

Efficient Talent Acquisition: Technology Adaption in Employee Recruitment Process in Pakistan

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Abstract

The research investigates the effect of the adaption of technology on the recruitment processes in Pakistan. The use of the digital recruitment process, technology in recruitment, talent acquisition, and quality of recruitment are independent variables, whereas the efficiency of the recruitment process is the dependent variable in this study. The study collects data from 200 HR managers of Pakistan employed in several organizations using close-ended questionnaires. The data analysis was carried out using SPSS software. This research suggests that there is a significant positive relationship between the dependent and independent variables. The study adds to the literature on the impact of technology adaptation on recruitment efficiency in the developing world. This study also suggests that top management and HR practitioners must implement specific actions to foster a positive attitude towards technology adaptation in employee recruitment. The study also provides the avenue to study further the use of technology in HR.

Keywords: Technology adaption; digital recruitment process; quality hiring; talent acquisition; efficient recruitment.

JEL Classification: O32, M51

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1. Introduction

Technology cannot just be understood as something everyone implements and consumes to get the work done or increase communications. It is highly impacting the processes of many businesses to the extent of completely transforming the practices (Nasreem et al., 2016). Such an influence is expected to be experienced by the Human Resource Department of a business precisely in their recruitment performs. It is also now believed that technology in recruitment brings profound positive changes like hiring employees has become more efficient. And so, employers are now able to extract more incredible talent from the overall talent pool of candidates (Fair, 2007). Technology has become an extended term in today's business environment.

It is innocuous to say that no industry has not been affected by technology in one way or the other (Khan & Rasheed, 2015). Every industry and business have identified the importance of technology to increase overall operations and proficiency (Sattar et al., 2015). This implies on every level and department of a particular organization, including Human Resource Management (Ahmad & Allen, 2015). Even though this subject matter has gained significant attention globally, many organizations worldwide seek excellent knowledge and implement immense technological changes in their practices (Sheikh et al., 2016). But Pakistan still appears to be a sluggish goer in the application of technology. However, the importance has been majorly identified in various organizations. Nevertheless, much has to be done in this matter (Sabir et al., 2015). The importance of investigating technological implementation in recruitment and selection stalks from the significant part of employment performs in the present massive competitive and global aptitude trend (Ekwoaba et al., 2015). The adaption of technology in recruitment has become an actual implementation for recruiters desiring a competitive advance in the labor market and enticing limited acute talent (Smita & Sarika, 2015). The subject matter analysis will thus deliver abundant practical effects and suggestions for recruiters and fill prevalent research gaps in the Pakistani industry. Nowadays, the majority of the companies have adopted and designed a portal for HR rather than a physical resource (Khan & Rasheed, 2015). However, the scenario is different and immature in Pakistan's market as the company still cannot comprehend how well and efficiently incorporate it with the practices (Naqvi & Bashir, 2015). Nevertheless, it is believed that Pakistan can dramatically change the situation of recruitment (Khattak et al., 2015).

Recent researches show in the Pakistan market that the organizations which have efficaciously implemented sophisticated HR technology tools overtake those that do not (Khalid & Tariq, 2015). Nevertheless, since most establishments already have programmed basic HR administration, the general automation of HR procedures can no longer guarantee a competitive gain (Gates & Podder, 2015). Instead, businesses need to control how to use these technologies to alter their recruitment actions and market the brand to attract maximum candidates and increase the chance of hiring the best-fit talent for a particular job.

Another problem in the Pakistani market that needs significant attention is that employees' job roles are inappropriately defined, leading to inefficiency in the job and this overall ineffectiveness to achieve the targets (Shah et al., 2016). It is believed that such situations occur just because most the employers are unable to analyze the job properly and its specific roles; thus, they are unable to identify which candidate is the best fit for the position and thus leading to diminishing performances and demotivation in the job (Asadullah et al., 2015). The point here remains that appropriate education on what the employers are supposed to do is absent yet and, in this situation, technology can be of great use (Naz et al., 2016).

Technology can guide the step-by-step processes of the necessary actions required to be taken, and efficient analysis can be complete, providing better results overall (Ashraf, 2017). The methods through which human resource actions are consummated must be changed intensely in the coming few years. Recruitment processes are dignified as one of the most vital assets of an organization. Nevertheless, significantly fewer companies in Pakistan can comprehend all the potentials it has. Unquestionably, Human Resource Management, besides specific recruitment in organizations, has reached more strategic importance, and the implication of its implication in Human Resource Management and business approaches are well-comprehended (Owusus-Ansah & Nyarko, 2014).

In human resource management, recruitment remains the process of examining and choosing suitable applicants for a specific organization (Zia-ur-Rehman et al., 2015). Essentially, the method comprises pursuing and attracting a pool of talented candidates incorporating numerous viable recruitment approaches (Nasir & Mahmood, 2016). The former practices incorporated by organizations entailed communicating networks or current employee referrals, attracting executive hunts, using newspapers classified advertisements, and different mediums. However, in recent times, obtaining and keeping high-quality talent is challenging to an organization's profitability because the talent market has become increasingly more competitive, and the accessible skills are cultivating intensely diverse.

Recruiters must be more proficient with their responsibility since bad recruiting decisions can yield long-term negative impacts, including significant training and development expenditures to limit the incidence of deprived performance and high turnover that eventually impact staff determination. And all of it can affect in overall diminishing profitability of the organization and fading competitive edge (El Ouiridi et al., 2016). Thus, technology adaption has been encouraged as a prospect for human resource (HR) specialists to become deliberate associates with top control of their respective organizations. The notion has been that technology will help recruiters become more proficient in providing effective results and decision-making ability.

Considering the above limitations, this research will further help in knowing what are the significant factors of technology in the recruitment process? What is the overall impact on talent acquisition through technology in the recruitment process? The study will also help identify the transforming field of Human Resources and enhanced activities of the recruitment practices. This study is highly significant for the recruitment practitioners to understand the various pros and cons of technology and comprehend whether or not technology is bringing more notable upgrades in their processes to incorporate it into their practices and increase proficiency. This study is also vigorous for the recruiters to know how technology can help improve their job roles.

The few objectives of the study are: 1) to come up with and identify the factors of technology that are causing changes or effects in the process of hiring and selecting employees. 2) The recruiters of human resources have the accountability to take the main selection choices, including whom to recruit, what message to communicate, and how to operate recruitment purposes with help of technology. 3) How the implication of the application of technology in each ground of organization is growing speedily. 4) Lastly, how technology will help in the recruitment of quality talent acquisition.

2. Literature Review

The assessment of how and why an individual implement or discard a specific technology has been a noticeable subject matter in the field of information system (IS), advertising, and social science (El Ouiridi et al., 2016). For the last three decades, researchers like (Azeem & Yasmin, 2016) have intended to comprehend, forecast, and elucidate the aspects that impact the implementation of technology at specific and organizational levels. Other behavioral concepts transfer from the discrete to emphasis either on the behavior itself or associations amid behavior, entities, and the communal and physical surroundings in which they befall (Khan & Rasheed, 2015). Consequently, abundant technology implementation theories and models have been advanced and consumed to exploit the elements and instruments of users' implementation choices and behaviors (El Ouiridi et al., 2016).

Ladkin and Buhalis (2016) stated that comprehensive consideration of the occurrences understudy is more significant than parsimony. While Naz et al. (2016) contended that the stability between parsimony and their influence to consider should be assumed when assessing the models. For example, choosing a precise model may yield overflow which means that certain concepts are not obligatory or essential, and might also produce overflow circumstances, which means that other constructs are desirable to apprehend the phenomenon under examination (Fair, 2007). Consequently, it turns out to be commanded to assess these models in terms of their theoretical foundations (Naqvi & Bashir, 2015).

Furthermore, without understanding the backgrounds, progresses, and variations along with the limits of this technology, there can be no inclusive and precise research in the field (Sattar et al., 2015). Furthermore, while most of these technological adoption models and concepts appreciated extensive use and associated literature had developed immensely, to the best of our information, there are not many analyses of literature about the association of technology adoption models at the individual level. This examination and analysis will thus fill the gap between technology and Human Resource Management. Henceforth, in this article, we deliver a valuable, lengthy and inclusive review of the most significant concepts and theories in the field of technology, investigating their theoretical bases, classifying their advances, key mechanisms, assets and weaknesses, additions, boundaries, and their module paradigms (Kaminski, 2011).

This section evaluates an assortment of prevailing models to relate and distinguish them from the factors selected in this study. Certain factors are extensively used among theorists, just like information diffusion (Ashraf, 2017). The technology lifecycle theory as well as the coherent selection theory. Others are more frequently comprehended in the theoretical domain, such as ‘the Theory of Coherent Action’, ‘the Theory of Strategic Behavior’, ‘the Technology Approval Models’, and the integrated model. Diffusion concepts “Diffusion is the course through which a technology conversed through definite networks over time among the associates of a social system.” thus, diffusion of innovation is the theory of how, why, and at what rate new ideas and technologies spread through a defined community.

Diffusion of innovation (DOI), the most renowned and most extensively used, is the diffusion of innovations model from Rogers (Kaminski, 2011), which has become the foundation for broadly used theorists’ technology models. While he deliberates a theory for innovations and technology that can be a notion, an action, or a purpose, most of his illustrations are technological innovations. According to the concept, several factors affect the diffusion of innovation. To seize this complication, the technology, the communication networks or how evidence about the innovation is conversed (El Ouiridi et al., 2016), the innovation-decision progressions and the technological innovation of an organization, and the nature of the communal classification into which the innovation is being familiarized.

2.1 Use of Digital Recruitment Process in Human Resource Management

The initial period of the 21st century is commonly measured as the initiative of a novel era of investigation and expansion in Pakistan. Due to a considerable upsurge in the yearly budget for advanced education and investigation in the year 2000 and subsequently, and succeeding formation of human resource management of Pakistan in the year 2002, research philosophy in Pakistan started growing in this era. Human Resource Management took numerous forthcoming concerns with advantages, thus accelerating the procedures and methods of research in Pakistan (Sabir et al., 2015).

Organizations are nowadays recruiting with help of different internet processes, on-line portals, and methods such as interviews on Zoom, telephonic hiring, etc. which were never used to be in the past like publishing posts in the newspapers, notice boards, etc., and then conducting face-to-face interviews. No doubt, it eliminated the costs of hiring and also recruitment procedure has been speeding up with the latest technology. Efficient recruitment and selection have continually been one of the greatest essential for the organizations in the instructive subdivision because of not having any outright methodology for enticing, selection, and lastly, finding the right person for the job and a position in the company (Ahmad & Allen, 2015).

Investigators reviewing numerous human resources perform have been concentrating endlessly on recruitment and selection among other Human Resource services. On the other hand, it has elevated several explanations on the preceding examinations on the extent of recruitment and selection that their utmost emphasis has been the big organizations with dissimilar recruitment and selection actions (Gates & Podder, 2015). The recruitment practices have been stimulated by the initiation of information technology, information structures, and digital technology (Moomal & Masrom, 2015). Investigators have emphasized that Information technology delivered prospects to change organizations and support them attain competitive advantages (Sheikh et al., 2016).

In diverse fields of research, studies from Pakistan have initiated performing in apparent local journals (Ashraf, 2017). As an outcome, journals of Pakistan based on Human Resource Management investigation have also considerably augmented (Azeem & Yasmin, 2016). Nevertheless, notwithstanding its development in numbers in the last one and a half years, Human Resource Management exploration in Pakistan still necessitates a focused course and plan that makes it more applicable to native matters and encounters (Nasreem et al., 2016). A foremost part of Pakistan-based Human Resource Management study contracts, in one way or another, with Human Resource actions link (Naqvi & Bashir, 2015).

Meanwhile, the technological uprising parsimonies initiated rising promptly in established countries and far ahead on this procedure of mounting businesses and markets prolonged to the entire world that curved into large-conclusion among big companies functioning in both public and private subdivisions (Owusus-Ansah & Nyarko, 2014). The world revolved into a global village that stimulated measure of Knowledge, Skills, and Capabilities across the philosophies in the diverse companies in the country that instigated the investigators' emphasis on the human resource management field to counter diverse features connected to the employees' behavior, predominantly recruitment and selection, one of a crucial human resource management purpose (Ahmad & Allen, 2015).

H1: There is a positive and significant impact of digital recruitment on the efficiency of recruitment.

2.2 Impact of Technology Adaption on Human Resource Management

After studying the existing literature on HRM practices, the investigators have established that technology does get influenced by peripheral and core influences which directly or ultimately affect other variables such as employee's approach, employee-employer associations, economic performance, employee efficiency, etc. and eventually subsidize to inclusive business performance (El Ouiridi et al., 2016). The emergence of universities' recruitment portals, Facebook, LinkedIn and Twitter, and other online platforms have made it easier for companies to reach out to potential candidates.

Numerous academics have deliberated that handling people is more challenging than managing technology or resources (Zia-ur-Rehman et al., 2015). Nevertheless, those organizations that have erudite how to achieve their human resources well would have control over others in the long run for the reason that obtaining and positioning human resources efficiently is unwieldy and takes much longer. The efficient management of human resources necessitates proficient Human Resource Management structures. Azeem and Yasmin (2016) describe Human Resource Management as a characteristic method of service management that pursues to acquire a competitive advantage by positioning an extraordinarily dedicated and experienced staff, using a selection of systems. To progress into a proficient Human Resource Management system, the association must have sound Human Resource Management actions. Human Resource Management denotes structural measures focused on dealing with the pond of human resources and guaranteeing that the resources are engaged in the direction of the contentment of structural objectives (Smita & Sarika, 2015).

Technology distresses Human Resource Management to an extensive level because a great notch of communication between technology and Human Resource exists. Technology varies the way we work, the parts we assume, and the connections through which work gets completed (Sheikh et al., 2016). Shah et al., (2016) contended that technology enables the development of a multinational company nonetheless creates a concurrent problem of "unpluggedness" between discrete workforces. Owusus-Ansah and Nyarko (2014) recommended that technology remains at the business industry's core. It delivers a chain of business advantages. Technological expansions modify the framework of Human Resource actions and the way they are applied (Sekhar & Patwardhan, 2015).

H2: There is a positive and significant impact of technological adoption on the efficiency of recruitment.

2.3 *Quality Recruitment with Technological Advancements*

The occurrence of the technology has transformed the conventional technique of recruitment in Pakistan as it has globally. However, Pakistan still stands in an initial stage of technological implementation in the recruitment process. In the past few ages, technology has intensely altered the face of Human Resource recruitment and the customs establishments think about the recruiting purpose in Pakistan, particularly in the private segment (Ahmad & Allen, 2015). Implementing the influence of technology to attain Human Resources aims not merely to upsurge efficiency but also cut time and money (Asadullah et al., 2015). Technology-driven recruitment is recruiting workers by incorporating innovations, technology, and digital internet sources (Ashraf, 2017). By combining Technology-driven recruitment facilities, job hunters get an improved chance to upsurge their potential job prospects. These facilities give time flexibility and more opportunities to entice impassive job hunters and subsequent in a better chance to get the best person for hiring requirements. In the future period, digital recruiting and employment are predictable to endure their volatile evolution (Hyder & Lussier, 2016).

Technology-driven recruitment has been accepted in numerous Pakistan organizations, from large to small organizations (Azeem & Yasmin, 2016). Most establishments are currently incorporating technology-driven recruitment to post jobs, receive resumes on digital mediums, and resemble the candidates by e-mail (Ekwoaba et al., 2015). In the current vibrant era, technology has transformed the domain and curved it into a global village. Job hunting around the country has turned highly common for applicants skilled in surfing and who have access to digital means (El Ouiridi et al., 2016). Currently, job hunting on digital means has turned out to be a very common implement for job searchers (Gates & Podder, 2015). It lets them discover their anticipated job and construct their job in any part of the country. The virtual recruitment inclination has been ongoing in western countries for many years (Hyder & Lussier, 2016). In Pakistan, this inclination has developed in the last 7 years. Numerous CVs are directed or uploaded daily on business websites and online supports.

Subsequent, to internet examination, numerous job searchers used the internet efficiently to attain the formation of potential employers. Several of them are looking for a business website, online contact recruiters on diverse job portals, and list themselves on online job panels or online job supports (Khattak et al., 2015). Those sites eventually perform as a medium that attaches the job searchers with businesses. There are numerous advantages of incorporating web-based job examination; it improves the competence of job searchers, it protects applicant's procedure cost and time, job searchers can grasp employer at diverse level, indifferent to any conventional searching technique that would extend a local or nationwide collection (Khan & Rasheed, 2015). Since job searchers in Karachi city concentrate comprehensively on online bases to gain prospects (Khalid & Tariq, 2015) has given immense importance to technology in this concern.

H3: Quality of hiring with technology has a positive and significant impact on the efficiency of recruitment.

2.4 Significance of Technological Implementation in Talent Acquisition

Prior academic researchers have investigated that to progress an association between employee contentment and the size of the organization, the kind of technology-driven recruitment strategies, the incorporation and amalgamation of technology-driven recruitment play a critical role in the overall procedure (Sabir et al., 2015). To measure the efficiency of the variables, different influences such as demographics, stage of job contentment, job assurance and structural assurance are the effects that make a difference between customary recruitment methods and technology-driven recruitment. This recruitment improves job hunters' suitability in withdrawal of the correct type of data in a short time and smearing organizations' websites rapidly.

The overall exploration has explained that Human Resource Management is transforming immensely in today's world. More specifically, the recruitment process in human resource management plays a vital role as it helps in attaining the right fit for the job and the best person performing adequately in their job roles will eventually fulfill the organization's strategic goals. In the present era, the conduct of recruitment has advanced considerably and the occurrence of technology-driven recruitment has transformed the commercial background forever at all levels within the context of Pakistan (Azeem & Yasmin, 2016). Due to continuous flow in the direction of innovation in technology and clutching conducts to deliver more effectual techniques for companies to cultivate considerably, the commencement of e-recruitment seems to be one of the supreme and vital approaches for numerous organizations functioning in vibrant situations (Ashraf, 2017).

Recruitment is a significant assertion of human resource actions. It is a twofold procedure that includes employers (Organizations) and candidates (Job hunters). Sattar et al. (2015) recognized organizations penetrating for potential employees as a searching concept of recruitment. In exercise, nevertheless, potential employees pursue out establishments as well (Hyder & Lussier, 2016). This assessment, characterized as a coupling theory of recruitment, seems more convincing. The valuation of desirability from both parties endures from the preliminary recruitment procedure to the final selection consequence (Naz et al., 2016). The customary recruitment procedure is eagerly recognized as time-consuming with extended employment cycle times, high expenses per procedure, and little geographic spread (Sheikh et al., 2016). On the other hand, digitalization has indeed transformed recruitment, the chief and significant human resource management procedure stage, from a structural and a job searcher's point of view (Nasreem et al., 2016).

H4: Talent Acquisition has a positive and significant impact on the efficiency of recruitment.

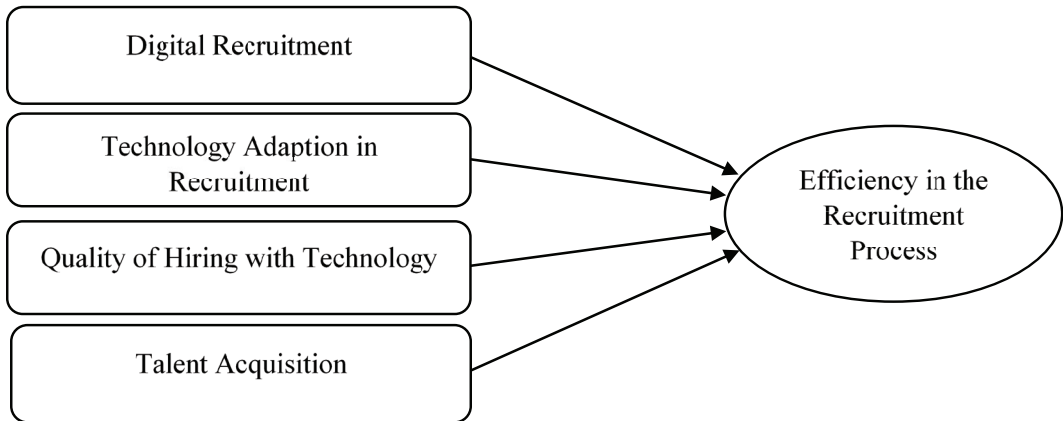


Figure 1: Theoretical Framework

3. Research Methodology

Research philosophy is a conviction about how data needs to be collected to analyze particular phenomena or a problem, how it will be analyzed and how it will be used. It is the systematic approach to focuses on examining the objective measurements and analyzing the statistical data using different computational techniques (Neuman, 2013). Research philosophy is based on two key terms i.e. epistemology which refers to what is a known fact and considers the truth and on the contrary, the second statement is doxology which is believed that it is true. The positivism research philosophy is the most commonly utilized. It is mostly used in the quantitative research method because it aims to determine the social truth based on logical reasoning. However, the reasoning is made on the perception as a method to understand the actions of humans in certain ways. This philosophy stresses the reflections and reasoning of how certain human behavior is expected and involved in a certain phenomenon.

The tradition of the positivist approach emphasizes quantitative research involving large-scale surveys. The ultimate aim is to get a perspective of society as a whole to identify the social truth about the research problem. Such type of investigation helps in developing an improved research model so that the research objective could be described in a more enhanced way with a detailed amount of knowledge (Gomm, 2008). Positivism focuses more on trends and patterns rather than individual opinions. Moreover, the positivism approach of research methodology seeks to identify the relationship and impact between the variables. This study aims to analyze the impact of technology adaptation in recruitment on the efficiency of the entire recruitment process. The research philosophy adopted in this research is positivism, as the data has been collected using the quantitative method.

The collected data is measurable and can be verified statistically. Moreover, the study aims to identify the relationship between independent and dependent variables; hence positivism philosophy is the best suitable approach for the current study. To evaluate how the adaptation of technology in recruitment can increase the efficiency of the entire recruitment process, the study has implemented a quantitative research method. Moreover, the data was intended to be collected from 200 respondents through a closed-ended questionnaire. Five Point Likert scale survey has been used for quantifiable data. All the respondents were HR managers or somehow involved in the HR process within their respective organizations.

Data is collected from two sources i.e. primary and secondary. When the data is collected from first-hand sources, it is known as the primary data source. The advantage of using first-hand data is that it is fresh and accurate and the researcher knows about the quality of data as it is collected by him/her. Many researchers rely on the already existing data for their data analysis because it is time-consuming and expensive to collect data. Hence scholars collect primary data when secondary resources are unavailable. The tools for collecting primary data are surveys, focus groups, one on one interviews, telephonic interviews, etc.

To determine the relationship between technology adaptation in recruitment and efficiency in the recruitment process, the primary data source has been used. The reason behind using this approach is because there are hardly any studies conducted in Pakistan in the same domain hence, being the first one to research this topic, the primary data was collected using a quantitative survey. For the current research, the sampling procedure selected is non-probability sampling. The study aims to analyze the use of technology adaptation by HR managers in several organizations; hence the respondents had to be someone who is involved in the HR process within the organization. The aim is to identify the general link between the identified variables hence, the study doesn't focus on a single organization or industry.

The data has been analyzed using SPSS statistical testing software. The collected data is first inserted and coded on SPSS software. The descriptive analysis has been conducted using SPSS. For inferential analysis and to make this research a hardcore quantitative study, the coded questions are computed into independent and dependent variables. Once the variables are computed, correlation analysis has been conducted to test the hypothesis and identify the significance and relationship between the variables. The reliability test for each variable is also conducted to see which variable is more reliable and possesses similar results if the research is conducted again. Lastly, regression analysis is conducted to identify the impact of the independent variable on the dependent variable.

4. Data Analysis

The research method that has been implemented in this research is the quantitative method. The data is analyzed using descriptive statistics and inferential analysis by

implementing SPSS and running the relevant tests. The purpose of the current research is to gauge the impact of technology adaptation in recruitment and its impact on the efficiency of the recruitment process in Pakistan's context. The first test that has been done on the data is a reliability test. The reliability test in this test explains the survey questions for each variable or whether the scale for each variable is reliable or not. The hypothesis is tested using correlation analysis and lastly, the regression analysis has been conducted to see the final impact of IV on DV.

4.1 *Reliability Test*

The test of reliability is conducted to identify whether the scale used in the survey can provide constant and reliable results or if the same scale has been measured again and again. The reliability test calculates the level of variation in a given scale and the results are derived by testing the relationship between one variable and another. The higher association signifies the greater liability as compared to those variables that score low on the test. The measure that is utilized in this test is known as Cronbach Alpha. The majority of the researchers selected Cronbach alpha as a measure of reliability and consistency of the gathered data for the research. Measuring the Cronbach is most effective when the survey possesses many Likert Scale questions. Hence this test indicates whether the scale used in this research is reliable or not. The Cronbach alpha ranges from 0 to 1. The closer the Cronbach alpha is to 1, the higher the reliability and better. The higher value signifies that there exists higher covariance and correlation among the tested variables. Each of the five variables, including both independent and dependent has been tested for reliability separately.

Table 4.1
Reliability Test

Reliability Test of Variables	Cronbach's alpha
Digital Recruitment Process	0.68
Technology Adaption in Recruitment	0.684
Quality of Hiring with Technology	0.792
Talent Acquisition through technology	0.293
Efficiency in Recruitment Process	0.69

The Table above shows the Cronbach for each of the variables. The first variable is the Use of Digital recruitment and Cronbach alpha's value of this variable is 0.68. Although this value is not more than 0.5 and closer to 1, this variable possesses high variance and the scale used for the statements of this variable in the survey is reliable. Technology and recruitment is the next variable with a Cronbach alpha value of 0.684. Again, this value signifies

that the scale used is consistent and dependable and high covariance exists between the variables. The following variable listed is the Quality of Hiring with technology with Cronbach's alpha value of 0.792. This variable has the highest level of variance among other variables and the scale seems to be highly reliable. Talent acquisition with technology is the fourth variable and the Cronbach alpha's value is pretty low i.e. 0.293. This value is closer to 0, which means that this scale is unreliable and possesses more negligible covariance with other variables. The last variable used is Efficiency in Recruitment Process with the Cronbach Alpha value of 0.693 which again signifies a reliable scale and high covariance.

4.2 Correlation Analysis

Table 4.2
Correlation Analysis

	DRP	TAR	QHT	TAT	ER
DRP	1				
TAR	.190**	1			
QHT	.708**	.417**	1		
TAT	.609**	.398**	.632**	1	
ER	.419**	.450**	.502**	.620**	1

Note: Digital Recruitment Process = DRP, Technology Adaption in Recruitment = TAR, Quality of Hiring with Technology = QHT, Talent Acquisition with Technology = TAT, Efficiency in Recruitment = ER

The Pearson correlation explains the relationship between two variables. This is usually conducted to see the relationship and prove the hypothesis. All the hypothesis results are positive and have a significant impact on the dependent variable.

4.2.1 Correlation between Use of Digital Recruitment Process and Efficiency in Recruitment:

The significance value between the use of digital in recruitment and efficiency in the recruitment process is 0.00. This sigma value is < 0.01 , which indicates that there exists a significant relationship between these two variables. The Pearson correlation value is coming to 0.419 which is not very high but still positive. The sigma value and correlation value identify that the relationship between digital recruitment use and efficiency in the recruitment process is positively significant. This means if digital use is increased for recruitment, it will increase efficiency as well.

4.2.2 Correlation between Technology in Recruitment and Efficiency in Recruitment:

The significance value between technology in recruitment and efficiency in the recruitment process is also coming to 0.00 which is < 0.01 . This value indicates that there exists a significant relationship between the two variables. The Pearson correlation value between these two variables is coming to 0.450, a moderately high value but positive. The sigma value and correlation value demonstrate a positively significant relationship between these two variables, meaning if more technology is used in the recruitment process, it will increase the efficiency of the recruitment process.

4.2.3 Correlation between Quality of Hiring with Technology and Efficiency in Recruitment:

The significance value between the quality of hiring with technology and efficiency in the recruitment process is 0.00 which is < 0.01 . This value indicates that there exists a significant relationship between the two variables. The Pearson correlation value between these two variables is coming to 0.502, which is comparatively higher than the last two relationships and is positive. The sigma value and correlation value demonstrate a positively significant relationship between these two variables, meaning if technology increases the quality of the hiring process, it will also increase the efficiency of the overall recruitment process.

4.2.4 Correlation between Talent Acquisition with Technology and Efficiency in Recruitment:

The significance value between talent acquisition with technology and efficiency in the recruitment process is 0.00, which is < 0.01 . This value indicates that there exists a significant relationship between the two variables. The Pearson correlation value between these two variables is coming to 0.620, the highest among all other relationships. It is upbeat and closest to 1 as compared to different correlation values. The sigma value and correlation value demonstrate a positively significant relationship between these two variables, meaning if the use of technology improves, the talent acquisition will also improve the efficiency of the overall recruitment process.

4.3 Regression Analysis

While correlation identifies the relationship between the independent and dependent variables, regression analysis measures the impact of one variable on the other. However, correlation and regression both are predictive analysis tools. The essential values to read in regression analysis are R-square. The value of the coefficient variant is between 0 to 1, the closer the value of r-square to 1, the higher the impact of independent variables (x) has on the dependent variable (y). The model summary Table 4.3 below shows that the value of R is

higher at 0.665; however, the value of R-Square is 0.442. This value is moderately high only, which means that the impact of IVs on DV is not very high. It implies in Pakistan's context if the level of technology is increased in recruitment and talent acquisition, it will have a 44% impact on the recruitment process's efficiency.

Table 4.3
Model Summary Regression Analysis

Model	R	R Square	Adjusted R Square	Std. The error in the Estimate
	.665 ^a	.442	.432	1.75803

Looking at the ANOVA Table 4.4, the most critical value is the sigma value which is $0.00 < 0.01$, which signifies that the impact of IV on DV is significant. Moreover, the coefficient Table illustrates the p-value or sigma value of each of the independent variables.

Table 4.4
Anova

	Sum of Squares	df	Mean Square	F	Sig.
Regression	526.937	4	131.734	42.623	.000 ^a
Residual	664.494	215	3.091		
Total	1191.432	219			

The P-value of the use of digital in technology is 0.708, which means that the impact of this independent variable is not significant on the efficiency of the recruitment process. Moving on use of technology in overall recruitment has a p-value of 0.00, which indicates the high impact of this variable on the efficiency of the recruitment process. Quality of hiring with technology has a p-value of 0.194, which is higher than 0.01, which again means it doesn't significantly impact efficiency in the recruitment process. Lastly, the p-value of talent acquisition with technology is 0.00, which is lesser than 0.01, indicating the higher significance with efficiency. Hence, the regression results entail that two independent variables have a positive impact and two variables have no effect on the dependent variable.

Table 4.5
Coefficient Table – Regression Analysis

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	6.447	1.281		5.034	.000
Use of digital recruitment	.031	.082	.029	.375	.708
Technology and recruitment	.329	.087	.222	3.781	.000
Quality of hiring with technology	.105	.081	.106	1.304	.194
Talent acquisition with technology	.701	.111	.447	6.286	.000

5. Conclusion

The results of this study have been quite beneficial in understanding the aspect of employee recruitment with the help of technology. Nowadays, the majority of the companies have adopted and designed a portal for HR rather than a physical resource (Khan & Rasheed, 2015). However, the scenario is different and immature in Pakistan's market as the company still cannot comprehend how well and efficiently incorporate it with the practices (Naqvi & Bashir, 2015). Nevertheless, it is believed that Pakistan can change the situation of recruitment dramatically (Khattak et al., 2015). Recent research shows on the Pakistan market shows that the organizations which have efficaciously implemented advanced HR technology tools overtake those that do not (Khalid & Tariq, 2015). Nevertheless, since most establishments already have programmed basic HR administration, the general automation of HR procedures can no longer guarantee a competitive gain. Instead, businesses need to control how to use these technologies to alter their recruitment actions and market the brand to attract maximum candidates and increase the chance of hiring the best-fit talent for a particular job.

Moreover, the companies today implemented resume databases and applicant tracking technology. This is usually implemented by those organizations that hire very frequently. This type of technology enables them to keep the record and track the employee who has applied at some point within no time. Moreover, companies have also developed online test and assessment tools that can easily be given to the candidate to test their eligibility and IQ and get the results in no time. Quality of recruitment with technology shows a high relationship with the efficiency in the overall recruitment process.

6. Discussions

The current study attempts to determine the effect of adaption of technology in the recruitment practice in Pakistanis' industries as no such earlier studies have been carried out in Pakistan to date to see the impact of technology adaption on inefficient talent acquisition. An increase in the emergence of technology does not only increase innovation within organizations but the findings have been in-line with targeted goals and objectives. The reliability test of each variable reveals very high covariance and Cronbach alpha above 0.5 which means the scale is reliable however, only the talent acquisition with technology possesses low Cronbach alpha. This doesn't signify that its impact on the efficiency of the recruitment process is lesser. On the other hand, the correlation shows a positive correlation between the use of digital in recruitment and efficiency. The literature above proves that recruitment is very similar to marketing, where the company is marketing itself as the best place to work.

All these technologies indeed improve the quality of recruitment. This statement can be proved with correlation analysis. In the above analysis, the only values that are considered are those that predict the relationship between IVs and DV however, correlation also tells the relationship between the independent variables. So, to prove this statement that technology in recruitment adds quality to the recruitment process, the sigma value between technology in recruitment and quality of recruitment also comes to 0.00, which is significant and the Pearson correlation value is also positive. The literature and the data analysis have signified that talent acquisition with technology has a high impact on recruitment efficiency. Talent acquisition is a sub-group of recruitment or a department within recruitment that is witnessing automation at the current time.

7. Research Implications

This research would certainly help HR heads, policymakers, and decision-makers of different companies and industries. There has been an emergence of a plethora of digital platforms due to which the recruitment process has also been digitalized. For instance, Facebook, LinkedIn, and Twitter have made it easier for companies to reach out to potential candidates. This use of digital platforms for posting the vacancies has undoubtedly helped in the cost reduction in the recruitment process, decreased the response time from the candidates, and improved the overall efficiency of the recruitment process. The technology in recruitment is also observing advancement. It provides more options or platforms for job seekers to find their careers. Moreover, technological advancement also facilitates the HR manager to streamline their hiring processes.

The literature has revealed that traditionally in Pakistan, HR managers had to invest considerable costs in giving advertisements for jobs, but they received few resumes. On the other hand, with the increased use of technology, organizations get hundreds of resumes

daily, which causes them to sort and filter the resumes that again require technology. The current research has also revealed a significantly positive relationship between the use of technology and efficiency in the recruitment process. The study has also identified some of the most commonly used technologies in recruitment. Such as Internet Job Boards which can be explained as only portals on different websites or social networking sites where every organization can post about a vacancy.

Many companies have already incorporated it, especially multinationals in the acquisition space. The automation in talent acquisition aims to gather the data of candidates, compile a list of potential candidates after automated screening and send the report to the recruiter. The recruiter then approaches selected candidates with their skill set and work experiences. The technology in talent acquisition has become highly advanced. There has been the development of such software that even conducts the first round of interviews or screening for employers.

Overall the results show that there exists a high correlation between all the independent variables and dependent variables. The regression analysis also shows that technology in recruitment and talent acquisition has the highest impact on the efficiency of the recruitment process in Pakistan. The data or information will be safe easily and it will help further the organization achieves its goals. Through this, an organization can easily get benefits of improved productivity along with this turnover will be decreased and profitability will increase. Somehow, by this, the new partnership can be signed, and new things can easily build up.

7.1 ***Limitations***

Future researchers are recommended to use these recommendations to overcome the current research's limitations. The qualitative approach has been recommended so that it can provide more in-depth data and results. The use of a longitudinal time horizon has been advised so that the data can be collected in a more stretched time. Future researchers are recommended to conduct this research on different industries and countries for different outcomes. Future research is also recommended to use other variables. The use of causal design has also been recommended to examine the causation between variables.

7.2 ***Future Outlook***

Technology has become an extended term in today's business environment. It is safe to say that no industry has been affected by technology in one way or the other (Khan & Rasheed, 2015). Every industry and business has identified the importance of technology to increase overall operations and proficiency (Sattar et al., 2015). This implies on every level and department of a particular organization, including Human Resource Management (Ahmad & Allen, 2015). The research aimed to measure the impact of technological adaptation

in recruitment in Pakistani organizations and their impact on the efficiency of the recruitment process. The study has revealed an overall positive and significant effect of different types of technological adaptation by the HR departments of Pakistani organizations. The highlighted factors include the use of digital platforms in recruitment, implementation of technological advancement software for managing the database and candidate pool, overall quality of the recruitment process, and use of technology in talent acquisition. Finally, the overall impact of talent acquisition on the recruitment process is also significant and relatively high.

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