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Navigating Recruitment in a Digital World: Post-Pandemic Insights Into E-HR Implementation

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Abstract

The COVID-19 pandemic has brought about significant disruptions in organizational operations, compelling firms across the worldwide to re-evaluate and transform their traditional recruitment processes. In this study, the post-pandemic adoption of Electronic Human Resources (E-HR) is examined, along with its effects on difficulties businesses encountered, and the potential that E-HR solutions offer to organisational adaptation, candidate experience, and efficiency in both public and private sector organisations. It looks at how much the pandemic sped up the digital transformation of hiring, the improve accessibility, efficiency, and transparency in hiring. We examine important trends including data driven decision making, virtual on boarding, and AI driven hiring using a mixed methods approach. Key findings show that although E-HR systems have many benefits, including the ability to hire remotely, shorter hiring times, and data driven decisionmaking, the shift is not without problems, such as gaps in the technology infrastructure, resistance to change, worries about data security, and issues with privacy and technology disparities. Strategic recommendations for optimising E-HR implementation are provided in the conclusion to promote robust and future ready recruitment frameworks in the wake of the pandemic.

Keywords: Digital recruitment, post pandemic HR, AI in hiring, virtual on boarding, talent acquisition

Introduction

Organisational practices have been drastically altered by the COVID-19 pandemic across the globe. This disruption is particularly significant for underdeveloped and developing countries like India, where the population experienced widespread fear and uncertainty (Caligiuri et al., 2020; Zu et al., 2020). The enforcement of a three phase, continuous lockdown over an extended period was an unprecedented experience for everyone and had a substantial negative impact on economies (Gourinchas, 2020), education systems (Tadesse and Muluye, 2020), societies (Brodeur et al., 2020), employees (Hongwei and Lloyd, 2020), and organisations ultimately contributing to a rise in unemployment across many countries. In an attempt to recover from this economic shock, companies began reopening amidst the on-going pandemic, under extraordinary regulations and new workplace practices such as physical distancing without any clear prediction of when normalcy would return (Major and Machin, 2020). As a result, the pandemic has created a complex and challenging environment for managers and human resource (HR) professionals, who were required to find innovative solutions to sustain business operations and support employees in coping with this unprecedented situation.

Although human resource managers have always been crucial to company operations, the COVID-19 epidemic thrust them into a position of strategic leadership as they helped organisations navigate a period of profound change and uncertainty. HR specialists were suddenly entrusted with managing difficult workforce transformations, and they played a crucial role in preserving employee well-being, boosting business resilience, and maintaining productivity. HR directors had a key role in establishing agile working methods, promoting mental health, and guaranteeing safety during crisis response, according to the Chartered Institute of Personnel and Development (CIPD, 2022). They implemented all-encompassing solutions that addressed training and development, performance management in distant settings, emotional

wellbeing, and physical health and safety. These additional duties put HR departments in a position to play a major role in redefining the employee experience and reinventing work.

It is anticipated that HR operations would need to become even more effective and strategically aligned with organisational objectives as businesses adjust to the post-pandemic reality. 81% of CEOs now want HR to lead enterprise-wide change initiatives, especially in areas like workforce planning, digital transformation, and inclusion, according to a global poll conducted by Deloitte in 2023. At the same time, HR is being pushed to modernise its own operations by using data analytics and artificial intelligence (AI) to better decision-making, automate activities, and boost talent acquisition (Mercer, 2022). Additionally, the epidemic has sparked a long-lasting culture change by encouraging HR to take a more sympathetic, human centred approach to leadership. This dual responsibility, which strikes a balance between employee care and operational efficiency, represents a major shift in HR's position. In the end, these opportunities and difficulties have repositioned HR as a vital, forward-looking part of business strategy and resilience rather than as a back-office job.

In order to improve HRM outcomes particularly in the public sector must adopt modern technologies such as electronic human resource (E-HR) systems. However, there is limited knowledge about the implementation, management, usage, and associated risks of such systems. While the private sector has seen a surge in the application of E-HRM due to rapid internet development over the last decade, the public sector has lagged behind. The successful implementation of an E-HR system must align with the strategic needs of the organisation, especially in terms of personnel management and HR redesign, to enhance service delivery. There is a notable lack of literature examining the impact of the COVID-19 pandemic on HRM, its associated challenges, and potential opportunities. Managers and HR practitioners require relevant insights to navigate the crisis effectively and efficiently. A key solution lies in the strategic use of Human Resource Information Systems, which can help organisations meet both short term and long term objectives during periods of organisational strain.Among the various functional areas affected, recruitment has undergone some of the most significant changes. Traditional face to face recruitment practices were quickly replaced by digital solutions, accelerating the adoption of E-HR systems. Organisations were forced to seek alternative approaches to workforce planning and talent acquisition due to lockdowns, remote work mandates, and social distancing protocols (Bondarouk & Brewster, 2016; Alalwan et al., 2022a). This abrupt shift catalysed the widespread adoption of E-HR systems, which now play a crucial role in facilitating remote and contactless recruitment. These systems use digital platforms to automate and manage various HR functions such as job postings, applicant tracking, virtual interviews, on boarding, and more. Although E-HR systems were gaining popularity even before the pandemic, COVID-19 significantly accelerated their adoption.

However, the adoption and implementation of E-HR systems have not been uniform across industries. Organisational structure, resource availability, and adaptability have led to varied experiences in the public and private sectors. This study aims to investigate how COVID-19 has influenced recruitment practices in both public and private sector organisations, with a particular focus on the role of E-HR systems (Ulrich et al., 2021). It explores the factors driving the shift to digital recruitment, identifies the major obstacles to effective E-HR implementation, and examines the benefits that organisations have either achieved or anticipate.By comparing experiences across sectors, this study provides a comprehensive understanding of the transformation in recruitment practices in the post-pandemic era and its implications for the future of human resource management. Therefore, the principal goal of this research is to examine the impact of COVID-19 on HRM, identify key challenges and opportunities, and offer insights into the future direction of HRM. The specific objectives of this research are; to establish the impact of the COVID-19 pandemic on recruitment processes in private and public sector organisations in India; to identify the challenges associated with the implementation and maintenance of E-HRM systems during the COVID-19 pandemic and to offer recommendations and suggestions for enhancing the effectiveness of E-HRM systems during and after the pandemic.

Materials and Methods

To evaluate the use and impact of E-HR in pre- and post-pandemic recruitment within public and private sector organisations, this study employed a mixed-methods research approach that integrates quantitative surveys and qualitative interviews. This approach provides a comprehensive understanding of the patterns, challenges, and opportunities associated with E-HR adoption before, during, and after the pandemic.

Data collection

Quantitative data: A structured questionnaire was administered to managers, recruitment personnel, and HR specialists across a range of public and private sector organisations, including those in healthcare, education, finance, IT, retail, and other service sectors. Additionally, 300 job seekers were surveyed regarding their experiences with automated hiring processes, virtual interviews, and AI-driven candidate screening. The questionnaire covered various topics, including recruitment strategies before, during, and after COVID-19; the extent and type of E-HR adoption; perceived benefits and

challenges; and organisational readiness for digital hiring. To ensure consistency and comparability of responses, the questionnaire included multiple-choice, dichotomous, and Likert-scale questions.

Qualitative data: A purposive sample of HR managers and decision makers participated in semi structured interviews to augment the survey results. These interviews provide comprehensive insights into the pandemic related organisational decision making procedures, E-HR system implementation experiences, and sector-specific difficulties and achievements. The duration of each interview was roughly ten to fifteen minutes.

The questionnaire comprises of questions pertaining to: E-HR Adoption Status: Has your organization adopted an E-HR system; Has your organization continued using E-HR systems after COVID-19; Which E-HR functionalities are currently used. Timeline of E-HR Adoption: When did your organization implement E-HR systems. Perceived Benefits of E-HR Systems: E-HR systems improved time efficiency in the hiring process; Candidate tracking and communication have improved; E-HR systems enabled wider access to talent pools; Interview scheduling became easier; Paperwork and manual processes were reduced; Data storage and retrieval efficiency improved. In-house/Outsourced/ Software. A five-point scale with the following degrees will be used strongly disagree/ disagree/undecided/ agree/ strongly agree.

Open ended questions will also have included in the questionnaire to assess the pre-requisites and challenges of E-HRM and to elicit suggestions from respondents (Marler and Parry, 2016).

Sampling technique

To ensure representation from the public and private sectors, a stratified random sampling technique was employed. The sample included human resources professionals from a wide range of organisations. The data analysis was based on the following sector classifications:

Public Sector: Public Health Department, Banking, Agriculture Department, Municipal Corporation, Transport Department, Education and Civil Supplies. Private Sector: IT Services, Pharma, Manufacturing, Retail, Finance, Logistics and Real Estate.

Sample unit: The unit of analysis was a company that has adopted E-HRM in at least three HR functions and is planning further expansion. Each company was represented by a manager or director responsible for HR functions.

Sample size: Based on the assumption of an infinite population, the sample size was determined to be 300 respondents.

Data analysis

Quantitative data were analysed using SPSS (Statistical Package for the Social Sciences). Descriptive statistics, cross-tabulations, and inferential statistical tests were conducted to identify significant differences between sectors and levels of E-HR adoption. Results were reported in percentage terms where applicable.

Results and Discussion

Impact of COVID-19 on recruitment processes: During lockdowns, 21% of public organisations halted hiring compared to 18% of private companies. However, 25% of private companies adapted quickly, continuing recruitment through remote interviews and online platforms, while only 16% of public organizations managed to do so. At the height of the pandemic, just 10% of private and 5% of public institutions fully transitioned to digital recruitment. Post-pandemic, 40% of private companies prioritized digital skills, remote work flexibility, and crisis management capabilities in hiring. Similar changes were reported by 22% of public sector organizations, albeit more slowly. During times of uncertainty, private companies engaged more freelancers and temporary workers; whereas hiring remained substantially lower in the public sector due to regulatory constraints. The pandemic also led to the creation of new roles in 35% of private companies and 16% of public organizations. Traditional hiring practices were significantly disrupted across both sectors, but the private sector demonstrated greater adaptability and resilience, rapidly implementing remote work and generating new roles. In contrast, the public sector faced a slower digital transition and more severe recruitment disruptions due to structural constraints (Figure 1). These results are consistent with more extensive worldwide research on the varying effects of COVID-19 on hiring procedures in other industries. This is in line with research from the OECD (2021), which found that bureaucratic delays and inflexible institutions had a greater impact on hiring in the public sector. The McKinsey Global Survey (2020), on the other hand, showed that private companies were quicker to change course, with more than 30% implementing digital hiring channels nearly instantly. Furthermore, just 5% of public and 10% of private organisations has made the full shift to digital recruitment. According to a Deloitte (2021) research, although digital transformation surged during the pandemic, infrastructure and resource shortages, especially in the public sector, prevented the full-scale use of digital hiring systems. Global gig and temporary employment is on the rise, according to the International Labour Organisation (ILO, 2020), especially for companies that require flexibility to deal with unpredictability. Data on the emergence of new roles in private companies closely mirrors findings from the World Economic Forum (2020), which stated that role diversification was prompted by digital transformation and health crises,

particularly in the areas of IT, health and safety, and remote management, which were less developed in public organisations.

Adoption of E-HR systems during the pandemic: The use of E-HR systems increased significantly during the COVID-19 pandemic (Figure 2). While 72% of private companies reported switching to digital recruitment platforms, only 56% of public organizations did so. This discrepancy reflects differences in bureaucratic flexibility and technological readiness, with private companies typically adopting new technologies more swiftly. Qualitative interviews revealed that for many organizations, E-HR deployment was driven by necessity due to lockdowns and remote work requirements, rather than a proactive strategic choice. Even after COVID-19, 83% of private firms retained E-HR systems with 69% achieving integration, compared to 65% and 35% in the public sector, respectively. This pattern was supported by publications from the OECD (2021) and McKinsey & Company (2020), which pointed out that competitive force and flexible structures help private organisations adopt digital tools more quickly. Findings from Deloitte (2021), which noted that many organisations chose digital HR systems out of urgency rather than planning, are supported by the fact that E-HR deployment was frequently a reactive measure, driven by distant work demands rather than strategic vision. Digital HR technologies are essential for future resilience, according to a 2020 World Economic Forum research.

Clarification of rate of adoption: The adoption rate refers to the percentage of surveyed organizations that reported implementing E-HR systems during the COVID-19 pandemic (Figure 3 & 4). The adoption of AI-based resume screening increased from 38% pre-pandemic to 80% post-pandemic. Virtual interviews rose from 32% to 75%. Automated on boarding grew from 24% to 55%, and recruitment analytics from 25% to 65%. Overall, the post-pandemic E-HR adoption rate was 76% in the private sector and 48% in the public sector. These results mirror those of Deloitte (2021) and McKinsey & Company (2020), which found that the shift to remote work and hiring constraints accelerated the adoption of AI and automation in HR. The overall E-HR adoption rate of 76% in the private sector compared to just 48% in the public sector supports findings from the OECD (2021) and World Bank (2022), which highlight how bureaucratic rigidity and limited infrastructure continue to hinder digital transformation in government organizations. Moreover, the spike in recruitment analytics use reflects a growing emphasis on data-driven decision-making, a trend also emphasized in the World Economic Forum (2020) report on the future of jobs. Together, these findings suggest that while the pandemic forced rapid digital adaptation across both sectors, the private sector capitalized more fully on the opportunity to integrate advanced E-HR tools into long-term recruitment strategies.

E-HR system implementation benefits: Percentages reflect the proportion of respondents in each sector identifying specific benefits (Figure 5 & 6). Time efficiency was the most frequently cited advantage, especially in the private sector (80%), compared to 49% in the public sector. Candidate tracking and communication were widely recognized, more so in private enterprises (76%) than in public ones (55%). A broader talent reach was appreciated by 62% of private sector respondents, compared to 45% in the public sector, likely due to greater openness to remote or international hiring. Operational improvements such as reduced paperwork and improved scheduling were also seen as noteworthy benefits. E-HR solutions greatly reduce administrative workload and streamline recruiting procedures, especially in agile, tech-enabled organisations, according to studies by the Chartered Institute of Personnel and Development [CIPD] (2020) and SHRM (2021). The findings of LinkedIn Talent Solutions (2021), which show that integrated digital platforms improve hiring speed and applicant experience, are in line with enhanced candidate tracking and communication, which is acknowledged by 76% of private enterprises compared to 55% of public institutions in your data. Private companies' higher appreciation of a wider talent reach (62%) also mirrors trends noted by the IBM Institute for Business Value (2021), which found that private companies were increasingly using remote recruitment tools to access global talent pools. This was less common in the public sector because of jurisdictional and regulatory restrictions. Additionally, Mercer (2020) notes that automation improves process consistency and lowers manual errors, particularly in fast-paced hiring scenarios. These findings are supported by operational improvements including less paperwork and more effective scheduling. All of these advantages highlight the strategic importance and scalability of E-HR systems, and private organisations are better positioned to take use of them because they are more digitally ready and have fewer regulatory restrictions.

The early adoption of E-HR systems during the COVID-19 pandemic was most prominent in the IT, pharmaceutical, and financial sectors, where digital transformation was already well underway prior to the crisis. These sectors had pre existing investments in cloud infrastructure, data security, and digital workflows, which allowed for a swift pivot to remote HR practices. Most of these systems were rolled out between March and June 2020, aligning with the initial wave of global lockdowns that forced organizations to rapidly transition to virtual operations. The urgency of maintaining recruitment and workforce management activities in a disrupted environment accelerated the implementation of E-HR platforms, particularly in companies that already viewed digital innovation as a strategic priority. In contrast, non-adopters were typically found in more traditional sectors such as manufacturing, construction, and retail or among small and medium-sized enterprises that lacked the digital infrastructure or financial capacity to implement new HR technologies. Public sector organizations generally began adopting E-HR systems later, between July and November 2020, often relying on government-developed or internally built platforms that offered only basic functionality. These

platforms were frequently hindered by limited scalability and customization. Key barriers to timely adoption in the public sector included slow, multi tiered decision making processes, low levels of digital literacy among HR personnel, and inadequate IT support or capacity to implement and manage new systems. These structural challenges not only delayed adoption but also limited the effectiveness and integration of E-HR tools in public administration settings.

E-HR system implementation challenges: Despite the benefits, organizations faced numerous challenges. Lack of technical infrastructure is a major issue in public sector organizations (25%), compared to 15% in private firms. 36% of public employees showed lacked skills for using new systems, while 18% of private sector employees faced similar challenges. Both sectors struggled with high setup and maintenance costs, but private firms often had better financial flexibility. Around half of all organizations were worried about data breaches and privacy violations due to rapid cloud adoption (Figure 7). A study by the Society for Human Resource Management (SHRM) found that 64% of companies changed their hiring procedures due to the pandemic, shifting to virtual interviews and remote on boarding. However, 57% of employers reported difficulty in assessing soft skills virtually. According to the World Economic Forum, 85% of employers struggled with online communication during recruitment, adversely affecting outcomes. Technical infrastructure issues especially in the public sector were common, with out-dated systems and lack of IT support hindering progress. Resistance to change among HR personnel used to traditional practices further complicated implementation. Public sector organizations faced more significant delays due to procedural hurdles, legacy systems, and insufficient training. According to Heeks (2020), who highlighted infrastructural deficiencies and digital disparities in government digitalisation initiatives, a significant problem was the lack of technological infrastructure, which was reported by 25% of respondents in the public sector compared to 15% in the private sector. Nguyen et al. (2021) observed that digital competence among public servants was a key barrier to successful technology adoption, which is echoed by the digital skills gap between public employees (36%) and private sector employees (18%). According to Muro et al. (2020) examination of digital adaption across sectors, private enterprises were more likely to overcome high setup and maintenance costs because of their greater financial resilience. Additionally, according to your statistics, almost half of organisations were worried about privacy issues and data breaches. ENISA (2020) echoed this worry, pointing out that the quick transition to cloud-based HR solutions during COVID-19 increased cyber security vulnerabilities. Additionally, Tambe et al. (2019) contend that digital recruitment tools frequently fail to evaluate interpersonal features essential to many professions, which is consistent with the difficulties in managing online interactions and digitally evaluating soft skills. As your data demonstrate, the public sector's resistance to change and dependence on legacy systems is also highlighted by Bekkers & Homburg (2020), who identify bureaucratic hold-ups and cultural inertia as enduring barriers to e-government initiatives. All of these results highlight how difficult it is to deploy EHR systems, especially in strict institutional settings with low levels of digital maturity.

Strategic prospects and long-term implications: The private sector was quicker and more flexible in adopting E-HR technologies. Factors included a more innovative culture, fewer bureaucratic barriers, and better funding for digital transformation. Public sector organizations experienced delayed procurement, rigid protocols, and limited infrastructure. Many public organizations completed adoption only six months after private counterparts. Private companies often used off-the-shelf, cloud-based E-HR solutions requiring minimal setup, while the public sector favoured custom or government developed systems requiring additional training and development.

Findings indicate that E-HR adoption marks a long-term shift in recruitment practices. Even after the pandemic, 85% of private sector companies planned to continue or expand E-HR use, compared to 60% in the public sector. However, 45% of public organizations indicated that sustained E-HR usage would require additional government funding or policy reforms. Key strategic directions include the integration of AI and automation for resume screening and initial assessments, hybrid recruitment models combining virtual and physical processes, and embedding E-HR into broader HRM systems for seamless operations. This affirms that E-HR is not a temporary pandemic measure but a permanent shift, especially in the private sector (Figure 8).

Recommendations and suggestions: Public sector organizations reported greater challenges: 57% cited lack of technical infrastructure, compared to 30% in the private sector. Resistance or lack of skills among employees was noted in 63% of public sector respondents versus 33% in the private sector. High setup and maintenance costs were common in both sectors, but private firms often had more financial flexibility. Privacy and data security concerns were raised due to rapid cloud adoption 50% of all organizations expressed concerns, with public organizations (43%) facing particular difficulties due to legacy systems. Leadership support was lacking in 37% of public organizations versus 17% in the private sector (Figure 9). Both sectors recognized the importance of modern, reliable tools: 62% of private companies and 78% of public organizations emphasized the need for robust hardware, software, and internet connectivity for remote and hybrid recruitment. To reduce resistance and boost effectiveness, 82% of public and 70% of private organizations recommended on going employee training in E-HRM systems (Chadee et al., 2021).

Both public and private sector organizations recognized the advantages of E-HR systems, including increased efficiency in the hiring process, improved candidate tracking and communication, and expanded access to diverse talent

pools, including remote candidates. Private companies, in particular, reported greater use of data analytics, enabling better hiring decisions. E-HR systems ensure accurate and up-to-date data by digitizing all employee records for convenience. They also streamline employee-related activities such as training, promotions, transfers, and resignations. Routine tasks like leave requests, advances, claims, and reimbursements are automated, while features like digital signatures and notification alerts enhance transparency and accountability. By eliminating manual data entry and reducing reliance on physical records, E-HR systems decrease administrative workload and promote environmentally sustainable practices by minimizing paper usage. Through the integration and automation of data on employee movements, training, and development, these systems provide valuable insights for policy formulation and workforce planning.

Incorporating artificial intelligence (AI) into the hiring process has proven especially impactful. According to a report by PricewaterhouseCoopers, 67% of HR directors believe that AI can enhance both the efficiency and accuracy of recruitment. AI-enabled screening tools streamline candidate evaluation by analysing responses, assessing soft skills, and predicting job fit. Virtual reality (VR) platforms for skill assessment have also gained popularity. For instance, companies like Unilever reported a 50% reduction in time-to-hire after adopting VR-based assessments. During the pandemic, such technologies not only accelerated recruitment processes but also offered strategic insights for future hiring.

A 2021 Glassdoor survey found that 76% of hiring managers adopted new recruitment strategies to adjust to the changing job market. Approximately 80% of companies began using video interviews, making virtual recruitment a key tactic. Similarly, the National Association of Colleges and Employers reported a 73% increase in job applications through virtual recruitment compared to traditional methods, indicating not just improved efficiency but also broader talent outreach. Research by McKinsey & Company revealed that diverse teams are 25% more likely to achieve above-average profitability. As a result, 87% of organizations are actively working toward more diverse workforces through inclusive hiring practices. A study by the Society for Human Resource Management (SHRM) found this shift has led to increases in employee engagement and job satisfaction by 21% and 22%, respectively. These statistics underscore the importance of resilience in the post-COVID era through innovative, inclusive, and flexible hiring practices. These findings align with previous research demonstrating that flexible organizational structures enable private firms to adopt digital technologies more rapidly (PwC, 2021). The benefits identified—including enhanced tracking, wider talent access, and time savings are consistent with trends reported in global HR surveys (World Economic Forum, 2020). However, the data also suggests that without proper training and change management, the full potential of E-HR systems cannot be realized, echoing the conclusions of Kavanagh and Johnson (2017). Alalwan et al. (2022) further note that the pandemic transformed HR's role from operational to strategic, with E-HR systems playing a central role in this shift. As digital recruitment continues to evolve, organizations will need to invest in both infrastructure and workforce readiness (Ulrich et al., 2021).

Future directions: As businesses expand their use of E-HR systems, the creation of moral AI algorithms for hiring becomes more and more important. AI technologies must be clearly built, routinely inspected, and trained on a variety of datasets that represent a broad range of candidate backgrounds and experiences in order to guarantee equity and reduce prejudice. Unregulated or inadequately trained AI systems might unintentionally perpetuate pre-existing prejudices, especially in resume screening and candidate ranking processes, according to a number of studies, including those by Binns (2018) and Raji et al. (2020). Consequently, hybrid recruitment models in which AI manages data-driven activities and preliminary filtering while human recruiters make final decisions are becoming the standard. These models enhance the effectiveness of hiring as well as the candidate experience by fusing the speed and scalability of automation with the context, empathy, and moral supervision that come from human judgement. HR workers need to be trained in ethics, data protection, and bias prevention in addition to digital literacy in order to deploy such technologies ethically. They should be able to critically evaluate recommendations made by AI and identify when human involvement is required. These results highlight the fact that E-HR systems, although revolutionary, are not a one size fits all solution; rather, their efficacy depends on strategic implementation approaches that carefully strike a balance between technological efficiency and equity, transparency, and meaningful human interaction throughout the hiring process.

Conclusion

The COVID-19 pandemic marked a turning point in the evolution of hiring practices across public and private sector organizations. This study shows that the crisis accelerated the adoption of Electronic Human Resource (E-HR) systems, driving a shift from manual, traditional hiring methods to digital, agile, and data-centric recruitment models. Although both sectors recognized the benefits of E-HR such as enhanced efficiency, expanded candidate reach, and streamlined operations significant differences were observed in the speed and ease of implementation. Private companies, benefiting from more flexible structures and advanced digital infrastructure, adapted more swiftly and extensively. In contrast, public organizations faced greater barriers, including bureaucratic inertia and limited technological capacity. These results indicate that E-HR systems are not merely temporary responses to a crisis but are essential components of future-

oriented HR strategies. To unlock their full potential, organizations must invest in digital infrastructure, employee training, and effective change management. By doing so, both public and private sector entities can strengthen their recruitment resilience and remain competitive in an increasingly digital and remote-focused work environment.

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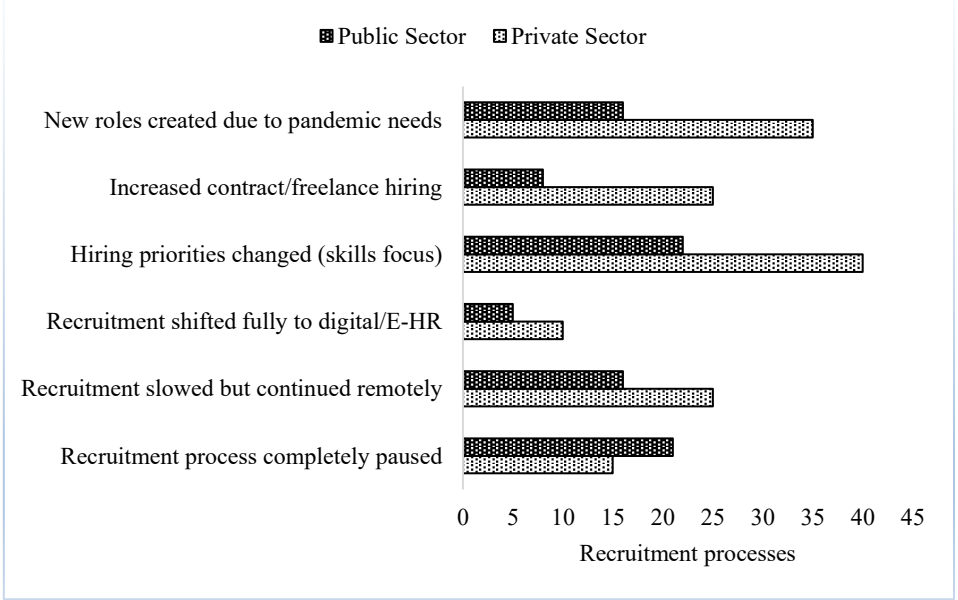

Figure 1. Impact of COVID-19 on recruitment processes

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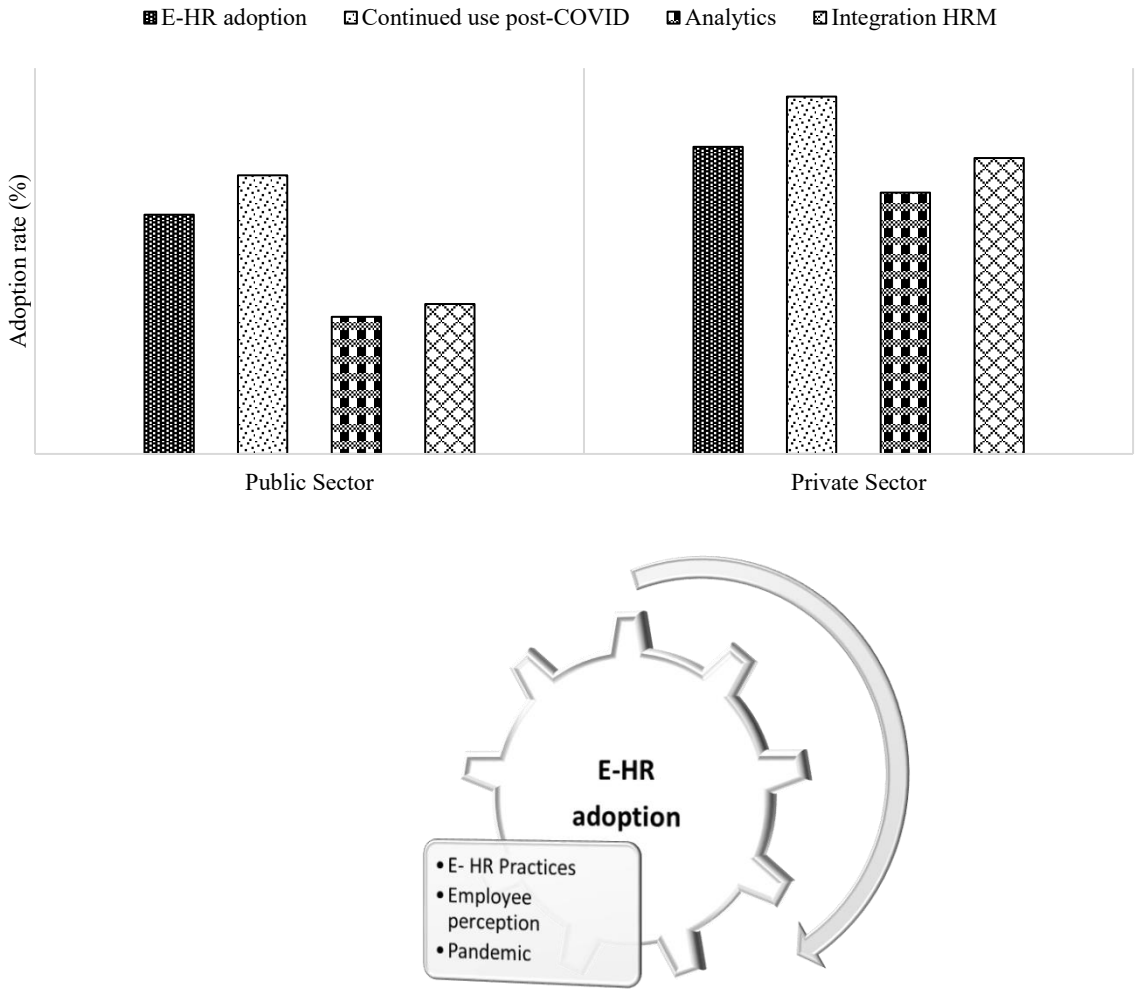

Figure 2. Comparative evaluation of E-HR implementation in public and private companies

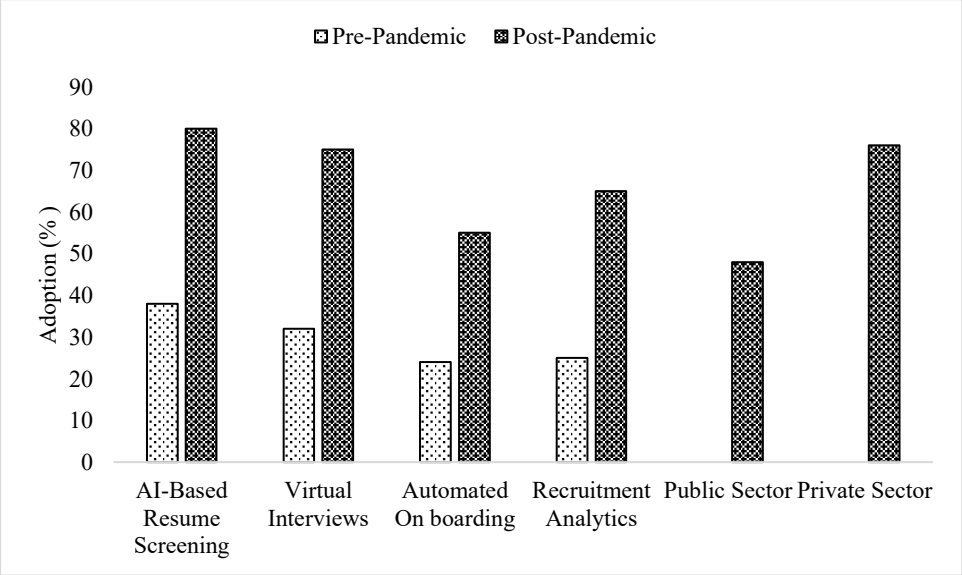

Figure 3. E-HR tool adoption before and after pandemic

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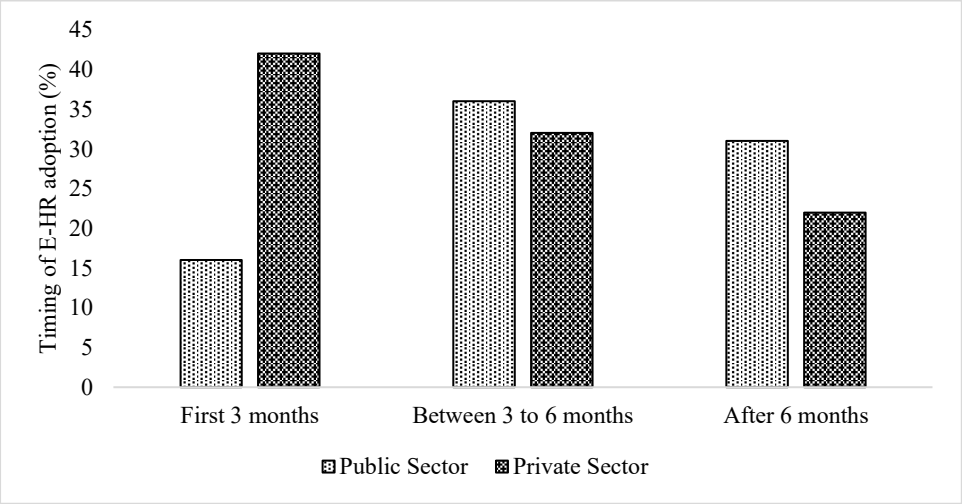
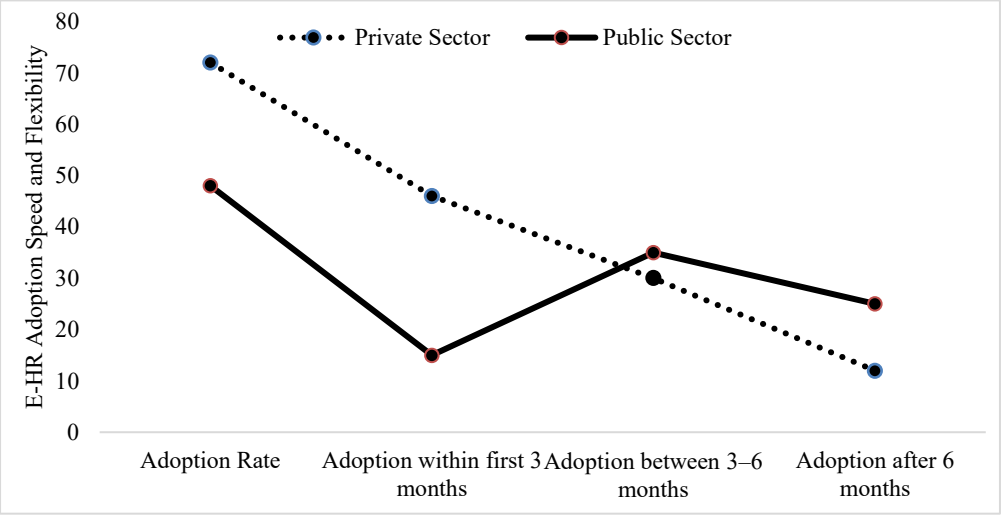


Figure 4. Timing of E-HR adoption during the pandemic



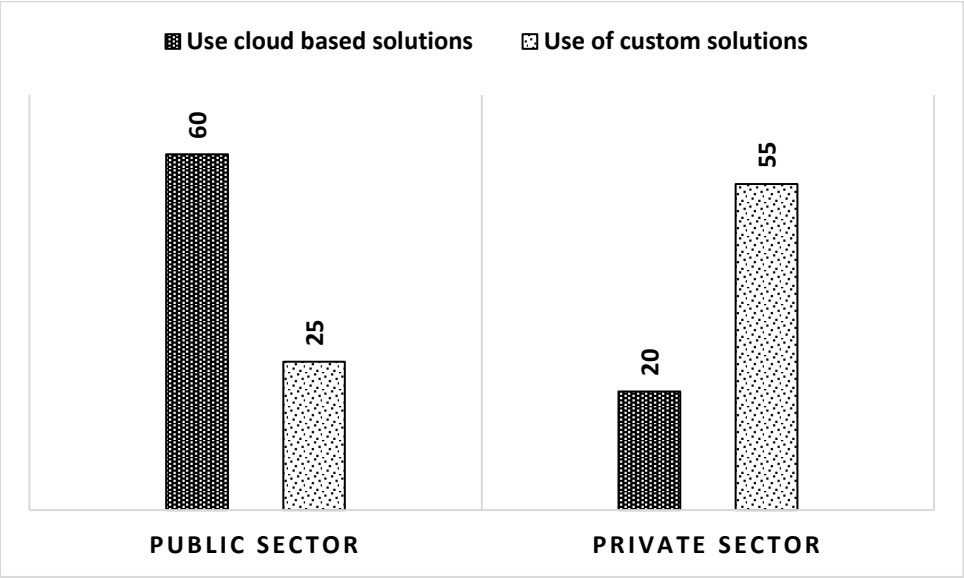


Figure 5. Comparison of E-HR adoption speed and flexibility

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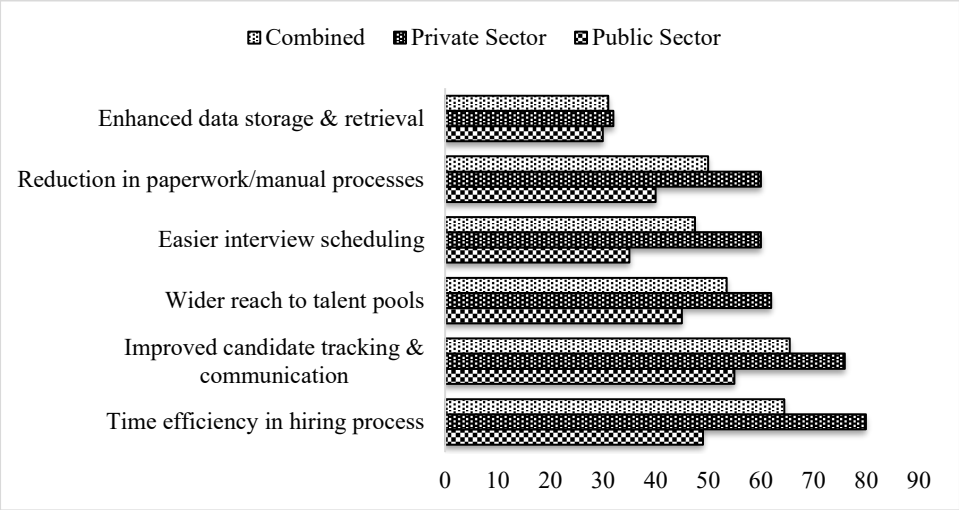


Figure 6. Benefits of E-HR systems in public and private companies

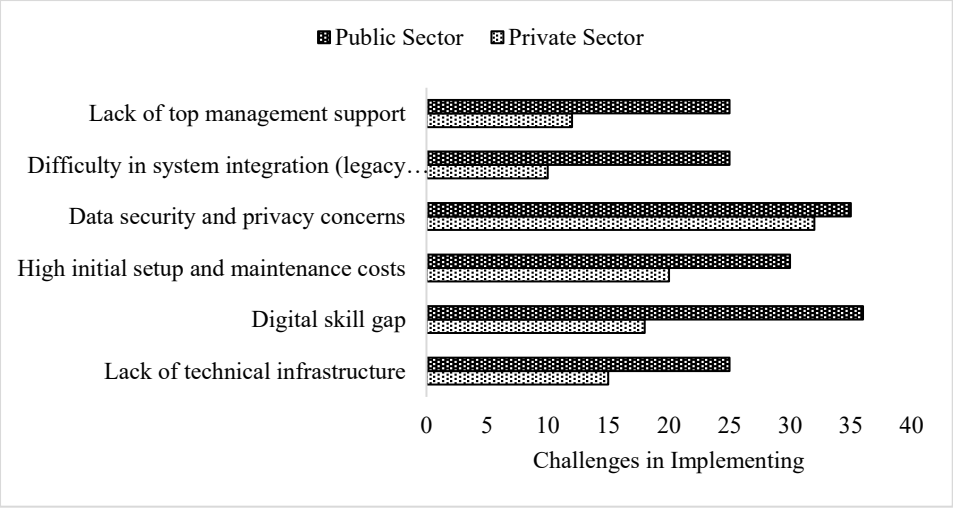
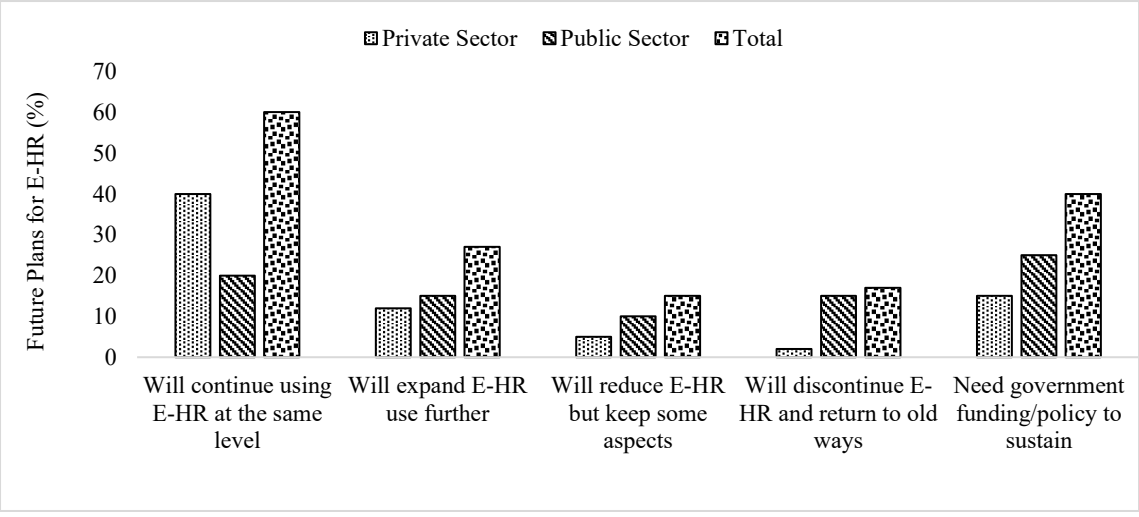


Figure 7. Challenges in implementing and maintaining E-HR system



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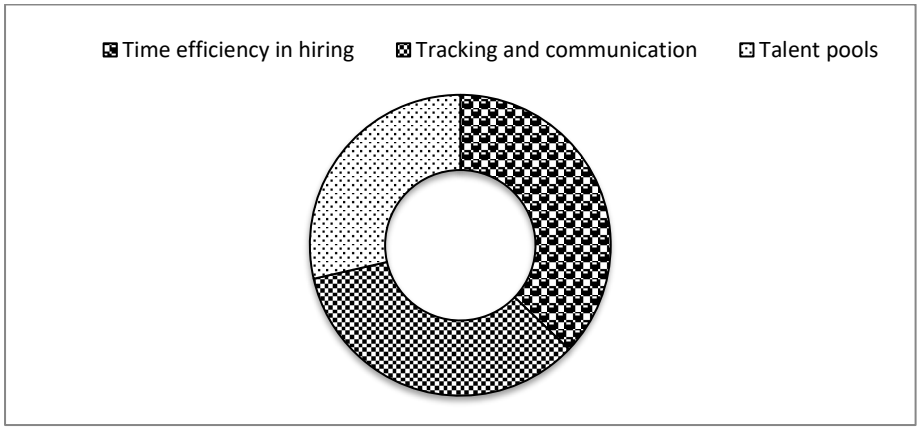

Figure 8. Future plans for E-HR systems post-pandemic

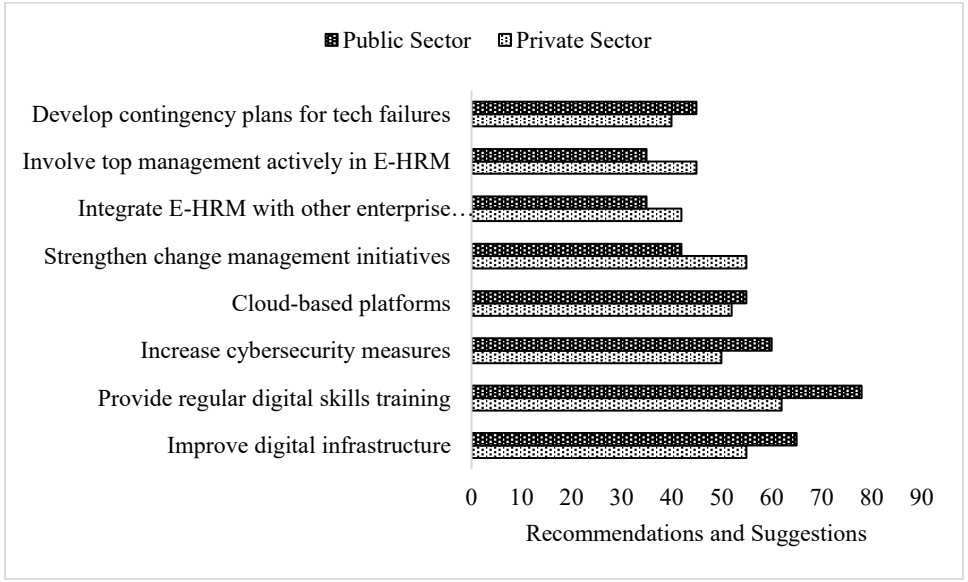

Figure 9. Recommendations and suggestions to enhance E-HR system