in the new economy. The importance of e-finance in online banking and business to business exchanges provides electronic platforms in streamline services within the corporate culture. The use of online recruitment in organisations significantly impacts the use of e-platforms in online recruitment and preferences of use of indeed.com and Irishjobs in workplaces in e-recruitment.

The use of online recruitment development of e-platforms services, e-tailers, e-marketplaces, e-procurement and e-storefronts provides for the integration of business to customers online platforms (Banks, 2001, p. 140).

Participant 7 (P7) describes the impact of digital recruitment platforms (HRIS) in digital recruitment and confirms e-platforms contribution to HR functional role in work performance in a positive drive in online digital recruitment. The use of AI technology influences HR recruitment activities within HR professional role.

“Yes, digital technology positively contributes to digital innovation and streamline services. The day-to-day activities and AI technology has impacted HR professionals in daily processes and HR activities in online recruitment”.

The role of HR professionals can focus on positive links of HR practices and HR policies and causal criteria in between HRM and work performance. The standard of best practice HRM contributes to a coherent approach to high commitment HRM and employee engagement. The delivery of strategic HR systems and interchangeable HR solutions can impact employee engagement and work motivation (Marchington, 2020, p. 364).

Recommendation 3: The role of social media in HR recruitment significantly highlights new opportunities in digital tools and connections globally. The use of digital technology in communicative HR campaigns and in networking events impacts new HR innovation strategies in digital recruitment. The use of facebook, twitter, myspace, tweetDeck, twitPic enables digital platforms to build recruitment networks and connections for recruitment companies. In results findings the use of social media in online recruitment focuses on wider global audiences and attracts the right candidates.

The role of digitalization in HR integration of HR processes impacts changes in digital technologies. The influence of cyber-physical systems, robots and cloud computing integrates digital systems and virtual reality. The inherent approach to human effort in processing HR transactional productivity significantly reduces the advancement of new technologies.

The robotics technology challenges the nature of HR professionals' roles in the delivery of HR solutions. The contribution of digitalization in HRM significantly shifts from manual HR routine tasks and procedures to digital AI automation use of HR services. The influence of electronic human resource management (e-HRM) influences HR processes and online recruitment in digital transformation.

5.6 Ethical Privacy

The challenges of HR professionals in maintaining confidentiality of information ensures protection of employees' legitimate interests and privacy. The issue of cyber loafing contributes to defamation and impacts individual's reputation and personal entities. The challenges of expectation of privacy in digital electronic communications enforces obligations of the employer in protecting employee's rights. The impact of ePrivacy regulations protects the context of electronic communication and personal data.

The ethical management of information is protected by General Data Protection Regulation (GDPR) and establishes a set of guidelines in level of confidentiality, consent and legal requirements. The framework for data governance determines ethical norms at national and government level and enforcement of independent judiciary regulations. The European data governance act regulates common rules practices in digital technologies and regulations in digital internal markets (O'Keefe and O'Brien, 2018). The importance of privacy and confidentiality are limited to digital rights management (DRM) and regulates licensing clauses and terms of use agreements (Verminski and Blanchat, 2017).

6.1 Chapter 6 – Conclusion

The role of digital technology in changing technologies focuses digitization in the delivery of online digital resources and ad hoc digitization. The role of HR practitioners in delivery of digital imaging projects represents the necessary HR knowledge and requirement of expert training in project management. The influence of digital workflows focuses on HR practitioners' role in quality assurance performance and fine tuning of digital batch conversion in HR processes. The role of HR professionals highlights future challenges of digital technology in sustaining business needs and HR practices in HR solutions. The results findings supported the evaluating measurements of the influence of digital recruitment in organisational performance and the integration of employee performance, motivation in e-HRM solutions.

6.2 Reflection

The impact of new technologies in the role of HR function significantly impacts changing roles in HR practitioners functional HR knowledge in implementing technology digitalisation in workplaces. In writing this dissertation I focused toward's a re-shape in specific new understanding in HR knowledge and in the area of technology digitalisation. This experience has equipped me with further knowledge in the HR field and have gained valuable insight into in-depth analysis of HR function and role in the implementation of digital technology. This experience has presented challenges throughout the research process, and I found overall the learning experience valuable for career advancement in my role as a HR professional and for professional development in the delivery of HR digitization solutions.

Appendix 1- Interview Schedule

1. Could you confirm your job title?
2. Could you confirm how long have worked in recruitment within this company?
3. Which field or industry are you currently working in?
4. What digital recruitment platforms technologies have you most frequently used to improve recruitment efficiency?
5. What recruitments sourcing methods would you use in recruitment process?
6. Optional: Face to face interviews, telephone interviews, Online Video Interviews (Zoom, Teams, Google Meet).
7. What are your viewpoints on the influence of e-recruitment platforms in organisation performance.
8. What is the response rate to job postings using traditional recruitments methods in comparison to digital recruitment methods?
9. What applicant tracking system (ATS) would your company use in online recruitment and is time to fill vacancies successful in using digital online recruitment systems?
10. How does the impact of e-recruitment platforms such as LinkedIn, indeed, AI-based, chatbots influence HR practices within your organisations.
11. Traditional HR consists of manual processes and paperwork. How does digital recruitment platforms (HRIS) change the HR functional role?
12. How does HRMS technologies and AI contribute to HR activities in HR recruitment within your organisation.
13. What challenges does HR professionals face within a competitive industry to further progress and different fields within HR Spectrum?

Appendix 2 – Survey Questionnaire

1. What is your current occupation?
2. What is your age Group?
3. What is your Gender?
4. Why do you prefer using e-recruitment platform in applying for professional networking?
5. Which virtual conferencing tool would you use to attend Webinars, interaction discussion or live online events?
6. Would you use social media in applying for job position online?
7. Would you use social media in applying for job position online?
8. Do you agree HR Technology protects your personal data and information (HRIS, e-HRM recruitment platforms)?
9. Would you recommend candidate real time responses in submitting online applications forms applying for job positions vacancies in e-HRM recruitment platforms?
10. How frequent would you use e-recruitment platforms in applying for job positions?
11. Which professional recruitment platforms would you use to apply for a job position?
12. How long would you spend using digital e-platform services per day?
13. How satisfied were you with the overall application process in applying for job positions online in digital recruitment platforms?
14. How motivated did you feel in submitting online applications forms in applying for job positions?
15. When did you last attend an online digital interview?
16. How would you rate the self-serving features in HR Technology in applying for job positions in e-HRM platforms?
17. How would you measure the use of e-HRM technology in changing traditional HR processes in recruitment, e-selection, e-training, e-learning.
18. Would you recommend the use of digital recruitment tools and integrity, trust in technology is in compliance with data privacy regulations (e.g. GDPR).
19. Do you consider HR recruitment systems integration of HR online applications forms and HR online tools more efficient and inefficient?
20. Would you recommend the use of digital recruitment tools in integrating diverse recruitment hiring in online e-HRM?

21. Would you agree or disagree: The influence of e-HRM implementation of e-recruitment platforms delivers e-HRM innovation in technology digitalization.
22. Would you recommend online e-recruitment platforms in comparison to traditional HR recruitment?

Appendix 3 – Participation Email

Date

Dear <Insert Name>

My name is Evelyn Egan. I am an undergraduate student at NCI undertaking a final year dissertation. My area of research focuses on the role of digital platforms in e-recruitment and integration of HR practices. The research focuses on the challenges and strategies on the use of HR technology and specifically investigating the developments in e-recruitment platforms. I am looking to identify key individuals who could contribute to my research in this context. As a participant in this academic research your experience, views and thoughts on this subject would be invaluable in providing a broader context to this study.

All interviews will be conducted ensuring that participant anonymity can be protected if required. While the preference for participant completion will be email, these interviews can be conducted via a medium and time that would suit.

On agreement to engage within this process, I will forward a consent form for you to complete prior commencement of the interview.

Many thanks in advance for your time on this matter.

I look forward to your response

Kind Regards,

Evelyn Egan

Appendix 4 - Interview Consent form

Interview Consent Form

To Investigate the role of digital recruitment platforms in e-recruitment and integration of HR practices
Consent to take part in research

- I..... voluntarily agree to participant in this research study.
- I understood that even if I agree to participant now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.
- I understand that I can withdraw permission to use data from my interview within two weeks after the interview, in which case the material will be deleted.
- I have had the purpose and nature of the study explained to me in writing and I have had the opportunity to ask questions about the study.
- I understand that participation involves an interview where I will asked 10 - 12 closed and open-end questions and it will 15 – 20 minutes.
- I understand that I will not benefit directly from participating in this research.
- I agree to my interview been audio-recorded.
- I understand that all the information I provide for this study will be treated confidentially.
- In understand that in any report on the results on this research my identity will remain anonymous. This will be done by changing my name and disguising my details of my interview which may be reveal my identity of people I speak about.
- I understand that disguised extracts from my interview my be quoted in a dissertation submitted to National College of Ireland.
- I understand that if I inform the researcher that myself or someone else is at risk of harm they may have to report this to the relevant authorities – they will discuss this with me first but may be required report with or without my permission.
- I understand that signed consent forms and original audio recordings will be retained in specify location or on researcher’s laptop in which the researcher has only access to this data until relevant period until exam board confirms the results of the dissertation`.
- I understand that under freedom of information legalization I am entitled to access the information I have provided at any time while it is storage as specified above.
- By signing below I am agreeing to: Participate in this study, participate voluntarily and give permission for the interviewer to voice record the interview.
- I understand that I am free to contact any of the people involved in the research to see further clarification and information.

Researcher: Evelyn Egan -email x22229132@student.ncirl.ie

Signature of participant

Signature of participant

Date

Signature of researcher

I believe the participant is giving informed consent to participant in this study

Signature of researcher

Date

Appendix 5 - Survey Consent Form

This questionnaire is part of research for an Honours Degree in Human Resource Management at the National College of Ireland.

Consent Form: You are invite to participate in an online survey on the role of Digital Recruitment Platforms in e-recruitment and integration of HR practices. This quantitative survey is part of research project conducted by Evelyn Egan. This online survey should approximately take 5-6 minutes to complete.

Participation: Your participation is voluntary and optional. You can refuse to take part in this survey at any given time without any penalties. You can refuse to answer any part of the questionnaire any may exit at any time.

Risks and opportunities: There no risk involved in this survey and data collected will be stored in secured devices and will be removed after data collection. The confidentiality of this survey is ensured by the collection of no email addresses or other personal data. On the feedback of your opinion and insight this can add valuable contribution to the HR technology solutions.

Confidentiality: The Survey analysis or submissions will be stored to a link form.google.com which does not collect your personal data such as your Name, email address, or other tracking information. Your responses will be anonymous, and your participation will confidential. This research is conducted solely for scholarly purposes. No further use of the provided data will be stored for any future purposes and is subject to the consent of the individual.

For any further queries or questions please forwarded to email address x22229132@student.ncirl.ie.

By Clicking to continue you confirm that

1. You have voluntarily agreed to take part in this research at your own consent.
 2. You have read the above information.
 3. You are above the age of 18 Years.
- If you do not wish to proceed you can decline the participation.

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