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«Human Resource Management»

**Crisis Management and Recruitment  
Strategies in the Era of Digital  
Transformation: a Case Study of Cash  
Assurance**

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## **ABSTRACT**

This research focuses on the intersection of crisis management and recruitment strategies in the digital transformation era, with a specific emphasis on how organizations can leverage digital tools to enhance recruitment processes during crises. The study aims to explore how the integration of digital tools, such as Artificial Intelligence (AI) and big data, influences recruitment strategies and organizational resilience in the face of crises. To achieve this goal, a qualitative research methodology was employed, utilizing semi-structured interviews and non-structured observation to gather detailed insights. The research is based on a case study of **Cash Assurance**, a company that has integrated digital tools into its recruitment process, particularly during times of crisis. The data was analyzed using NVivo software, facilitating an in-depth thematic analysis.

Key findings indicate that digital transformation offers significant benefits, such as increased efficiency, enhanced decision-making, and broader talent pool access. However, challenges such as ethical concerns, data privacy, and algorithmic biases were also highlighted. Moreover, the study revealed that crises expose gaps in traditional recruitment frameworks, requiring organizations to rapidly adapt and innovate. Based on these findings, recommendations are provided for organizations to strengthen their crisis management strategies by incorporating flexible, digital-first recruitment processes that ensure business continuity and fairness.

**Keywords:** Digital Transformation, Crisis Management, Recruitment, AI, Organizational Resilience, HR.

## RESUMÉ

Cette étude se concentre sur l'intersection entre la gestion de crise et les stratégies de recrutement à l'ère de la transformation numérique, en mettant l'accent sur la manière dont les organisations exploitent les outils numériques pour renforcer leurs processus de recrutement en période de crise. L'objectif de cette recherche est d'explorer l'impact de l'intégration des outils numériques, tels que l'intelligence artificielle (IA) et l'analyse de données massives, sur les stratégies de recrutement et la résilience organisationnelle face aux crises. Pour ce faire, une approche de recherche qualitative a été adoptée, utilisant des entretiens semi-structurés et une observation non structurée pour recueillir des informations détaillées. L'étude repose sur un cas d'étude de l'entreprise "Cash Assurance", qui a intégré des outils numériques dans ses processus de recrutement, notamment pendant les périodes de crise. Les données ont été analysées à l'aide du logiciel NVivo, ce qui a permis d'effectuer une analyse thématique approfondie.

Les principaux résultats indiquent que la transformation numérique offre des avantages considérables, tels que l'augmentation de l'efficacité, l'amélioration de la prise de décision et l'accès à un large vivier de talents. Cependant, les défis, tels que les problèmes éthiques, la confidentialité des données et les biais algorithmiques, ont également été mis en évidence. De plus, l'étude a révélé que les crises mettent en lumière les lacunes des cadres traditionnels de recrutement, nécessitant des organisations qu'elles s'adaptent et innoveraient rapidement. Sur la base de ces résultats, des recommandations ont été proposées aux organisations pour renforcer leurs stratégies de gestion de crise en intégrant des processus de recrutement numériques et flexibles, garantissant ainsi la continuité des activités et l'équité.

**Mots-clés** : transformation numérique, gestion de crise, recrutement, intelligence artificielle, résilience organisationnelle, gestion des ressources humaines.

## ملخص

تركز هذه الدراسة على التقاطع بين إدارة الأزمات واستراتيجيات التوظيف في عصر التحول الرقمي، مع التركيز على كيفية استغلال المنظمات للأدوات الرقمية لتعزيز عمليات التوظيف خلال الأزمات. تهدف الدراسة إلى استكشاف كيفية تأثير دمج الأدوات الرقمية، مثل الذكاء الاصطناعي (AI) وتحليلات البيانات الكبيرة، على استراتيجيات التوظيف ومرونة المنظمات في مواجهة الأزمات. لتحقيق ذلك، تم اتباع منهجية البحث النوعي، حيث تم استخدام المقابلات شبه المنظمة والملاحظة غير المنظمة لجمع رؤى تفصيلية. وتستند الدراسة إلى حالة دراسية لشركة "كاش أسورانس"، وهي شركة دمجت الأدوات الرقمية في عملية التوظيف، لا سيما خلال فترات الأزمات. تم تحليل البيانات باستخدام برنامج NVivo، مما سمح بإجراء تحليل موضوعي متعمق.

تشير النتائج الرئيسية إلى أن التحول الرقمي يوفر فوائد كبيرة، مثل زيادة الكفاءة، وتحسين اتخاذ القرارات، والوصول إلى مجموعة واسعة من المواهب. ومع ذلك، تم تسليط الضوء أيضًا على التحديات مثل القضايا الأخلاقية، وخصوصية البيانات، والتحيزات في الخوارزميات. علاوة على ذلك، كشفت الدراسة أن الأزمات تكشف عن الثغرات في الأطر التقليدية للتوظيف، مما يتطلب من المنظمات التكيف والابتكار بسرعة. استنادًا إلى هذه النتائج، تم تقديم توصيات للمنظمات لتعزيز استراتيجيات إدارة الأزمات من خلال دمج عمليات التوظيف الرقمية والمرنة التي تضمن استمرارية الأعمال والعدالة.

**الكلمات المفتاحية:** التحول الرقمي، إدارة الأزمات، التوظيف، الذكاء الاصطناعي، مرونة المنظمات، إدارة الموارد البشرية.

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"وَمَنْ يَتَوَكَّلْ عَلَى اللَّهِ فَهُوَ حَسْبُهُ إِنَّ اللَّهَ بَالِغُ أَمْرِهِ قَدْ جَعَلَ اللَّهُ لِكُلِّ شَيْءٍ قَدْرًا" [Quran 65:3]

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## **LISTE OF ABBREVIATIONS AND ACRONYMS**

**AHP:** of the Analytic Hierarchy Process

**AI:** Artificial Intelligence

**ANEM:** the National Employment Agency

**ANRT:** the National Telecommunications Regulatory Agency

**ATS:** Applicant Tracking System

**CAQDAS:** Computer-Assisted Qualitative Data Analysis

**CCPA:** the California Consumer Privacy Act

**CVs:** Curriculum Vitae

**DA:** Algerian Dinars

**DT:** Digital transformation

**FPJS:** Forward Planning of Jobs and Skills

**GDPR:** the General Data Protection Regulation

**HR:** Human Resources

**HRM:** Human Resource Management

**HRMS:** Human Resource Management Systems

**NVIVO:** Qualitative Data Analysis Software

**OQLF :** Quebec Office of the French Language

**PMI:** Project Management Institute

**QDAS:** Qualitative Data Analysis Software

**SCCT:** the Situational Crisis Communication Theory

**SMEs:** small-to-medium enterprises

**SWOT:** Strengths, Weaknesses, Opportunities, Threats

**VR:** virtual reality

# **GENERAL INTRODUCTION**

## GENERAL INTRODUCTION

### **1. Context and Theme Interest**

The rapid advancement of digital technologies has drastically reshaped many industries, with human resource management (HRM) and recruitment standing out as areas of significant transformation. Traditionally, hiring processes were relatively straightforward, relying on in-person interviews, paper resumes, and manual decision-making. Today, however, digital tools, such as artificial intelligence (AI), big data analytics, and automation, have revolutionized recruitment practices. These innovations have brought about increased efficiency, enhanced data accuracy, and the ability to sift through large pools of candidates in ways that were once impossible. However, with these benefits come new challenges and risks that organizations must address to ensure success.

One of the most pressing areas for companies to focus on in this digital age is crisis management, especially within industries that are highly dependent on workforce reliability and operational continuity sectors like financial services, security, and healthcare, among others. In these industries, even small disruptions in recruitment can lead to significant consequences. Crises in recruitment can emerge from various sources, including economic downturns, unforeseen labor shortages, public relations issues, or, increasingly, digital security breaches.

While technology provides unprecedented opportunities to streamline and enhance recruitment processes, it also brings new vulnerabilities. Digital recruitment platforms that rely heavily on AI are not immune to challenges like cybersecurity threats, data privacy concerns, and algorithmic biases. AI tools, for instance, may streamline the hiring process by quickly identifying suitable candidates, but if the underlying algorithms are flawed, they could unintentionally introduce biases that disadvantage certain groups of applicants. Similarly, with the digitalization of HR operations, the risk of data breaches becomes ever more significant. Sensitive personal information held within recruitment systems is a prime target for cyberattacks, and any breach could result in severe reputational damage, legal consequences, and loss of trust from both clients and prospective employees.

Effective crisis management strategies are crucial in this new era of recruitment. Organizations must not only focus on identifying and mitigating potential risks but also be prepared to respond quickly and efficiently when things go wrong. Crisis management in recruitment may involve responding to economic shifts, adapting to changing labor market

## GENERAL INTRODUCTION

dynamics, or addressing legal and ethical issues surrounding data use and privacy. What sets successful organizations apart is their ability to develop flexible, resilient recruitment processes that can withstand these crises and continue to align with the company's long-term strategic goals.

At the heart of this challenge is finding a balance between leveraging the latest digital tools and maintaining a level of human oversight that ensures fairness, transparency, and ethical decision-making. AI and big data can certainly help to identify and process large amounts of applicant data more efficiently, but human judgment is still needed to assess the nuances of a candidate's fit within a company's culture and values. Furthermore, while technology can improve the efficiency of recruitment, companies must stay vigilant about protecting candidate data, preventing breaches, and ensuring the integrity of their hiring processes. This is especially important in the face of growing concerns about phishing attacks, hacking, and other cybersecurity threats that increasingly target HR systems (Brown, Smith, & Johnson, 2020).

As the recruitment landscape continues to evolve, crisis management will be at the forefront of ensuring that these new digital tools are used responsibly and effectively, without compromising security, fairness, or organizational goals .

Given these complexities, this study aims to explore how crisis management principles can be integrated into recruitment strategies to enhance organizational resilience in an era of digital transformation. The findings will contribute to understanding the role of strategic HR planning in mitigating risks while ensuring talent acquisition remains effective and secure.

## **2. Objectives**

### **2.1. General Objective**

This study aims to examine the intersection between crisis management and recruitment strategies in the era of digital transformation. It seeks to identify how organizations can manage crises while optimizing recruitment processes through digital tools and strategic interventions.

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### 2.2. Specific Objectives

- **Analyze Crisis Management in the Recruitment Sector:**
  - Identify the types of crises affecting recruitment processes.
  - Assess the impact of crises on talent acquisition and workforce planning.
- **Evaluate the Role of Digital Transformation in Recruitment:**
  - Investigate the impact of digitalization on HR decision-making.
  - Explore the risks and benefits of AI-driven recruitment and digital tools.
- **Develop Effective Recruitment Strategies During Crises:**
  - Identify best practices for ensuring recruitment continuity during crises.
  - Recommend strategies for mitigating recruitment-related risks in volatile environments.
- **Enhance Organizational Resilience:**
  - Measure the effectiveness of crisis management in recruitment processes.
  - Provide insights into improving HR policies in response to digital and external disruptions.

### 3. Significance of the Study

This research contributes to the growing body of knowledge on crisis management and digital transformation in recruitment. Its findings will be valuable to:

- HR professionals: for developing resilient recruitment strategies that ensure business continuity.
- Organizations: to enhance crisis preparedness while leveraging digital tools for hiring.
- Policy-makers: to establish ethical guidelines for AI implementation in HR.
- Academia: to explore the intersection of crisis management and digital HRM.

### **4. Problematic**

The digital transformation era introduces both opportunities and challenges for organizations in crisis management and recruitment. While digital tools offer innovative solutions, they also create new vulnerabilities and complexities. This research seeks to address the following central question:

**How can organizations leverage digital transformation to enhance crisis management and recruitment strategies?**

By examining real-world industry practices, this study provides a comprehensive understanding of how digital transformation, crisis management, and recruitment interact in shaping organizational resilience.

### **5. Sub-Questions**

To comprehensively address the research problem, this study explores the relationship between crisis management and recruitment strategies in the digital era. The following sub-questions are formulated to reflect general industry practices, while also serving as a framework for analyzing real-world application within the studied company.

- 1-What are the main types of crises that can disrupt recruitment processes in organizations?
- 2-What are the key factors contributing to success in these areas ?
- 3-How do crises impact recruitment and talent acquisition strategies?
- 4-What are the most widely used crisis management strategies in human resources to maintain continuity in recruitment operations?
- 5-How has digital transformation contributed to the enhancement and efficiency of recruitment processes?
- 6-What are the key risks and challenges organizations face when adopting digital technologies in recruitment?
- 7-What role do artificial intelligence (AI) and data analytics play in improving or complicating recruitment processes during crises?

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8-How can organizations achieve a balance between digital automation and human oversight in recruitment to ensure fairness and efficiency?

9-What are the best practices for ensuring flexibility and efficiency in recruitment strategies during crises?

### **6. Method**

To gain an in-depth understanding of how crisis management influences digital recruitment strategies, this study will adopt a qualitative research approach.

The research will focus on analyzing recruitment challenges, digital transformation efforts, and crisis response mechanisms in organizations. Data collection will involve:

- Interviews with HR professionals and crisis management experts.
- Analysis of organizational policies and digital recruitment platforms.
- Review of crisis management frameworks to assess risk mitigation strategies.

The research will employ **thematic analysis** to interpret qualitative data, drawing conclusions based on emerging patterns and industry benchmarks.

### **7. Study Limitations**

While this study provides a comprehensive analysis, certain limitations must be noted:

- **Limited Sample Size:** As a qualitative study, the research findings will be based on a specific sample of organizations, which may not be fully generalizable to all industries.
- **Evolving Digital Technologies:** The rapid pace of digital transformation means that new recruitment technologies and crisis management strategies may emerge beyond the scope of this study.
- **Data Accessibility:** Some organizations may have confidential policies regarding crisis management and recruitment, limiting access to detailed case studies.

Despite these limitations, the study aims to provide valuable insights into the best practices and strategies for integrating crisis management into recruitment in the digital era.

## GENERAL INTRODUCTION

### **8. Plan Announcement**

The research will be structured into three main chapters to provide a comprehensive analysis and address the research objectives effectively as follow:

**Chapter One:** provides a literature review on crisis management, recruitment strategies, and digital transformation. It explores key theories and existing frameworks guiding risk mitigation in HR practices.

**Chapter Two:** outlines the methodological framework, detailing the research design, data collection techniques, and analysis methods used to investigate the case of Cash Assurance.

**Chapter Three:** presents the findings from the study, discussing the impact of crises on recruitment and the role of digital transformation in ensuring workforce stability. This chapter also offers strategic recommendations for enhancing HR resilience in crisis scenarios.

The conclusion summarizes the research findings, highlights limitations, and provides recommendations for future studies on crisis management and digital recruitment in high-risk industries.

# **CHAPTER I: Theoretical Framework**

## CHAPTER I: THEORETICAL FRAMEWORK

In an era marked by rapid technological advancements and unforeseen global challenges, organizations are increasingly turning to digital transformation as a means to enhance their operational efficiency and resilience. One of the most significant areas impacted by this transformation is recruitment a process that has traditionally relied on manual procedures, face-to-face interactions, and limited data analysis. Today, digital recruitment tools are reshaping how companies attract, assess, and hire talent, allowing them to tap into broader talent pools, streamline operations, and make more data-driven decisions.

However, alongside the opportunities provided by digital tools, organizations face several challenges. The integration of technology into recruitment processes must be handled carefully to mitigate potential risks such as algorithmic bias, data privacy concerns, and the digital divide that may disadvantage certain candidate groups. Furthermore, these challenges are magnified during periods of crisis, when traditional recruitment models are often disrupted, and organizations must quickly adapt to new realities.

This chapter delves into the intersection between digital transformation and recruitment, focusing on the role that digital tools play in enhancing recruitment strategies, improving efficiency, and addressing skills gaps. It also examines how organizations can adapt their recruitment strategies during crises, ensuring that the use of technology aligns with broader human resource goals and the evolving needs of both the workforce and the organization. By exploring these concepts, this chapter aims to provide a comprehensive understanding of how digital recruitment can be leveraged as a strategic tool in a constantly changing landscape.

The following sections will explore key concepts such as the phases of crisis management, the impact of digital transformation on recruitment, and the challenges and opportunities associated with e-recruitment. The chapter will also address the importance of ethical considerations in digital recruitment and propose strategies to ensure that organizations are equipped to navigate the complexities of recruiting in the digital age, especially in times of crisis

### **Section 1: Literature Review**

The evolving landscape of digital transformation has significantly influenced crisis management and recruitment strategies. Previous studies have explored various aspects of crisis management, linking it to organizational resilience, workforce adaptation, and strategic decision-making. The focus has been on identifying crisis management frameworks, case studies, and the integration of digital tools in mitigating risks. Research in recruitment strategies has examined how digital transformation has reshaped talent acquisition, selection processes, and workforce planning.

Recent studies have utilized bibliometric analysis to identify the most influential researchers, institutions, and journals in this field. These analyses highlight that crisis management is not only about responding to emergencies but also about leveraging crises to drive organizational innovation and transformation. The adoption of digital tools such as artificial intelligence, big data analytics, and cloud-based HR platforms has been widely discussed as enablers of more resilient and adaptive recruitment strategies.

#### **1. Crisis Management in the Digital Era**

The digital transformation has significantly reshaped crisis management practices, presenting both challenges and opportunities. Through the integration of artificial intelligence (AI) and big data analytics, organizations are now able to improve the speed and accuracy of crisis detection and response. Digital tools, such as cloud-based systems, are enabling real-time data collection and analysis, which are critical for identifying and addressing potential crises before they escalate. This proactive approach is particularly valuable in sectors where rapid response is critical, such as healthcare, finance, and emergency services.

In a study conducted by (Brown, Smith, & Johnson, 2020, p. 6) the effectiveness of cloud-based crisis management systems was evaluated, particularly their role in facilitating faster crisis detection and recovery within multinational corporations.

The research used a quantitative approach, analyzing data from 200 Fortune 500 companies to compare the crisis recovery times between those utilizing cloud-based systems and those relying on traditional methods.

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The results revealed that companies employing cloud-based systems were able to recover 30% faster than their counterparts using conventional crisis management techniques. This finding underscores the significant impact of digital transformation on crisis management, demonstrating that digital tools enable firms to respond more swiftly to crises. The study's findings were especially relevant for high-risk industries, such as healthcare and finance, where rapid decision-making and crisis resolution are critical for maintaining operations and minimizing losses.

In the same year, (Brown, Smith, & Johnson, 2020) extended their research to explore the role of digital dashboards in real-time decision-making and crisis management within global organizations. The study aimed to understand how digital dashboards, integrated with AI and big data, could enhance the monitoring of risks and track response efforts during crises.

The researchers conducted interviews with crisis management professionals from 50 multinational corporations to gather insights into how these organizations used digital dashboards in crisis scenarios.

The findings revealed that companies utilizing these dashboards to monitor real-time data were able to make decisions more quickly. These organizations experienced a 30% faster recovery rate than those relying on traditional decision-making methods.

Furthermore, the integration of AI-driven risk prediction models significantly improved both the speed and accuracy of managing complex crises, highlighting the value of digital tools in optimizing crisis response strategies.

Next, (Johnson & Lee, 2021) conducted a study to examine the role of social media in crisis management, with a particular focus on how organizations can utilize digital platforms to engage stakeholders during crises. The researchers used a qualitative case study approach, analyzing 10 multinational organizations that relied on social media to communicate during various crises.

Through interviews with public relations professionals and crisis management teams, the study provided valuable insights into the strategic use of social media during such events. The findings highlighted that while social media platforms are critical tools for rapid communication and maintaining engagement with stakeholders, they also carry the risk of misinformation.

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The study emphasized the importance of transparency and immediacy in engagement strategies to mitigate negative consequences. Organizations that had systems in place for real-time monitoring and prompt stakeholder engagement were able to handle crises more efficiently, demonstrating the crucial role of social media in modern crisis management.

Finally, (Kalogiannidis, Kalfas, & Papaevangelou, 2024) conducted a study aimed at exploring how AI-based crisis forecasting systems can help predict potential crises before they occur, thereby enhancing an organization's overall crisis management capacity. Using a mixed-methods approach, the researchers combined quantitative analysis of data from 100 companies that had implemented AI-powered forecasting systems with qualitative interviews from crisis management experts. The study focused on how AI models were utilized to predict various types of crises, including financial downturns, natural disasters, and cybersecurity breaches. The findings revealed that these AI-powered systems were able to accurately predict 80% of crises, particularly in areas like financial downturns and cybersecurity issues. Furthermore, the research showed that companies adopting AI-based forecasting systems experienced a 20% reduction in financial losses during crises, as they were better equipped to prepare and respond proactively. The study highlighted the importance of integrating AI and big data analytics for early crisis detection and effective risk management.

### **2. Recruitment Strategies in the Digital Age**

The digital transformation has revolutionized recruitment strategies, making them more efficient, inclusive, and accessible. Traditional methods of recruitment, such as manual screening and in-person interviews, are increasingly being replaced by digital tools like AI-driven applicant tracking systems (ATS), virtual reality (VR) interviews, and online assessment platforms. These innovations help organizations streamline the recruitment process, reduce biases, and broaden their talent pool.

(Brown, Green, & White, 2022) conducted a study examining the integration of AI-driven applicant tracking systems (ATS) in recruitment processes within leading technology firms, with a focus on their efficiency and effectiveness in reducing hiring time and improving candidate-job fit. Using a quantitative approach, the researchers gathered data through surveys and interviews with 50 technology firms, ranging from small startups to large corporations, that actively used AI-powered ATS in their hiring processes. The study measured the impact of AI on hiring timelines, candidate-job matching, and overall

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recruitment costs. The results demonstrated that AI-powered ATS reduced hiring time by 50% compared to traditional recruitment methods. Furthermore, the accuracy of candidate-job fit significantly improved, leading to a 40% increase in job satisfaction among new hires. The study concluded that the integration of AI in recruitment enhances efficiency, precision, and organizational performance, while also helping companies reduce costs associated with the hiring process.

(Brown, Green, & White, Enhancing recruitment efficiency through artificial intelligence: Opportunities and challenges, 2019) conducted a study to explore the role of artificial intelligence (AI) in improving recruitment efficiency, specifically by analyzing large volumes of applicant data to identify the most suitable candidates based on predefined criteria. The research followed a qualitative approach, involving in-depth interviews with 100 HR professionals from various industries, including technology, healthcare, and finance, all of whom were actively using AI-driven tools in their hiring processes. The study examined both the advantages and challenges of AI in recruitment, focusing on its ability to reduce hiring time, cut costs, and enhance the quality of hires. The findings revealed that AI-powered algorithms could efficiently process large datasets to quickly identify top candidates, leading to a 35% reduction in hiring time and a 20% decrease in recruitment costs. However, the study also cautioned that if not properly calibrated, AI systems might inadvertently introduce biases, particularly related to gender and ethnicity, raising concerns about fairness and diversity in the recruitment process.

(Solutions, Global recruitment trends report, 2019) examined how social media and professional networking platforms, particularly LinkedIn, are reshaping recruitment strategies by offering recruiters new ways to screen candidates while enabling job seekers to research potential employers. The study was survey-based, gathering data from 2,000 recruiters across North America, Europe, and Asia, along with 1,500 job seekers who had recently used LinkedIn for job searches or company research. The findings highlighted that 70% of recruiters actively utilize social media platforms like LinkedIn to assess candidates before hiring, while 48% of job seekers rely on these platforms to learn more about employers before applying. The study underscored the growing significance of maintaining a strong online presence and fostering a positive employer brand, as companies with an established digital footprint were found to attract three times more applicants compared to those that lacked an active presence on social media. These insights reinforce the idea that

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social media has become an essential tool in modern recruitment, shaping how both employers and candidates navigate the hiring process.

(Gofer, 2021) conducted a study examining the application of the Analytic Hierarchy Process (AHP) in managing risks related to recruitment within large-scale infrastructure construction projects. The research aimed to determine how AHP could be utilized to analyze and prioritize risks in hiring processes, particularly in relation to cost, time, and quality management. Using a quantitative approach, the study incorporated case studies from 15 large-scale infrastructure projects that implemented AHP for risk management, focusing on common challenges such as cost overruns, hiring delays, and the quality of new recruits. The findings demonstrated that AHP significantly improved resource allocation and helped teams address critical hiring issues more effectively. Moreover, projects that integrated AHP into their recruitment strategies experienced 25% fewer hiring delays and a notable reduction in cost overruns, highlighting the method's effectiveness in optimizing workforce planning and project execution in high-risk environments.

(Hamed & Kadir, 2020) conducted a study to examine the impact of digital recruitment tools, particularly AI and machine learning, on improving candidate selection and minimizing biases within the construction industry. Using a mixed-methods approach, the research combined survey data from 100 HR professionals across the Middle East and Southeast Asia with case studies from three companies that had implemented AI-driven recruitment systems. The study found that the use of AI recruitment tools led to a 30% increase in candidate-job fit accuracy and a 40% reduction in hiring time, demonstrating their effectiveness in streamlining hiring processes. However, despite these advantages, the research also revealed that algorithmic biases persisted in some cases, particularly in relation to gender diversity, raising concerns about fairness and inclusivity in digital recruitment. The study recommended further calibration of AI models to mitigate these biases and enhance the equity of recruitment decisions in the construction sector.

### **3. Integration of Crisis Management and Recruitment Strategies**

The intersection of crisis management and recruitment strategies is an emerging area of research, particularly in the context of digital transformation. Organizations are increasingly recognizing the need to integrate these two functions to ensure business continuity and resilience. The growing recognition of this integration comes from the challenges faced by organizations during crises, such as the COVID-19 pandemic, which

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forced many companies to rapidly adapt their recruitment processes to remote work environments while simultaneously managing the crisis. In this context, digital tools, such as AI-driven recruitment platforms, cloud-based interview systems, and virtual onboarding programs, have been crucial in maintaining recruitment functions during periods of disruption .

The importance of digital recruitment during crises has become more pronounced, and recent studies have explored how organizations balance crisis management and recruitment. These studies suggest that digital-first recruitment strategies enhance organizational resilience, allowing companies to navigate crises more effectively while ensuring a consistent flow of talent. Below are some significant studies that contribute to this growing body of research:

(Becker, Connolly, & Slaughter, 2021)conducted a study to examine how organizations adapt their recruitment strategies during economic downturns and pandemics, with a particular focus on the role of digital recruitment channels and remote hiring processes in ensuring recruitment efficiency. Using a mixed-methods approach, the researchers combined quantitative surveys and qualitative interviews with HR professionals from 100 global organizations, including large corporations and small-to-medium enterprises (SMEs) across industries such as finance, technology, and manufacturing. The study revealed that companies that prioritized digital recruitment tools, such as online job boards, AI-based recruitment platforms, and video interviews, demonstrated greater resilience and adaptability during crises. These firms were able to continue their hiring processes without major disruptions, and many even reported improvements in candidate quality and engagement. In contrast, organizations that relied on traditional recruitment methods struggled to adjust to remote hiring, facing significant challenges in talent acquisition during uncertain periods.

(Hernandez & White, 2022)conducted a study to examine how organizations restructure their workforce after a crisis and whether digital reskilling programs and remote work policies contribute to efficient recovery and employee engagement. The researchers employed a case study approach, analyzing 20 companies from industries such as technology, healthcare, and education, which had adapted their recruitment and workforce management strategies in response to the pandemic. Data was collected through interviews with HR managers and employee surveys to evaluate the effectiveness of these strategies.

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The findings revealed that organizations that implemented digital reskilling initiatives and expanded remote work policies recovered more efficiently and were able to maintain higher levels of employee engagement. Companies that prioritized workforce reskilling showed a 20% increase in employee retention compared to those that did not invest in such programs. Additionally, employees in these organizations reported feeling more empowered and engaged, attributing this to access to online training and flexible work arrangements, which facilitated a smoother transition and adaptation to the evolving work environment.

(Wilson, 2023) conducted a comparative study to evaluate the effectiveness of traditional recruitment models versus digital-first strategies during crisis situations, with a focus on how AI-driven analytics and virtual assessments perform in comparison to conventional hiring methods. The research analyzed data from 100 organizations across North America and Europe, representing industries such as manufacturing and education. Half of these companies relied on traditional recruitment methods, such as in-person interviews and manual resume screening, while the other half adopted digital recruitment tools, including AI-based resume screening, virtual interviews, and online assessments. The findings revealed that organizations using AI-driven recruitment tools significantly outperformed those using traditional methods in terms of speed, cost, and candidate quality. Specifically, AI-driven recruitment strategies led to a 40% reduction in time-to-hire and a 30% improvement in candidate-job fit accuracy. Additionally, candidates expressed a more positive experience, citing the convenience and flexibility of virtual interviews and online assessments as major advantages. The study concluded that digital-first recruitment strategies provide organizations with a competitive advantage during crises, enabling them to hire faster, maintain high candidate quality, and reduce costs while ensuring an efficient and streamlined hiring process.

(Kim & Lee, 2022) conducted a study to examine how the integration of crisis management principles into recruitment strategies enhances organizational resilience and talent retention during crises, with a particular emphasis on digital recruitment technologies. The research involved surveys and interviews with 250 HR professionals from industries such as technology, finance, and education, representing a diverse mix of small, medium, and large organizations. The findings revealed that companies that incorporated crisis management strategies into their recruitment processes experienced higher employee retention rates and demonstrated stronger crisis response capabilities.

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Additionally, organizations leveraging AI-driven recruitment platforms and remote hiring tools reported a 30% increase in recruitment efficiency and experienced 40% fewer disruptions in hiring processes during crisis periods. Employees in these organizations also expressed higher job satisfaction and engagement, attributing this to the stability and flexibility provided by digital recruitment strategies, which allowed for a smoother adaptation to unpredictable challenges.

### **4. Challenges and Opportunities**

Despite the benefits of digital transformation, there are several challenges associated with implementing effective crisis management and recruitment strategies. One of the primary challenges is the rapid pace of technological change, which requires organizations to continuously update their skills and tools. Additionally, the increasing reliance on digital tools raises concerns about data privacy and security, particularly in the context of recruitment, where sensitive personal information is often collected.

However, these challenges also present opportunities for innovation. For instance, the development of blockchain technology offers potential solutions for enhancing data security and transparency in recruitment processes. Similarly, the use of predictive analytics in crisis management can help organizations anticipate and mitigate risks more effectively.

### **Final Insights**

#### **1. Perspective on Previous Studies:**

The shift to digital recruitment has significantly improved efficiency and accuracy, but it comes with new challenges such as cybersecurity risks and ethical concerns.

Crisis management is no longer just about response it is about using technology to predict, prepare, and mitigate risks proactively.

#### **2. Scientific Gap:**

- **Lack of Research on Emerging Markets:** Most studies focus on developed economies, ignoring digital recruitment challenges in emerging markets like Algeria.

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- **Limited Integration of Crisis Management and Recruitment:** Research typically addresses these topics separately, rather than exploring how digital hiring can enhance resilience in crisis situations.

### **3. Added Value of This Study:**

- **Bridging the Gap in Emerging Markets:** This study explores how crisis management and digital recruitment strategies apply in developing economies.
- **Practical Recommendations for HR Leaders:** Offers insights on how to integrate digital hiring and crisis management for long-term organizational resilience.

## **Section 2: General Overview of Crisis Management**

Crisis management involves researching the information that enables management to take appropriate actions and handle the crisis, determining the proper measures by considering the benefits that the organization can gain by making the right decisions. This chapter will review the main theoretical ideas about crises in terms of their definition, classification, causes, stages, impacts, as well as strategies and models for dealing with them.

### **1. Definition and Typologies of Crises management**

#### **1.1. Definition**

##### **1.1.1. Definition of a Crises**

There are many definitions of a crisis, and they have varied with the researchers in this field. They also differ depending on the classification in the studied context or the positioning of the crisis within institutions. It is mentioned that a crisis is a critical period or an unstable situation that results in a significant impact, often involving rapid events and a reassessment of values or goals that those affected by the crisis believe in.

Some define a crisis as an extraordinary and unpredictable situation, marked by high risk and speed, with successive events where the results unfold and the causes become intertwined (Mohamed, 2011).

It also represents a state of tension, a turning point that requires a decision leading to new situations, whether negative or positive, affecting various related entities. (Al-Yazji, 2011)

It is also defined as a critical situation that could lead to negative outcomes, and the crisis is also the experience related to an unfamiliar obstacle.

Among the definitions mentioned by Mohammad Jad Allah in his book is the following: (Allah, 2010)

Definition (Oranyoung - Political Writer): " A crisis is a rapid succession of events that activates elements of instability in the international system or its sub-patterns in an unusual way, increasing the likelihood of resorting to violence ".

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Koral Bell's Definition: " A crisis is the point at which the elements of conflict in a relationship reach a stage that threatens to cause a fundamental shift in the nature of those relations, such as the transition from peace to war in international relations between states ".

Dr. Ahmed Ibrahim Ahmed defines it as: " A situation that suddenly arises, requiring immediate priority for action, where a decision must be made to resolve it, as it threatens one of the organization's core values in a way that cannot be tolerated ".

Based on the previous definitions, we can conclude that a crisis is an undesirable situation that occurs suddenly, posing a threat to the organization and its existence, and limits the process of making the correct decisions within it.

### **1.1.2. Definition of Crises management**

Crisis management involves understanding the causes and effects of a crisis, including how stakeholders react, and employing the appropriate management strategies to minimize damage or even turn the crisis into an opportunity (Coombs & Holladay, 2015) .

Crisis situations are dynamic and unpredictable, often requiring organizations to move through various phases of management, sometimes in a chaotic manner (Fink, 1986).

To effectively manage crises, leaders need to anticipate or identify the causes and consequences of the crisis in an interdisciplinary way, assess emergency management, stakeholder reactions, and communication (Björck, 2016). However, it's crucial to recognize that both internal and external factors can influence the emergence, escalation, or management of a crisis.

Therefore, managers must maintain an information network that ensures they are continuously updated on all relevant stakeholders in the system. In this context, stakeholders can either serve as resources for crisis management, pose threats or aggravate reactions, or even present opportunities to enhance the crisis manager's reputation, particularly when dealing with public figures (such as a minister, president, governor, or mayor).

**1.2. Typologies of Crises management**

Crises are an inevitable part of any organization's life in the business world, often arising unexpectedly due to unforeseen circumstances. These crises come in many forms and can have varying impacts on both individuals and organizations. Some of the key types of crises include:

**Table1:** Typologies of crises management

Typologies of Crises	Description
Operational Crises	These crises disrupt the day-to-day functioning of an organization, such as equipment failure, supply chain issues, or a major system breakdown (Pearson & Clair, 1998).
Financial Crises	Caused by financial mismanagement, economic downturns, or market failures, financial crises can threaten the survival of the organization, as seen with the collapse of major financial institutions during the 2008 global financial crisis (Coombs W. T., 2007) .
Reputational Crises	These crises are typically triggered by scandals, product failures, or unethical behaviors that damage the organization's reputation and customer trust. An example is the Tylenol poisoning crisis, where the company effectively managed its reputation, ultimately restoring trust (Pearson & Clair, 1998).
Natural and Technological Crises	These include natural disasters, such as earthquakes, and technological disruptions, such as cyber-attacks. For instance, the 2003 Northeast U.S. power blackout had major operational impacts (Coombs W. T., 2007).
Strategic Crises	These result from poor strategic decisions or failure to adapt to market conditions. Blockbuster’s failure to transition to digital streaming services is a well-known example (Pearson & Clair, 1998).

**Source:** Self-developed

### 2. Triggering Factors of Organizational Crises

Crises within organizations can emerge due to a variety of factors, both external and internal. Understanding these triggers is crucial for developing effective crisis management strategies and ensuring that organizations are prepared to respond quickly and effectively when crises occur. Below, we explore both the external and internal factors that contribute to organizational crises.

#### 2.1. External Factors

- **Economic Shifts:** Economic downturns, market crashes, or changes in the broader economic environment are major triggers for financial crises. Organizations highly dependent on the market, external financing, or global trade are particularly vulnerable. A clear example is the 2008 global financial crisis, where the collapse of major financial institutions triggered widespread impacts across industries (Gorton, 2009).
- **Technological Disruptions:** Rapid advancements in technology can disrupt existing business models. For example, Kodak's inability to embrace digital photography led to its decline, as the company was slow to transition from film to digital formats, resulting in financial difficulties (Lucas & Goh, 2009).
- **Natural Disasters:** Natural disasters such as earthquakes, floods, and pandemics can cause significant operational and financial disruptions. The COVID-19 pandemic is a recent example, which disrupted global supply chains and forced businesses worldwide to adapt to new, unforeseen challenges (Bank, 2020).
- **Political Factors:** Political instability, regulatory changes, trade wars, or geopolitical tensions can disrupt business operations, especially for companies that operate globally. For instance, the trade war between the U.S. and China led to tariffs that disrupted supply chains and affected industries such as technology and manufacturing (Bown, 2019).

#### 2.2. Internal Factors

- **Management Failures:** Organizational crises often result from poor leadership, strategic missteps, and unethical behavior within the company. The collapse of Lehman Brothers in 2008 is an example where poor risk management and leadership led to one of the most significant financial crises in history (Fahlenbrach & Stulz, 2011).

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- **Operational Inefficiencies:** Poor planning, logistical breakdowns, and supply chain inefficiencies can also create internal crises. For instance, companies like Toys “R” Us faced operational failures that led to their decline, partly due to an inability to adapt to retail trends and inefficient inventory management (Stahl, 2018).
- **Cultural Misalignment:** The misalignment of organizational culture with company values can lead to internal conflicts, poor employee morale, and high turnover. A toxic work environment can also escalate a crisis, as seen in companies with poor communication and leadership. This misalignment often undermines trust, which is crucial during crises (Schein, 2010).

### 3. The Relationship Between E-Management and Crisis Management

E-management plays a crucial role in addressing crises through several key functions:

- It provides a comprehensive database with detailed information about the institution's resources and treasury, ensuring that management has access to necessary information during a crisis. This also facilitates the flexible mobilization and transfer of resources between branches, ensuring that the affected branch receives the required support.
- The electronic archiving of documents related to the institution's operations allows for easy retrieval and protects them from potential damage. Searching for files or documents is quick, taking only a few seconds.
- By maintaining a record of events and crises the institution has faced, e-management enables the simulation of past decisions to help solve current crises by applying lessons learned from similar situations.
- E-management ensures the swift transfer and exchange of information, ideas, and crisis-related instructions between the crisis team leader or senior management and other team members or field teams. Fast communication channels are employed to ensure the timely and accurate delivery of information to decision-makers.
- E-management allows for remote management of the institution and crisis response, especially during times when physical mobility is restricted. It enables remote meetings and the transfer of files and data, particularly related to resources, capabilities, and crisis indicators.

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Routine assessment of external and internal factors, along with continuous data updates, is vital for maintaining effective alert and warning systems. This can even include ongoing monitoring of security and safety levels within the organization (Al-Najjar & Al-Ani, 2021).

### **4. Phases of the Crisis Management Cycle**

The stages of managing any crisis or conflict are reflected in a series of steps, where each phase is characterized by specific methods used to manage the crisis. These stages include three main phases, which we will discuss below:

#### **4.1. Phase 1: Pre-Crisis Phase**

In this phase, the organization plans and prepares to face potential crises through a timeline to implement the necessary preparedness requirements. Without the success of this phase, the organization will not be able to effectively manage crises. This phase involves preparations, training, and forecasting potential situations, studying trends, and phenomena that could lead to a crisis. The management's efforts are focused on scanning the environment for early warning signs, and putting in place preventive measures to avoid future crises. This phase also involves gathering information about crises and assessing their potential severity.

#### **4.2. Phase 2: Crisis Occurrence Phase**

This phase begins when early warning signs or indicators of a crisis appear, prompting the crisis management team to take immediate action. This phase involves analyzing the event, evaluating alternative responses, and making predictions about potential risks. In this phase, it becomes clear that previous behaviors were inadequate for containing the sudden event, which leads to disorganized systems and communication breakdowns between departments. Without a pre-established response plan, the organization may resort to ineffective actions, worsening the crisis. During this phase, the crisis team takes charge of managing the situation, making corrective and remedial decisions to minimize damage.

**4.3. Phase 3: Post-Crisis Phase**

After the crisis ends, the organization begins evaluating the causes of the crisis and exploring the factors that could lead to its recurrence. While this does not mean the event will never happen again, it provides an opportunity for the organization to pause, reflect, and learn from the experience. This phase aims to address the negative effects of the crisis, implement plans to prevent future crises, and ensure that lessons learned are used to improve organizational performance (Qutayesh, 2009).

The following table (the table n° 2) summarizes the key events that occur during the phases:

**Table2:** Crises phases

<b>Crisis Phase</b>	<b>Key Actions</b>
Pre-Crisis Phase	Detection of warning signs
	Prevention, and precaution
Crisis Occurrence Phase	Crisis occurrence, damage control
	Restoration of activity
Post-Crisis Phase	Learning from the crisis
	Reflection, and future prevention

Source:(Maher, 2006)

**5. Characteristics of a Crisis**

Certain characteristics can be identified that define a crisis, including the following:  
(Al-Dulaimi, 2008)

- It occurs suddenly due to poor or lack of planning.
- It leads to losses or threats and escalates risks.
- There is a lack of information and weak communication.
- There is limited time for decision-making.
- The factors involved are interconnected and complex.
- Immediate and swift decisions are required.
- New management systems are needed to address the situation.

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- The causes and goals are often unclear at the outset.
- A specialized team is needed to handle the crisis.
- It requires a high level of control and management.
- Problems intensify and become more complex over time.
- Confusion can impair the decision-maker's ability to maintain control.
- Financially, the crisis can negatively impact the organization's stability.
- Crises may exceed the organization's boundaries, affecting its surroundings.
- The crisis may spread, extending and worsening the situation.

### **6. Crisis Management Strategies and Models**

Crisis management strategies are the methods and approaches organizations use to prepare for, respond to, and recover from crises. These strategies can be informed by various models that provide structured frameworks for decision-making during a crisis.

#### **6.1. Proactive Crisis Management Strategy**

Proactive crisis management involves taking steps to prevent crises before they occur. This strategy includes identifying potential risks, developing contingency plans, and training key personnel. By anticipating potential crises, organizations can reduce their vulnerability to external shocks and increase resilience (Coombs W. T., 2007, p. 16)

#### **6.2. Reactive Crisis Management Strategy**

A reactive crisis management strategy focuses on responding to crises once they occur. It emphasizes quick decision-making and effective communication to limit damage and restore normal operations. This strategy involves coordinating resources, managing communication, and making critical decisions in real time (Fink, 1986).

#### **6.3. Crisis Communication Models**

Effective communication during a crisis is essential for managing the situation. One of the widely accepted models is the Image Restoration Theory, which focuses on maintaining or restoring the organization's reputation by managing communication in a way that minimizes the perceived damage (Benoit, 1995) . Another model is the Situational Crisis Communication Theory (SCCT), which offers guidance on the type of

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response organizations should provide based on the crisis type and the level of responsibility they hold.

### **6.4. Contingency Theory of Crisis Management**

The Contingency Theory suggests that crisis management should be flexible and based on the unique circumstances of each crisis. The theory emphasizes the need to adapt crisis responses according to the specific situation, stakeholder needs, and the nature of the crisis. In essence, it proposes that there is no one-size-fits-all solution, and the crisis management strategy should be tailored accordingly (Mitroff&Anagnos, 2001).

### **6.5. Post-Crisis Management and Learning**

Post-crisis management involves analyzing the organization's response to a crisis to identify lessons learned and prevent similar crises in the future. A crucial part of this process is the Post-Crisis Evaluation Model, which examines the effectiveness of the crisis management strategy and its impact on organizational recovery (Boin& Hart, 2003).

## **7. Developing a Crisis Management Plan**

A crisis management plan outlines the steps for identifying events and assessing or monitoring incidents. It also provides procedures for notifying and communicating effectively with employees, stakeholders (any individuals or organizations interested in the outcome), the media, and the public. The plan specifies staff members and their responsibilities during a crisis, as well as identifies the organization's key stakeholders and how communication with each group will be managed. In the event of a crisis, it is essential for all personnel to be aware of their individual duties and know whom to report to or where to go for further instructions (Nellie J. Brown, 2012).

For an organization to recover quickly after a crisis, it is crucial to have pre-established plans that outline the necessary steps for business continuity and recovery. Developing well-defined crisis scenarios is an effective tool for crisis planning. These scenarios clarify the skills and resources required for an organization to perform effectively during adversity, identify the requirements for recovery, and enable the organization to establish early warning systems systems that can prevent issues before a crisis arises.

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A scenario is a detailed account of how a specific type of crisis might unfold within the organization. For instance, a health-related crisis scenario might involve a severe influenza outbreak that causes a 60% reduction in workforce attendance, leading to the absence of key personnel responsible for essential business functions. Scenarios help employees visualize the crisis both in specific terms (the reality of the event) and in general terms (a pattern to follow during similar future crises). Successful recovery involves identifying the minimum requirements for resuming operations, implementing redundancies for critical functions, and recognizing the stakeholders who are most vital for recovery (Nellie J. Brown, 2012).

### **8. Communicating During and After a Crisis**

Crisis management involves handling two critical tasks simultaneously: managing the crisis itself and overseeing communications. The effectiveness of communication significantly influences how people perceive the crisis. Just as managing a crisis is difficult without a well-prepared plan, having a communication management plan is equally essential.

To stay ahead of a crisis, it is important to outline how information will be collected, assessed, and shared with employees, the media, and other stakeholders. This includes determining the methods and channels for communication, as well as where and how information will be gathered, analyzed, and stored. With a clear plan in place, incoming information can be processed effectively, allowing potential issues to be identified and addressed before they escalate into larger crises.

Ineffective communication can escalate a minor issue into a major news story that requires immediate attention. When information is not shared promptly, a communication gap forms, and the rumor mill can take over, spreading misinformation. This often leads to media inquiries, with questions such as: “When did you first learn about this problem?” or “Why didn’t you know about this issue earlier?”

A crisis also impacts employees, who may not think clearly under pressure. By preparing templates and key messages in advance, employees can focus on managing the actual crisis rather than improvising during stressful moments. Identifying and training

spokespersons in advance ensures that crisis communications are handled effectively (Cohn, 2000).

### **Section 3: General Overview of Recruitment in the Digital Transformation**

Recruitment is one of the key activities that organizations go through to achieve their strategic objectives. With the rapid technological advancements, digital transformation has become an integral part of this process. In this chapter, we present the role of digital transformation in enhancing the effectiveness and efficiency of recruitment within organizations.

#### **1. Definitions**

##### **1.1. Definition of Recruitment**

The definitions of the recruitment process vary, as many researchers and authors have provided their opinions and studies on the subject. Below are some of these definitions:

Recruitment is defined as: "The contractual entry of an individual or several individuals into a specific institution, with one of the conditions being employment in the institution's needs for employees, in order to maintain the objectives of each recruitment by seeking the position that fits them and their individual competence, with a view to the individuals' ability to adapt and achieve direct efficiency " . (Benyamina, 2015)

Recruitment can also be defined as: "A set of activities used by an institution to attract candidates for work who possess competence, excellence, and the ability to contribute to achieving the institution's goals " . (Mouayed& Adel, 2002)

The recruitment process focuses on meeting the institution's human resource needs by selecting the most suitable candidates for the vacant positions. (Rabhi, 2007)

Based on the above, the concept of recruitment is all-encompassing, encompassing a range of functions that outline an individual's career journey, from their application for a specific position, acceptance into the organization, to gaining rights and responsibilities, and ultimately to the end of their employment. The recruitment process does not conclude once the right person is assigned to the appropriate role; it continues with ongoing support

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for individuals after their appointment, focusing on skill development and knowledge updates to help them adapt to any changes and advancements that may arise within the organization.

### **1.2. Definition of Digital Transformation**

In defining digital transformation as a shift towards a customer-centric vision, it involves aligning or beginning to invest in technology or economic models that help engage digital customers more effectively at every touchpoint in the customer experience cycle. Brian Solis, a digital expert at Altimeter Group, emphasizes that businesses should focus on how consumers integrate new technologies into their daily routines to better meet their expectations. Human resources, both internal and external, must therefore focus on their clients, create new experiences, and engage employees to foster a culture of transformation.

Bertrand Duperrin, head of the Digital Transformation department at Emakina France, states that "digital transformation is what must be done before beginning to transform the profession itself. It is the common cultural and behavioral foundation that will enable the transformation of professions." He adds that we have arrived at the point of the 2.0 company and social business, clarifying that the 2.0 company was focused on internal collaboration, whereas social business includes the internal and external continuum.

Digital transformation requires real awareness. It is now essential to evolve behaviors, culture, and thinking patterns to meet new needs. In this sense, digital transformation distinguishes itself from traditional transformation because it challenges historical models within organizations.

A successful digital transformation, therefore, requires breaking away from outdated modes of operation in order to better respond to the new generation of employees raised in a fully mobile economy. (Andrea & Benjamin, 2015)

### **1.3. Definition of Digital Recruitment**

Digital recruitment refers to the practice of utilizing web-based technologies and digital tools to manage the hiring process. This includes the use of job boards, social media

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platforms, artificial intelligence, applicant tracking systems (ATS), and other online resources to attract, assess, and hire candidates. By adopting this approach, organizations can expand their reach, simplify the recruitment process, reduce costs, and make data-driven hiring decisions.

This method involves leveraging various platforms such as online career portals, job boards, social media, mobile platforms, and digital evaluation tools to streamline and enhance recruitment. It is designed to enable employers to quickly access candidate profiles, evaluate qualifications, and initiate rapid communication. Additionally, it employs AI, automation, and data analytics to increase efficiency and precision in the recruitment process, signaling a shift toward a fully digital and efficient hiring environment.

In this thesis, digital recruitment is defined as the use of web-based technologies to attract, find, assess, and hire candidates for job positions, leveraging tools such as job boards, social media, ATS, and other online resources to enhance the recruitment process.

Digital recruitment refers to the hiring process that involves finding, assessing, and hiring job candidates through online channels. This process leverages traditional human resources techniques commonly used in recruitment, such as candidate sourcing, screening, interviewing, and selection, but applies them in a digital or online environment. Also known as online recruitment or digital HR, this approach utilizes a wide range of web-based platforms and technologies, including job boards, social media, career websites, mobile apps, and applicant tracking systems (ATS), to streamline and optimize the hiring process (Sullivan, 2004).

One of the primary benefits of digital recruitment is its ability to reach a broader and more diverse pool of candidates. By utilizing online channels, businesses can attract job seekers from different geographical locations, increasing the quality and quantity of potential candidates. This allows companies to find individuals with the right skill set, experience, and cultural fit, regardless of location (Gleeson, 2019).

Moreover, digital recruitment incorporates advanced technologies such as artificial intelligence (AI), machine learning, and automation, which can enhance the efficiency of candidate screening and selection. AI-powered tools can automatically sift through resumes, rank candidates based on predefined criteria, and even conduct initial interviews,

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reducing the time and resources spent on manual processes. Additionally, data analytics play a crucial role by providing insights into the recruitment process, helping organizations make data-driven decisions, and improving overall hiring outcomes (Team, What Is Digital Recruiting? (Definition And Benefits), 2025).

Digital recruitment not only benefits employers by making the hiring process more efficient and cost-effective, but it also enhances the candidate experience by providing a more accessible, transparent, and streamlined application process. Job seekers can apply from anywhere, receive real-time updates, and interact with potential employers through digital platforms, creating a more engaging and efficient process for both parties (Gleeson, 2019).

In conclusion, digital recruitment represents a fundamental shift in the way organizations approach talent acquisition. By embracing online platforms and leveraging cutting-edge technologies, companies can significantly enhance their recruitment efforts, ultimately leading to better hiring decisions and a stronger, more diverse workforce.

### **2. Recruitment process**

#### **2.1. Identifying skill gap and hiring needs**

Determine the necessity for a new hire by evaluating workloads, project demands, and organizational goals and then define the responsibilities, necessary skills and qualifications for the position.

#### **2.2. Formulate job description and advertising job openings**

- Job description: Clearly outline the duties, responsibilities, and expectations for the role.
- Job Specification: List the qualifications, skills, experience, and attributes required for the candidate.
- Sourcing Candidates: Via both Internal & External Recruitment. Internal Recruitment to Promote the position within.
- the organization to encourage internal applications and Externally by Advertise through various channels such as:
  - Company website
  - Job boards (e.g., LinkedIn, Indeed)

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- Social media
- Recruitment agencies
- Industry-specific sites

### **2.3. Reviewing Job Applications and Short Listing**

Evaluate resumes and cover letters to shortlist candidates who meet the job criteria. And then conduct phone or video interviews to further narrow down the pool of Candidates.

### **2.4. Interview Potential Candidates**

Conduct structured Interview of the shortlisted candidates based on the position and requirement of the profile there can be multiple interviews for final selection.

### **2.5. Evaluation and Select the Most Suitable Candidates**

- Collect feedback from all interviewers and assess candidates against the job criteria. Verify the candidates.
- Background and work history through references. Select the most suitable candidate based on the evaluation process.

### **2.6. Make a Job Offer**

- Draft and send an offer letter outlining the job role, salary, benefits, and terms of employment. Discuss and negotiate terms if needed. Confirm acceptance of the offer and agree on a start date. (Prashasth & Sudhir, 2024)

**Figure 1:** Recruitment process flow diagram



Source:(Prashasth & Sudhir, 2024)

### **3. The Impact of Digital Transformation on Recruitment**

#### **3.1. Increased Efficiency and Speed**

- Automated Screening: Digital tools allow for the automated screening of resumes, significantly reducing the time needed to shortlist candidates.
- Streamlined Communication: Online platforms enable faster and more effective communication between recruiters and candidates through email, chatbots, and video interviews.

#### **3.2. Broader Reach and Access to Talent**

- Global Talent Pool: E-recruitment allows organizations to tap into a global talent pool, removing geographical barriers.
- Diverse Candidates: Digital platforms attract a broad spectrum of candidates, fostering inclusivity and bringing diverse perspectives into organizations.

### **3.3. Enhanced Data Analytics**

- **Data-Driven Decisions:** Recruitment platforms offer valuable data analytics that assist organizations in making well-informed decisions based on candidate performance and recruitment metrics.
- **Predictive Analytics:** Advanced algorithms can forecast a candidate's potential success and fit, enhancing the quality of hires. (Prashasth & Sudhir, 2024)

## **4. Technological Tools and Digital Recruitment Platforms**

### **4.1. Global Overview of Digital Recruitment Tools**

Today, companies utilize various online tools to source candidates on the Web (Travers, 2013). The primary tools include:

- **Job Sites "Jobboards":** These are online portals where candidates can search for job openings, either on general or specialized sites. They facilitate direct connections between candidates and employers. This method offers a significant advantage to recruiters by saving costs when posting job listings online. At the same time, it attracts candidates who can freely access these specialized platforms.
- **Social Networks:** By integrating social media into recruitment strategies, organizations enhance their visibility and develop their employer brand (Boudi & Qachar, 2017). Recruiters increasingly contact candidates through their LinkedIn or Viadeo profiles, bypassing traditional methods like email or phone. This trend is growing rapidly as these platforms become more popular and continue to engage the online community. Social media platforms are widely used, whether for discussing current topics, sharing documents, or especially for disseminating CVs in response to job offer. Companies leverage this to attract talent (Boudi & Qachar, 2017).
- **Corporate Websites:** Many candidates apply directly through a company's official website. This method often attracts candidates who have a strong interest in the company's brand and culture.
- **Serious Games:** According to the Office( Québécois de la Langue Française) (OQLF), a serious game is an interactive, audiovisual tool designed for entertainment or competition. It allows candidates to simulate scenarios and demonstrate their skills. These games provide recruiters with a unique way to assess candidates' abilities. In the future, it is predicted that candidates might not need to submit CVs but instead create virtual profiles and validate their skills through such games (Godoy, 2014).

#### 4.2. Digital Recruitment Platforms in Algeria:

The labor market in Algeria has undergone significant changes, especially with the digital transformation that has become a key component in the recruitment process. With the challenges faced by the traditional labor market, such as high unemployment rates among youth and the mismatch between available skills and market demands, digital recruitment platforms have emerged as effective solutions that help streamline the hiring process and offer more accurate and targeted job opportunities.

In this context, the digital recruitment sector in Algeria has flourished, with these platforms offering a wide range of services that meet the needs of both companies and job seekers. These platforms not only facilitate the recruitment process but also offer additional services such as professional skill development, career advice, and insights into various sectors. Among the prominent platforms that have contributed to this shift are:(OUYAHIA & DJAMANE, 2022)

- **Emploitic.com:** Launched in 2006 and state-approved, it is one of the leading recruitment platforms in Algeria. It helps companies and individuals grow by connecting them with talented candidates. The platform offers high-quality services that facilitate the hiring process for both job seekers and employers alike.
- **Emploitic Partner.com:** Also, state-approved, this platform is a partner of the National Employment Agency (ANEM). It focuses on identifying top talent for clients and offers job advertisements across all sectors in Algeria. Its goal is to bridge the gap between job seekers and employers in the Algerian market.
- **Optioncarriere.com:** A job search engine that compiles and references job offers from various sources, allowing for fast and precise searches. It provides comprehensive results by aggregating job listings from multiple websites, making it easier for job seekers to find suitable opportunities.

Through these platforms, the recruitment process has become more efficient, improving communication between job seekers and employers. With the increasing growth of these platforms, it can be said that they represent an important step in addressing some of the challenges in the Algerian labor market, such as unemployment and the mismatch

between available skills and market needs, thus helping to enhance job opportunities online.

### **4.3. Recruitment Strategy in the Digital Age**

Building on the discussion of digital platforms, it is also essential to consider how these tools integrate into broader recruitment strategies.

Recruitment is no longer limited to a simple administrative task or a one-time response to an urgent need. It has become a strategic lever, situated at the intersection of talent management, internal communication, and digital transformation. This section builds on the work of (Ferrary, 2014) and (Thévenet, Dejoux, Marbot, & Bender, 2012) to explore how a company can structure its recruitment strategy by integrating quantitative, qualitative, and cultural dimensions.

Recruitment in a company is not merely an administrative procedure. It can be initiated either in response to an urgent, unforeseen need or as part of a planned strategic approach. In the latter case, the recruitment strategy must align with the overall corporate strategy. Moreover, recruitment serves as a powerful communication tool, both internally and externally. Through recruitment, organizations convey key messages that evolve with the expectations of new generations and clients (Ozanne, 2010).

Recruitment is above all a strategic decision. It reflects a company's choice to internalize a particular skill or competence by hiring. According to (Ferrary, 2014), the quality of recruitment decisions significantly shapes the organization's future growth. The recruitment process may take place in two distinct contexts: as a response to an unexpected need for human resources, or as part of the company's broader development strategy. In both cases, the overall recruitment process remains the same (Thévenet, Dejoux, Marbot, & Bender, 2012).

This process generally includes:

- Defining quantitative and qualitative hiring objectives.
- Planning selection and integration activities.
- Monitoring these activities.

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- Evaluating outcomes: Importantly, this recruitment strategy must be aligned with the organization's culture and mission. Therefore, it must begin with a diagnosis of current human resources, conducted in parallel with forecasting future employment and skill needs (Ferrary, 2014).

While developing a coherent human resource strategy has become increasingly essential, the formulation of structured recruitment strategies still remains underdeveloped in many organizations except in large corporate groups. Often, senior management remains detached from the recruitment function, despite its critical importance for organizational success. Typically, recruitment is delegated to the human resources department, which in turn assigns it to specialized recruitment services. However, these services may lack the strategic vision or authority to effectively guide recruitment policy (Gavand, 2005) .

**Figure 2:** Recruitment strategy in relation to corporate strategy



**Source:**(Thévenet, Dejoux, Marbot, & Bender, 2012)

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As shown in **Figure 2: Recruitment Strategy in Relation to Corporate Strategy**, the recruitment strategy is deeply integrated with the company's broader business strategy. This model highlights the importance of aligning recruitment efforts with the overall organizational objectives, which are informed by both external and internal analyses, typically through a SWOT (Strengths, Weaknesses, Opportunities, and Threats) framework.

The external diagnosis focuses on analyzing environmental factors, including future opportunities and potential threats. This helps the company adapt its strategy by considering shifts in market trends that could impact the availability of talent. In contrast, the internal diagnosis evaluates the company's existing human resources and current job positions. This assessment identifies the strengths and weaknesses within the workforce, guiding the company's decisions on where to recruit, which competencies to prioritize, and how to structure the recruitment process.

The figure further outlines the development of a recruitment strategy through several key stages: first, by analyzing both external and internal factors, followed by a competency diagnosis that pinpoints the gaps between acquired and required skills. This process culminates in the creation of an HR strategy and strategic workforce planning (FPJS), which directly supports the company's overarching business strategy.

A crucial aspect of the strategy is its focus not only on addressing immediate staffing gaps but also on preparing the workforce for future needs. This alignment of recruitment efforts with business objectives ensures that the company attracts talent that will help achieve its long-term goals. Additionally, the figure emphasizes HR strategies aimed at reducing skill gaps, including training, career management, and knowledge management strategies. These elements are incorporated into the recruitment process, ensuring a comprehensive approach to workforce development.

### **5. Challenges of digital transformation in workforce**

Digital transformation (DT) in workforce management enables organizations to create an agile, productive, and employee-centered HR system designed to attract, retain, and develop top talent, thus enhancing organizational performance in a highly competitive environment. However, despite its benefits, DT introduces several challenges for

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workforce management, affecting various stages such as planning, organizing, leading, and controlling human resources. Below are some examples of these challenges and ways to systematically address and mitigate the emerging issues.

### **5.1. Algorithmic Bias in Talent Acquisition**

Algorithmic bias occurs when an algorithm consistently produces unfair or discriminatory outcomes for a specific group of individuals based on demographic and socio-economic characteristics such as gender, income, ethnicity, or age. This bias can perpetuate inequalities in recruitment and selection practices by reinforcing and amplifying existing disparities and discriminatory patterns. For instance, Amazon's AI recruitment algorithm, which was trained using historical hiring data, filtered out resumes of women by excluding any reference that might indicate their gender, such as mentions of women's colleges or feminine names. Addressing algorithmic bias is critical to ensuring fair and inclusive hiring processes. This can be achieved by thoroughly scrutinizing the datasets used to train algorithms, conducting fairness audits, incorporating human oversight, and continuously monitoring and auditing the algorithm's performance to ensure equitable and unbiased recruitment and selection practices.

The data used to train and evaluate algorithms for talent acquisition must be representative, diverse, and unbiased to promote fairness in recruitment and selection. Interestingly, algorithms can also help detect and mitigate bias in existing hiring practices by identifying patterns of discrimination, providing feedback to recruiters and managers, or suggesting alternative candidates. Combating algorithmic bias is essential for fostering a fair and inclusive hiring process, leading to a more diverse and innovative workforce. Achieving this goal requires a combination of regular algorithm audits, monitoring, organizational commitment to diversity and inclusion, and continuous vigilance to ensure fairness in hiring practices (Akter, Dwivdi, & Biswas, 2021).

### **5.2. Data Privacy and Security Concerns**

With digital transformation, HR decisions are becoming increasingly data-driven. However, data privacy and security have emerged as significant challenges in implementing a digital workforce management process, as it involves collecting and

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analyzing employee data. This raises concerns about privacy, especially if sensitive personal information is accessed or shared without proper consent or security measures.

For example, machine learning-enabled HRIS systems leverage personal data to monitor employees' performance, engagement, and well-being in a digital environment. The increasing number of data breaches and unethical access to employee data has raised privacy and security concerns. Many employees perceive their right to privacy as being threatened, which can result in reduced work autonomy, motivation, job loss, and productivity.

For instance, integrating cloud-based HR management systems involves storing and managing sensitive employee data, which highlights the potential for data breaches without adequate security measures. Organizations must prioritize data privacy and security by implementing robust security protocols, encrypting data, and complying with relevant data protection regulations, such as the General Data Protection Regulation (GDPR) in the European Union or the California Consumer Privacy Act (CCPA) in the United States. (Vrontis, 2022)

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### **6. The Advantages and Limitations of Digital Recruitment (E-Recruitment)**

As mentioned earlier, it is clear that artificial intelligence (AI) plays a crucial role in the recruitment process and offers many benefits for both the recruiter and the candidate. However, e-recruitment also has certain limitations that we will address in more detail below.

#### **6.1. The Advantages of AI in the Recruitment Process: (Nejla & Nabil, 2021)**

- **Time Saving:** As mentioned earlier, the pre-selection of candidates is often the longest phase of the recruitment process, as it requires handling a large volume of information quickly, a task that is difficult for a human to accomplish in such a short time. AI-based recruitment solutions help reduce the time recruiters spend on preliminary steps, allowing them to focus on the final selection, where human intuition and vision remain essential for making an informed decision. AI is a tool that enhances the performance and profitability of the recruiter.
- **More Efficiency and Effectiveness in the Recruitment Process:** The integration of AI reduces work time and simplifies the recruitment process. With better management of data processing and information gathering, AI contributes to improving both the quality of service and the burdens on the recruiter, leading to more satisfying results.
- **Overall Improvement of the Recruitment Process:** In addition to speed, efficiency, and performance, AI promotes greater objectivity in candidate selection, while increasing transparency in the process. By reducing the influence of human biases, it helps lower employee turnover rates, as it ensures better compatibility between the candidate and the position to be filled in the long term.

#### **6.2. The Limitations of AI in the Recruitment Process**

While the integration of artificial intelligence (AI) in the recruitment process offers many advantages, it also has certain limitations that can pose challenges for the process. These challenges must be recognized and addressed effectively.

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- **The Risk of Bias in AI Results:** The AI used in recruitment is not free from bias . In fact, the algorithms AI relies on are built using human data that may be biased. As a result, these biases can influence the decisions made by AI, creating a risk of unfairness in the recruitment process. Reducing bias in AI-assisted decision-making remains one of the major challenges for developers today (Soleimani, Intezari, & Pauleen, 2022).
- **The Cloning Effect (Black Box):** The widespread use of the same technologies based on identical correlations for selecting candidates could lead to uniform results. This might result in a situation where all employees are similar and possess similar skills. This phenomenon could exclude atypical profiles, thereby eliminating authentic and exceptional talents that do not fit the standard criteria. This paradox occurs when AI is used to ensure transparency, equality, and fairness, while being forced to exclude certain candidates to avoid the cloning or stereotyped recruitment phenomenon.(Soleimani, Intezari, & Pauleen, 2022)

## Section 4: Adapting Recruitment Strategies in Times of Crisis

### 1. Adapting Human Resource Needs During Crises

Based on Figure 2, Addressing Employee Needs Across Maslow's Hierarchy During the COVID-19 Pandemic (Roy, 2020)

**Physiological Needs:** Due to the impact of COVID-19, organizations may face salary cuts and delays in remuneration. Despite these challenges, companies should focus on supporting employee well-being by ensuring basic needs, such as food and rent, are met. It is important for organizations to continually assess employees' physiological needs and provide them with the necessary comfort.

**Safety Needs:** Job security has emerged as a major concern during COVID-19, presenting a direct threat to the second level of Maslow's hierarchy. Anxiety over potential job loss negatively affects work engagement. To alleviate this, organizations should foster transparency and keep communication channels open, ensuring that employees are regularly updated about the situation. Communicating openly is preferable to creating uncertainty, which can lead employees to assume the worst, reducing engagement and creating unease about their future roles.

**Belongingness Needs:** A healthy work culture, supportive coworkers, and empathetic supervisors are key to fulfilling employees' sense of belonging. Pre-pandemic, HR and management played a significant role in nurturing solidarity among staff. However, the pandemic has disrupted this sense of connection, as employees can no longer bond during spontaneous in-person meetings or casual coffee breaks to discuss work.

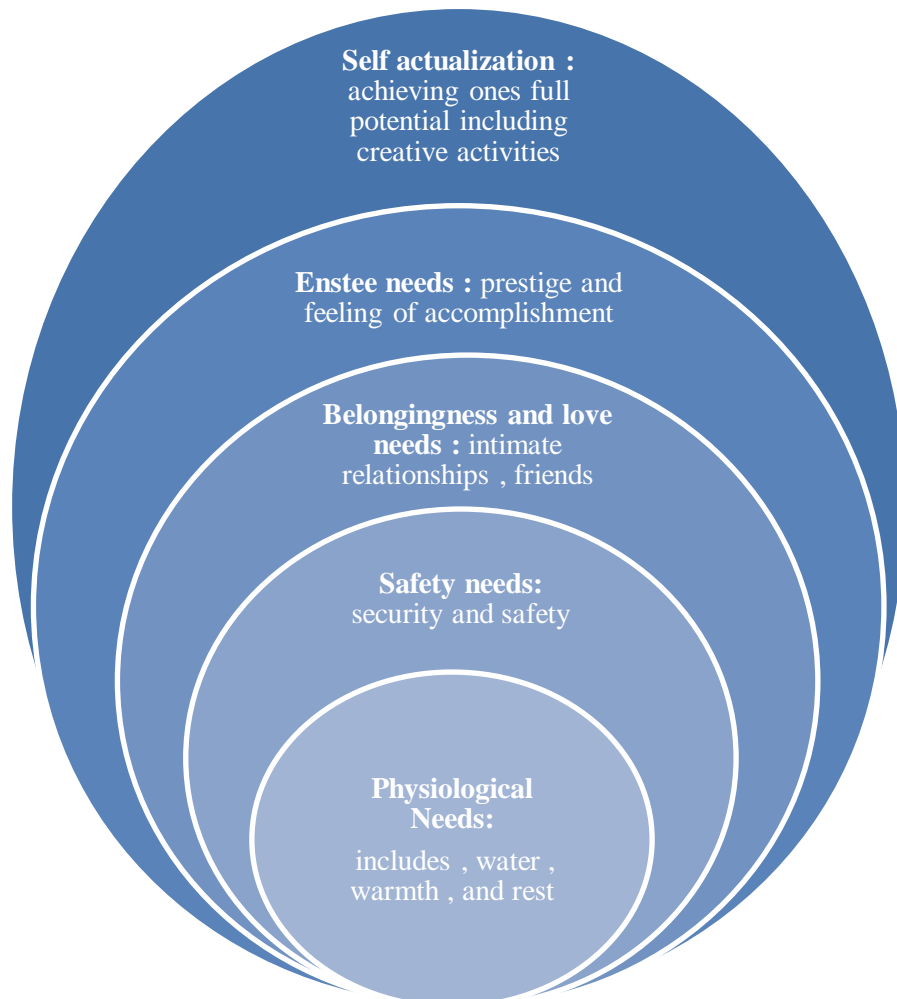
**Esteem Needs:** In a typical work environment, recognition and appreciation are key motivators that drive employee engagement. However, remote work, the uncertainty it brings, and the shift to new working methods have led to performance recognition being sidelined. Employees, regardless of performance levels, are treated similarly, reducing motivation to excel when there is no acknowledgment or reward for outstanding performance.

**Self-Actualization:** Employees are struggling to reach their full potential due to the lack of a supportive work environment. To address this, organizations must ensure that the work they offer contributes to employees' professional growth. HR professionals should

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evaluate learning and development programs to make sure employees feel they are advancing in their careers. This can be achieved through virtual training, access to online industry events, and providing employees with the resources to continue developing their skills. Furthermore, organizing virtual sessions with company executives and networking opportunities can help employees maintain a sense of self-actualization.

**Figure 3: Maslow hierarchy**



**Source:**(Babu & Sahayam, 2024)

### 2. Developing Skills and Training Recruiters

In the face of crises such as economic downturns, natural disasters, or health emergencies like the COVID-19 pandemic, recruitment strategies must adapt rapidly. Recruiters play a pivotal role in maintaining business continuity by identifying and hiring the right talent to help the organization navigate through challenging times. To achieve

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this, it is crucial for organizations to focus on developing and training their recruiters to be prepared for crisis situations.

### **2.1. Crisis Management and Resilience Building**

Recruiters must be trained to handle the emotional and psychological impact that crises may have on both candidates and themselves. In these times, HR professionals should be able to provide support and maintain a sense of calm while still driving the recruitment process forward. This includes understanding the emotional needs of candidates who might be dealing with job insecurity and stress due to external circumstances (McMahon, 2020).

### **2.2. Adaptability and Flexibility in Recruitment Processes**

Recruiters must be equipped with the skills to quickly pivot and modify their recruitment processes. This includes shifting from traditional face-to-face interviews to virtual recruitment methods such as video interviews, digital assessments, and virtual onboarding. Flexibility is also essential for adapting to changes in the types of roles being recruited for or the number of hires needed during crises (Yates & Anderson, 2021).

### **2.3. Digital and Technological Proficiency**

The integration of digital tools has become more important than ever during crises. Recruiters must develop proficiency in using applicant tracking systems (ATS), AI-powered recruitment tools, and digital assessment platforms. Training should also include familiarity with social media platforms like LinkedIn, which are critical for sourcing candidates, especially when in-person recruitment events are not possible (Sullivan J. , 2020).

### **2.4. Emotional Intelligence and Empathy in Candidate Engagement**

In crisis situations, candidates may be under increased stress, and recruiters must engage with empathy and emotional intelligence. Recruiters need training to understand candidates' concerns, listen actively, and provide reassurance and clear communication about the status of their application. Emotional intelligence is key to maintaining strong relationships with candidates throughout the recruitment process, especially in difficult times (Sullivan J. , 2020).

### **2.5. Enhanced Communication and Transparency**

One of the key skills recruiters must develop during a crisis is clear and transparent communication. Job security might be uncertain, and candidates may feel apprehensive about the future. It is essential for recruiters to maintain open lines of communication, providing candidates with updates regarding the status of their applications and changes in hiring plans. This transparency can help alleviate concerns and maintain a positive candidate experience (McMahon, 2020).

### **2.6. Legal and Ethical Training in Recruitment**

During a crisis, there may be changes in labor laws, recruitment regulations, and ethical considerations. Recruiters should be up-to-date with these changes to ensure that their recruitment practices are legal, fair, and ethical. This includes understanding the implications of layoffs, furloughs, and remote working arrangements, and making sure these are reflected in recruitment policies (Jackson & Schuler, 2021).

### **2.7. Strategic Workforce Planning**

Crisis situations often require rapid changes in workforce needs. Recruiters need to be trained in strategic workforce planning, which involves forecasting the future skills and talent requirements of the organization. This helps in ensuring that the organization is prepared for the recovery phase after the crisis, as well as understanding the new skills required for the post-crisis world (Brown, Smith, & Johnson, 2020).

### **2.8. Building Relationships with Internal Stakeholders**

Recruitment during a crisis requires strong collaboration with internal stakeholders, such as hiring managers and department heads. Recruiters must be trained to foster these relationships and understand the immediate needs of various departments to align recruitment strategies with organizational goals. This will help in adjusting workforce needs as per the evolving business environment (Brown, Smith, & Johnson, 2020).

## **3. Recruitment with Artificial Intelligence Tools**

Artificial intelligence (AI) has become a reality, impacting and continuing to shape the professional sphere and the way we perform our jobs. The recruitment profession is no exception and has undergone significant evolution in recent years. AI can be utilized in

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every stage of the recruitment process, from job posting to interviews. Let's analyze the impact of AI on the different stages of the recruitment process.

- **Job Posting:** There are numerous online recruitment methods available to recruiters for finding and attracting potential candidates. Advertisements can be published on job boards like anapec.org or Dreemjob, on professional social media platforms like LinkedIn, or on the company's website. For candidates, internet access allows easy access to job postings, providing insights into the desired profile and the company's offered benefits, all without physically visiting the site (Singh, 2017).

Today, the primary recruitment channels are accessible to anyone with an internet connection. In Morocco, according to data from the National Telecommunications Regulatory Agency (ANRT), the internet penetration rate reached 97.01% by the end of 2022, compared to 82.90% by the end of 2020, and only 5.92% in the last quarter of 2010. Quick and immediate access to job offers on the web helps optimize the recruitment process.

(Parry & Tyson, 2008)Conducted studies on the use of the web and its impact on candidates and recruiters. These studies demonstrated that the advent of the internet benefited both recruiters in terms of rapid, large-scale, and low-cost job posting, and candidates by granting them easy access to job offers. With digitalization, job offers can be widely distributed, ensuring access to a diverse range of candidates. Additionally, social media platforms like Facebook and Twitter help save time and money.

- **Sourcing:** After determining the recruitment needs, the next step is to attract candidates through sourcing. In the digital age, recruiters can no longer just post a job and wait for responses to evaluate candidates' profiles. Instead, they must adopt AI-powered tools and methods to attract candidates proactively. To do this effectively and efficiently, recruiters must follow the same steps as traditional recruitment: define the job profile and select the appropriate channels or platforms for finding potential candidates. Not all candidates will be found in the same places, so digital sourcing or intelligent processing of applications focuses on searching job boards like "Anapec" in Morocco, ensuring wider distribution to a larger number of potential candidates. Based

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on the analysis of their profiles, qualified candidates are informed of new job opportunities (Allal-Chérif, Yela Aránega, & Castaño Sánchez, 2021).

- **Candidate Screening:** This stage is considered the most difficult and time-consuming part of the recruitment process, as it requires analyzing and sorting through a large volume of resumes. During this screening phase, the focus is on verifying candidate information to assess their suitability for the position. Machine learning algorithms are used to filter resumes based on the specific job requirements and select candidates with the necessary qualifications. Chatbots are highly useful in this stage, allowing direct communication with candidates to achieve the mentioned objectives, saving time and making the recruiter's job easier, while also ensuring that all candidates receive feedback from the company, whether accepted or not (Nawaz & Gomes, 2019).
- **Final Selection and Onboarding:** Based on AI tools and the stages mentioned above, it can be said that the tools and methods offered by AI facilitate the recruiter's work and speed up the recruitment process. Additionally, they offer greater democracy and transparency for the candidates. All the necessary information is available for the recruiter to make the correct decision and choose the best candidate without error. AI-powered candidate selection tools ignore issues related to gender, age, race, appearance, and background, focusing solely on. Relying on AI for candidate selection proves to be effective, making the process more objective and cost-effective for both the company and the candidate (Allal-Chérif, Yela Aránega, & Castaño Sánchez, 2021).

### **Conclusion**

Digital transformation has revolutionized recruitment, shifting it from traditional methods to more strategic, data-driven approaches. This transition offers enhanced efficiency, speed, and access to a broader talent pool. However, challenges such as ethical concerns, data privacy, and algorithmic fairness must be addressed. Crises expose gaps in recruitment frameworks, requiring organizations to rapidly adapt while ensuring alignment with their goals. For successful implementation, HR professionals must develop both technological skills and adaptability. Moreover, organizations must balance speed with ethical considerations, ensuring that digital tools are used transparently and fairly. Continuous learning within HR teams and investing in advanced technologies are essential for adapting to future changes. In essence, while digital recruitment offers great potential, its success depends on careful planning, strategic alignment, and ongoing evaluation to maintain fairness, inclusivity, and ethical standards.

**CHAPTER II: METHODOLOGICAL  
AND ORGANIZATIONAL  
FRAMEWORK**

This chapter outlines the methodological framework and organizational context of the study, forming the basis for analyzing crisis management practices and recruitment strategies in the digital transformation era. The first section provides an in-depth explanation of the methodological approach employed, including the data collection tools and methods used to gather insights into HR practices, especially during crises. The second section offers a comprehensive overview of the organizational context of the company under study, including its history, the challenges it faced during previous crises, and its integration of digital tools into its HR processes. This chapter sets the stage for the detailed exploration of how crisis management and digital recruitment intersect within the organization.

### **Section 1: Methodological Framework**

A precise research methodology has been adopted to ensure reliable and verifiable results. In this section, the epistemological stance followed by the researcher will be presented, along with the chosen research methodology and data collection tools, to ensure the effectiveness of the research process and to achieve the study's objectives.

#### **1. Epistemological Stance**

In order to accurately and deeply answer the objectives of our study, the researcher adopted an interpretivism epistemological stance, which suggests that knowledge is socially constructed through interaction between individuals and their differing viewpoints within a given organization. As (DEHBI & ANGADE, 2019) explain, "Constructivism is the recognition that reality is a product of human intelligence interacting with the real-world experience."

This epistemological stance necessitates understanding how knowledge is shaped within the work environment, especially in contexts where human and technical interactions are essential. In the context of Cash Assurance, this stance enables the researcher to comprehend how the interaction between leaders and teams helps navigate crises and how these interactions contribute to building knowledge on how to manage ongoing challenges in a complex digital environment.

Based on this perspective, a qualitative approach was chosen as the primary tool to explore how decisions are formed and guided within the organization. This inductive

approach allows the researcher to examine the various concepts shaped by human and social interactions in the context of internal digital transformation, thereby enabling the development of theoretical concepts on how crises and digital transformation impact recruitment and management strategies.

### **2. Research Methodology**

In this study, which deals with crisis management and recruitment strategies in the digital transformation era, it was crucial to select a methodology that is suitable for understanding complex social phenomena in their real-world contexts. As (Pope & Mays, 1995) emphasize, "The purpose of qualitative research is to develop concepts that help us understand social phenomena in natural settings, with a focus on meanings, experiences, and viewpoints of all participants."

Understanding complex phenomena such as the impact of digital transformation on recruitment strategies and crisis management requires an approach that allows for the collection of non-quantitative, personalized data. Hence, the choice of qualitative research was appropriate, as it allows me to extract deep meanings from field data, such as interviews and observations, providing profound insights into how digital tools influence crisis management.

Moreover, it was important to distinguish between qualitative and quantitative research. While qualitative research focuses on understanding phenomena and processes through rich, detailed information, quantitative research relies on measurable and statistically analyzable data. This distinction is clearly displayed in the following table:

**Table3:** The Difference between qualitative and quantitative studies

Attribute	Qualitative Research	Quantitative Research
<b>Objective</b>	Understand or explain a particular phenomenon.	Prove or disprove facts.
<b>Data Collection Methods</b>	Observations, interviews, field studies.	Surveys, questionnaires.
<b>Number of Participants</b>	A small number of carefully selected participants.	A large number of participants to obtain representative samples.
<b>Nature of Results</b>	Results expressed in words and contextual analysis.	Results expressed in numbers and measurable data.
<b>Approach</b>	Subjective and open, allowing for in-depth interpretation.	Objective, relying on measurable data.
<b>Questions</b>	Flexible questions to expand the research scope.	Predefined questions directed towards a specific goal.

**Source:** Prepared by me

The qualitative study was conducted in three main phases to ensure accurate and reliable results:

- **A. Preparation:** The study began with a literature review that significantly helped expand my knowledge on the subject. This review allowed for the identification of gaps in the available knowledge and helped direct the research towards the most relevant questions.
- **B. Execution:** During this phase, appropriate data collection tools, such as interviews and observations, were selected to ensure a comprehensive understanding of the studied phenomena. Interviews were conducted with key officials at Cash Assurance to understand how digital tools are applied in recruitment strategies during crises.

- **C. Analysis:** The data was analyzed using NVIVO software, which facilitates the efficient processing of qualitative data. After extracting the results, the data was interpreted to reflect the real impact of digital transformation on recruitment strategies.

### 3. Data Collection and Measurement Tools

To carry out this study effectively, a variety of advanced tools were used to collect the necessary data and information, as follows:

#### 3.1. Documentation

Documentation represents an essential source for understanding the historical and organizational context in which the research was conducted. The initial review of documents included consulting academic sources, previous studies, and scientific articles, as well as internal documents provided by Cash Assurance, which offered additional insights into recruitment policies and crisis management within the company.

#### 3.2. Observation

Non-structured observation was used as a key tool for exploring the operational environment within Cash Assurance. This observation allowed for an understanding of how employees and leadership interact, and how digital crises are handled in the daily work context. The observation was flexible enough to obtain unexpected insights into individual behaviors in the workplace.

#### 3.3. Interviews

Interviews are a primary tool in qualitative research, allowing for the collection of in-depth information from participants about their experiences and perspectives. Based on the nature and objectives of the study, semi-structured interviews were chosen, as they allow for directing the conversation towards key topics while also giving participants the freedom to express their thoughts and experiences.

**Table 4:** Types of Interviews

Type of Interview	Definition
<b>Directive</b>	A structured conversation with defined questions that restrict the respondent's answers.
<b>Semi-directive</b>	The interviewer asks open-ended questions, allowing for more freedom in responses.

<b>Non-directive</b>	An informal conversation without predefined questions, allowing the interviewer to introduce a topic and the respondent to express freely.
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**Source:** Prepared by me

In this study, semi-structured interviews were adopted because they provide participants with the freedom to express themselves while keeping the discussion aligned with the study's objectives.

### **3.3.1. The Interview Guide**

The interview guide is a crucial tool for organizing the interviews and ensuring that the main questions are addressed in order to collect the necessary information. The interview guide includes an introduction explaining the purpose of the interview, followed by a list of questions that cover various aspects related to crisis management, the use of digital tools in recruitment, and the role of leadership in organizational change.

### **3.3.2. The Studied Population**

Given the qualitative nature of this study, the selection of participants followed a purposive sampling strategy, which is widely used in exploratory research aiming to gain deep insights from individuals who have direct and relevant experience with the research topic .

The studied population consisted of five key informants from the Human Resources and Recruitment departments at Cash Assurance. These individuals were intentionally selected based on their active involvement in the company's digital transformation and crisis management processes, particularly in relation to recruitment strategies during turbulent periods.

This purposive selection was justified by the research objective, which aims to explore how digital tools have influenced recruitment practices and how HR professionals have responded to crises within the organization. Each participant holds a strategic or operational role directly related to human resource management, ensuring the richness and relevance of the data collected.

While the number of participants may seem limited (n=5), it is considered appropriate in qualitative research, where the focus is on the depth of information rather

## CHAPTER II: METHODOLOGICAL AND ORGANIZATIONAL FRAMEWORK

than the breadth or statistical representation. The interviews provided rich, contextual data, which allowed for an in-depth understanding of the phenomena under study.

Note on limitations: Some challenges were encountered in arranging the interviews due to participants' time constraints and organizational availability. However, all selected participants eventually agreed to participate, which enriched the study with diverse professional insights.

**Table 5:** Selected Interviewees

Interviewees	Position	Seniority	Date and Duration of the interview
I1	Human Resources Director	33 years	Conducted on: 21/04/2025 Duration: 25 minutes
I2	Duputy Human Resources Director	6 years	Conducted on: 22/04/2025 Duration: 25 minutes
I3	Duputy Human Resources Director (female)	7 years	Conducted on: 27/04/2025 Duration: 30 minutes
I4	Recruitment Officer	12 years	Conducted on: 28/04/2025 Duration: 40 minutes
I5	Recruitment and Career Management Officer	20 years	Conducted on: 30/04/2025 Duration: 25 minutes

Source: Self-developed

### 3.3.3. Data Processing

The data collected were analyzed using semantic analysis, a method that allows for exploring concepts and patterns by interpreting relationships between words and phrases. NVIVO software was employed to process the data in an organized and detailed manner, facilitating the classification of responses and the extraction of key patterns from the answers.

## **Section 2: Organizational Context**

In this section, we will present and introduce the company **CASH Assurances**, where we conducted our research, including its mission, vision, strategies, values, and key activities. Following this, we will discuss the organizational structure of the company.

### **1. Presentation of the Studied Company: CASH Assurances**

CASH Assurances is a public property and liability insurance company, with SONATRACH, the largest African company, holding 64% of its share capital. Founded in 1996 following Ordinance 95-07, the company started operations in 1999. It is now a key player in the Algerian insurance market, especially in covering high-risk areas (rare but extremely costly risks), and it is the second-largest insurance company in Algeria in terms of corporate insurance and transportation risk coverage.

Since its creation, CASH Assurances has adopted a strategy focused on covering major risks, initially targeting corporate risks. Over the years, it has expanded its focus to include the SME/PMI market, diversifying its offerings to meet the varied needs of its clients. The company offers tailored, innovative products, ensuring optimal coverage for specific events as outlined in its insurance contracts.

CASH Assurances has recorded remarkable performance, achieving a growth rate of 9%, surpassing the market's growth rate of 2%. In addition to being a leader in covering high-risk and construction insurance, it is also the 5th largest insurer in Algeria, with a dominant position in covering non-automobile damage risks.

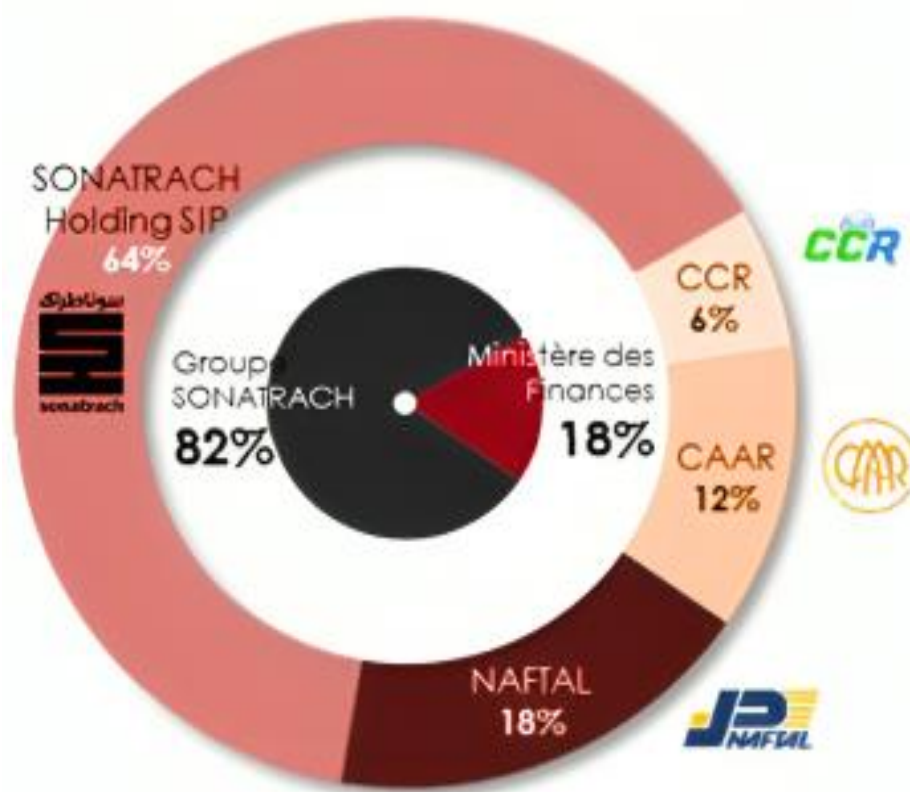
CASH Assurances works closely with international reinsurers and brokers to provide the best possible service during claims, benefiting from strong financial capabilities and deep expertise in risk management. The company continues to build on its leadership in the major risks sector, while expanding its services to include solutions for professionals, businesses, and individuals. Its products cover mass risks associated with the everyday lives of the insured, with pricing adjusted to the actual risks covered.

## 2. History of CASH Assurances

CASH Assurances (Hydrocarbon Insurance Company) was founded in 1996 and began operations in 1999 as a public joint-stock company with a capital of 1.8 billion DA. Initially focused on large corporate risks, CASH Assurances specialized in "damage" and "liability" insurance, particularly for major risks that are both rare and extremely expensive. Over time, the company's operations expanded, and after about a decade, it diversified into the SME/PMI market.

The current shareholding structure of CASH Assurances is dominated by SONATRACH and NAFTAL, with respective stakes of 64% and 18%. Other key stakeholders include the Ministry of Finance through CAAR (12%) and CCR (6%).

**Figure 4:** The shareholding of CASH



Source: 2019 Activity Report of CASH

The following are the key events in the history of CASH:

- **1999:** Started operations with a capital of 1.8 billion DA.
- **2004-2005:** Faced a series of catastrophic events, testing its risk management capabilities and resilience.
- **2006-2007:** Strategic adaptation and capital increase to 2.8 billion DA.
- **2008-2009:** Consolidated its position as a leader in major risk coverage, particularly for industrial risks associated with SONATRACH.
- **2011:** Recapitalized to 7.8 billion DA with a contribution of 5 billion DA from SONATRACH and NAFTAL, strengthening its financial base.
- **2015-2020:** Expanded activities, including the launch of online sales. By 2020, it had secured the 3rd position in the Algerian market.
- **2020-2023:** Continued to diversify, reinforcing its leadership in major risks and expanding solutions for corporate clients and transport-related risks.

### 3. Mission, Vision and Values of CASH Assurances

#### 3.1. Mission

For CASH Assurances, being an insurer means carefully integrating the coverage needs of policyholders with its extensive expertise in providing insurance solutions. The company is committed to delivering exceptional service, ensuring that claims are processed swiftly and efficiently, honoring its commitments to clients with the best possible service, particularly during claims settlement.

CASH Assurances operates in three major areas of activity:

- **High-risk Coverage:** Specializing in rare but costly risks.
- **Corporate Risk Insurance:** Providing tailored solutions for businesses of all sizes and sectors.
- **Individual and Professional Insurance:** Offering a broad range of insurance policies for individuals, professionals, and SMEs.

The company ensures optimal protection for its clients with pricing strategies closely aligned with the actual risk costs, making its products highly competitive.

### 3.2. Vision

CASH Assurances is driven by a vision focused on client well-being and the challenges of tomorrow. The company aims to maintain and strengthen its leadership in high-risk coverage while further diversifying its portfolio. CASH Assurances seeks to ensure sustainable growth and expand into new sectors, particularly targeting corporate clients and professionals.

**Core Values:** CASH Assurances operates based on the following core values:

- **Commitment:** Ensuring that all promises are fulfilled and that the company remains reliable in all interactions with clients.
- **Transparency:** Promoting open and clear communication, fostering trust.
- **Integrity:** Maintaining high ethical standards and professionalism in all dealings.
- **Customer Focus:** Constantly striving to meet client needs and exceed expectations by offering customized solutions.

### 4. Strategic Objectives

CASH Assurances has set clear strategic objectives to ensure its continued growth and market leadership:

- **Consolidating Leadership:** Strengthening its position as the leading provider of high-risk insurance in Algeria.
- **Diversification:** Expanding its portfolio to include professional and personal risk coverage for a broader client base.
- **Innovation:** Continuously innovating to develop solutions that address the changing needs of clients in an evolving market.

These objectives guide CASH Assurances in maintaining its market dominance and ensuring long-term success.

### 5. Organizational Structure of CASH Assurances (APPENDIX B)

CASH Assurances' organizational structure supports its strategic focus on risk management, financial health, and client satisfaction. The structure is divided into the following key areas:

### **5.1. CEO (Chief Executive Officer)**

At the top of the hierarchy is the CEO, overseeing several departments and key activities.

### **5.2. Assistant & Advisors**

These roles are dedicated to providing support and advising the CEO on various strategic matters.

### **5.3. Communication and Internal Security**

- Communication Officer.
- Internal Security Officer.

### **5.4. Control and Management**

- charge of management control and overall organizational efficiency.

### **5.5. Divisions under the CEO**

#### **5.5.1. Operations Technical Division**

Focused on risk management and operational aspects of insurance:

- RiskAssessmentDepartment.
- EnergyRisk Management Department.
- Fire and Additional Risks Department.
- Transport Risk Management Department.
- Construction Risk Management Department.
- Automobile Risk Management Department.
- ReinsuranceDepartment.
- Commercial and Network Management Department.

### **5.5.2. Finance and Accounting Division**

Managing the financial aspects of the company:

- Accounting Department.
- Treasury and Investment Management Department.
- Debt Collection Monitoring Unit.
- Management of receivables.

### **5.5.3. Support to Activities Division**

Supporting various operations and functions within the company:

- Human Resources Department.
- Training and Skills Development Department.
- Asset and Logistics Department.
- Content and regulatory monitoring.
- Content and Regulatory Monitoring Department.
- Infrastructure and Security Department.

### **5.6. Digital Development and Risk Management**

- Development and Digitalization Department.
- Internal Audit Department.
- Studies and Strategic Planning Department.
- Enterprise Risk Management Department.

This comprehensive structure allows CASH Assurances to manage complex risks efficiently while remaining agile and responsive to emerging market trends.

## **6. Crisis Management and Its Impact on HR Practices**

The company's HR strategies during crises have been shaped by its proactive approach to adapting to unforeseen challenges. The key periods of crisis for CASH

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Assurances, notably from 2004 to 2005, emphasized the company's need to maintain resilient and adaptive recruitment processes. Over these years, as the company faced substantial economic pressures and disasters such as the Skikda complex explosion, it undertook significant HR management adjustments. Specifically :

- **Staffing Adjustments:** During times of crisis, CASH Assurances employed strategic staffing plans, reallocating resources where necessary, and reassessing recruitment priorities to meet the demands of the moment. They focused on efficiency and minimized disruptions to recruitment processes, ensuring that HR teams were agile and could manage crises with minimal downtime.
- **Recruitment during Crises:** When the company faced market turbulence, CASH Assurances adapted its recruitment strategy to ensure the retention of crucial talent. These efforts included targeted recruitment campaigns for high-risk industries and emergency response positions. These shifts helped the company manage talent shortages and ensure that their operations could continue without severe delays.

### 7. Digitalization of HR Processes and Transition to Online Recruitment

CASH Assurances has significantly advanced its HR digitalization strategy, especially during periods of crisis. With the onset of the COVID-19 pandemic, the company transitioned rapidly to digital platforms for recruitment:

- **Adoption of AI and Online Platforms:** The company implemented AI-driven tools and recruitment platforms to streamline the hiring process, improving both speed and accuracy. These technologies have become essential, particularly in maintaining continuity when physical offices and in-person meetings were no longer feasible. The use of data analytics and cloud-based platforms allowed HR to access a wider pool of candidates and improve recruitment decision-making in real time.
- **Challenges and Successes:** The shift to online recruitment brought several challenges, including issues with the digital divide and data privacy. However, CASH Assurances overcame these obstacles by investing in secure platforms and providing additional training for HR personnel on digital tools. This transition not only helped during the crisis but also positioned the company for future growth, ensuring a more flexible and resilient HR strategy.

- **Impact on HR Strategy and Employee Satisfaction:** The transition to online recruitment has had a positive impact on employee satisfaction. Employees appreciated the transparency and flexibility provided by digital tools, especially during the uncertain periods of the crisis. The use of virtual interviews and online assessments allowed for smoother candidate evaluations, which helped maintain recruitment efficiency even when the physical space was limited.

### **Conclusion**

This chapter establishes the methodological foundation for the study by outlining the approach taken to gather and analyze data, ensuring that the research process is rigorous and reliable. It offers a detailed examination of the organizational context in which the study is conducted, focusing on the company's approach to crisis management, human resource practices, and digital transformation initiatives. By providing a thorough understanding of these key areas, this chapter sets the stage for the subsequent analysis and discussion of the company's response during crisis situations.

Furthermore, this chapter provides the necessary background to assess the effectiveness of the digital tools employed in recruitment and crisis management, highlighting their role in navigating challenges. It also discusses how these digital solutions can be leveraged to enhance future organizational resilience, ensuring that the company is better prepared to adapt to ongoing changes in the business environment. This foundational understanding is crucial for evaluating how digital transformation can continue to drive organizational performance, particularly in times of crisis.

# **CHAPTER III: RESULTS AND DISCUSSION**

## CHAPTER III : RESULTS AND DISCUSSION

This Chapter provides an in-depth analysis of the research findings, focusing on the impact of digital transformation on recruitment strategies and crisis management within organizations. It presents the results of interviews conducted with key company representatives, comparing these findings with the existing literature to draw meaningful conclusions.

The analysis delves into key areas such as the role of digital tools in recruitment during crises like COVID-19, the challenges organizations face in balancing technology with human judgment, and the ongoing need for training in digital tools. The chapter aims to provide a comprehensive understanding of how organizations can navigate recruitment and crisis management challenges through effective use of digital technologies, while maintaining a fair and inclusive process.

### **Section 1: Results analysis**

This section analyzes the results from the interviews, comparing them with the literature review to understand how digital transformation impacts recruitment strategies and crisis management. The focus is on how companies balance digital tools with human judgment, the challenges faced during crises like COVID-19, and the need for ongoing training in digital tools. The discussion covers key themes such as types of crises, digital transformation in recruitment, and the importance of balancing technology and human oversight in recruitment processes.

#### **1. Interview Topics and Questions**

##### **The first axis: Introductory Questions**

This section presents a set of preliminary questions aimed at introducing the interviewee and understanding their role within the company. It also seeks to assess their experience in Human Resources (HR) and crisis management, helping set the context for the discussion on recruitment strategies during crises and digital transformation periods.

**Table6:** First axis questions

<b>Question one:</b>	Can you please tell me your name and your role in the company?
<b>Question Two:</b>	How long have you been working in HR or crisis management?
<b>Question Three:</b>	Has your company faced a crisis that affected recruitment? How did you deal with it?
<b>Question Four:</b>	How would describe your company’s approach to HR innovation?
<b>Question Five:</b>	Has your role changed during a crisis or digital transformation period?

**Source:** Self-developed according to the interview guide

**The second axis: Types of Crises and Their Impact on Recruitment**

This section explores the types of crises that may affect recruitment strategies within companies. It investigates how these crises affect workforce planning, employer branding, and candidate perceptions of the company. Additionally, it assesses whether these crises lead to long-term changes in recruitment policies.

**Table7: Second axis questions**

<b>Question one:</b>	What types of crises have affected recruitment in your company? (e.g., financial crisis, health crisis like COVID, cyberattack...)
<b>Question Two:</b>	How did these crises impact influenced your hiring recruitment strategy and workforce planning?
<b>Question Three:</b>	How did the crisis influence employer branding or candidate perceptions of you company?
<b>Question Four:</b>	Did any crisis lead to long-term changes in recruitment policy?

**Source:** Self-developed according to the interview guide

**The Third axis: Digital Transformation in the Company**

This section focuses on how digital transformation has been implemented within the company, its success, and the level of digital maturity in the HR department. It also examines the digital tools used and their impact on work efficiency, as well as the HR team’s readiness to adopt these tools.

**Table8:** Third axis questions

<b>Question one:</b>	Do you think digital transformation has been successfully implemented in your company? How would you assess the level of digital maturity in your HR department?
<b>Question Two:</b>	What digital tools or software do you use most in your daily work?
<b>Question Three:</b>	What are the main benefits you've noticed from using digital tools at work?
<b>Question Four:</b>	Has your company allocated a specific budget for digitalizing HR?
<b>Question Five:</b>	Do HR team members easily adopt digital solutions?
<b>Question Six:</b>	what forms of internal resistance emerged during the organization's digital transformation? And what strategies were employed to manage it?

**Source:** Self-developed according to the interview guide

#### **The fourth axis: Digital Transformation in Recruitment**

This section focuses on the digital tools used in recruitment, how these tools helped during crises, and whether they increased the company's reach to more candidates. It also examines the challenges faced when using these tools and whether digital tools can fully replace human evaluation in recruitment.

**Table9:** Fourth axis questions

<b>Question one:</b>	What digital tools do you use for recruitment at Cash Assurance? (e.g., ATS, video interviews, AI tools...), and why?
<b>Question Two:</b>	How did these tools help you during a crisis?
<b>Question Three:</b>	Have you faced any problems using these tools? (e.g., data privacy, algorithm bias)
<b>Question Four:</b>	Has digital transformation helped you recruit remotely or reach more candidates?
<b>Question Five:</b>	In your opinion, can digital tools fully replace human evaluation in recruitment? Why or why not?

**Source:** Self-developed according to the interview guide

**The fifth axis: Balancing Technology with Human Oversight**

This section examines how the company balances the use of digital tools with human judgment in recruitment, and whether an over-reliance on technology might exclude qualified candidates. It also explores lessons learned from past crises and advice for companies to be better prepared for recruitment during crises.

**Table10:** Fifth axis questions

<b>Question one:</b>	How does your company balance between digital tools and human judgment when selecting candidates?
<b>Question Two:</b>	Do you think too much reliance on technology can exclude some qualified candidates?
<b>Question Three:</b>	What lessons have you learned from past crises regarding recruitment?
<b>Question Four:</b>	What advice would you give to other companies to be better prepared for recruitment during a crisis?
<b>Question Five:</b>	Do you think digital transformation has improved recruitment in your company?
<b>Question Six:</b>	What would you suggest to improve the use of digital tools in recruitment?
<b>QuestionSeven:</b>	Are there any ethical rules or internal policies that guide how your company uses AI or digital tools when evaluating job candidates?
<b>Question Eight:</b>	What measures does your organization take to ensure fairness, equity, and inclusivity in tech-driven recruitment?

**Source:** Self-developed according to the interview guide

**2. Definition of NVIVO Program**

The questions that may benefit from a qualitative approach arise from many fields such as education, criminal justice, finance, healthcare, marketing, organizational development, public policy, sports, and user experience. Qualitative methods are a powerful choice when a researcher wants to understand the details of a process or experience, needs more information to determine the characteristics of the issue being investigated, or when it is assessed – for a variety of reasons – that the best available information is non-numeric (e.g., text or visuals). Most researchers involved in qualitative data analysis have heard of Qualitative Data Analysis Software (QDAS) or Computer-Assisted Qualitative Data Analysis (CAQDAS) and are aware that NVIVO is one of the options for storing, managing, and analyzing qualitative data (Jackson & Bazeley, 2018).

## CHAPTER III : RESULTS AND DISCUSSION

NVIVO is defined as a software package designed to assist in the analysis of qualitative data. The package enables researchers to rapidly and accurately analyze research items such as questionnaires, transcripts of interviews and focus groups, and other literature (Service, 2012). NVIVO accommodates a wide range of research methods, including network and organizational analysis, grounded theory, discourse analysis, conversation analysis, literature reviews, phenomenology, ethnography, mixed-methods research, and framework methodology. NVIVO is based on four approaches: the lexical approach, the linguistic approach, the thematic approach, and cognitive maps.

### **2.1. The Lexical Approach**

To describe "WHAT" we are talking about. Lexical analysis is based on the proximities between the words used and frequency statistics (Fallery, 2007).

### **2.2. The Linguistic Approach**

To describe "HOW" we talk about it. Linguistic analysis is based on the idea that there are connections between the linguistic system and the cognitive system. It is then a matter of considering both aspects related to referential coherence (what the text refers to: nouns, linguistic signs which refer to an extra-linguistic reality) and those related to the context of enunciation (how it is said: verbs, adverbs, conjunctions, connectors, etc., which serve to translate the relationship of the speaker to the situation, their point of view, and judgments) (Fallery, 2007).

### **2.3. The Thematic Approach**

To "interpret" content. What space should we leave for interpretation? Lexical, linguistic, and cartographic tools all offer a certain objectivity, by standardizing the definition of categories or the structure of links. This approach aims to interpret the content, as it is based on reading the text part by part, and determining the content of the text, which is then coded into categories that can be interpreted (Fallery, 2007).

### **2.4. Coding and Entering Data into the Program**

The interview was addressed in its three axes as follows:

- The interviews were transcribed as external files into a program to become internal files through which they could be processed.

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- Nodes were created and encoded, with each axis in the following representing a node.
- Each expert's answer is linked to its own node.
- Data were analyzed, and results were presented according to the aforementioned approaches.

### **3. Presentation and analysis the interview results**

#### **3.1. Sample Description**

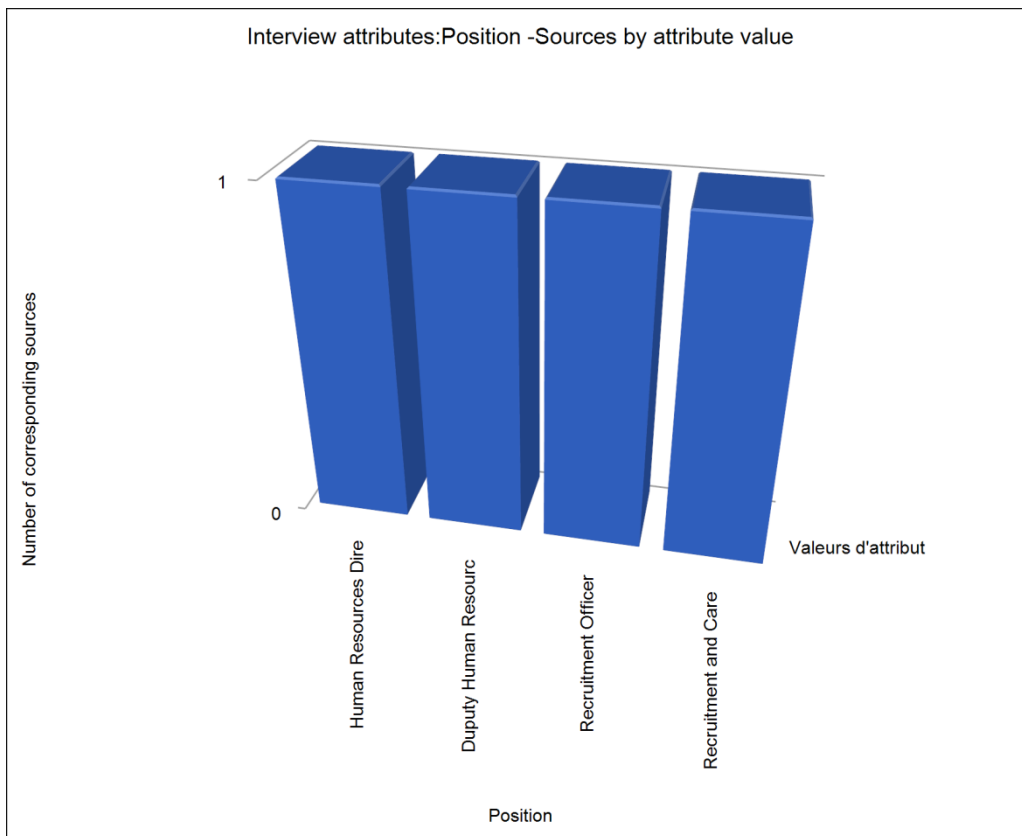
To better understand our sample, we have created some visualizations generated by the NVIVO11 analysis tool. These graphs display two important attributes in our study: the positions of the individuals we interviewed and their professional experience.

##### **3.1.1. Distribution of Positions**

The Figure 4 shows the distribution of the **positions** of the participants with whom the interviews were conducted. The participants in the interviews held the following positions:

- HumanResourcesDirector
- DeputyHumanResources Manager
- RecruitmentOfficer
- Recruitment and Care

**Figure 5:** Position - Sources by attribute value



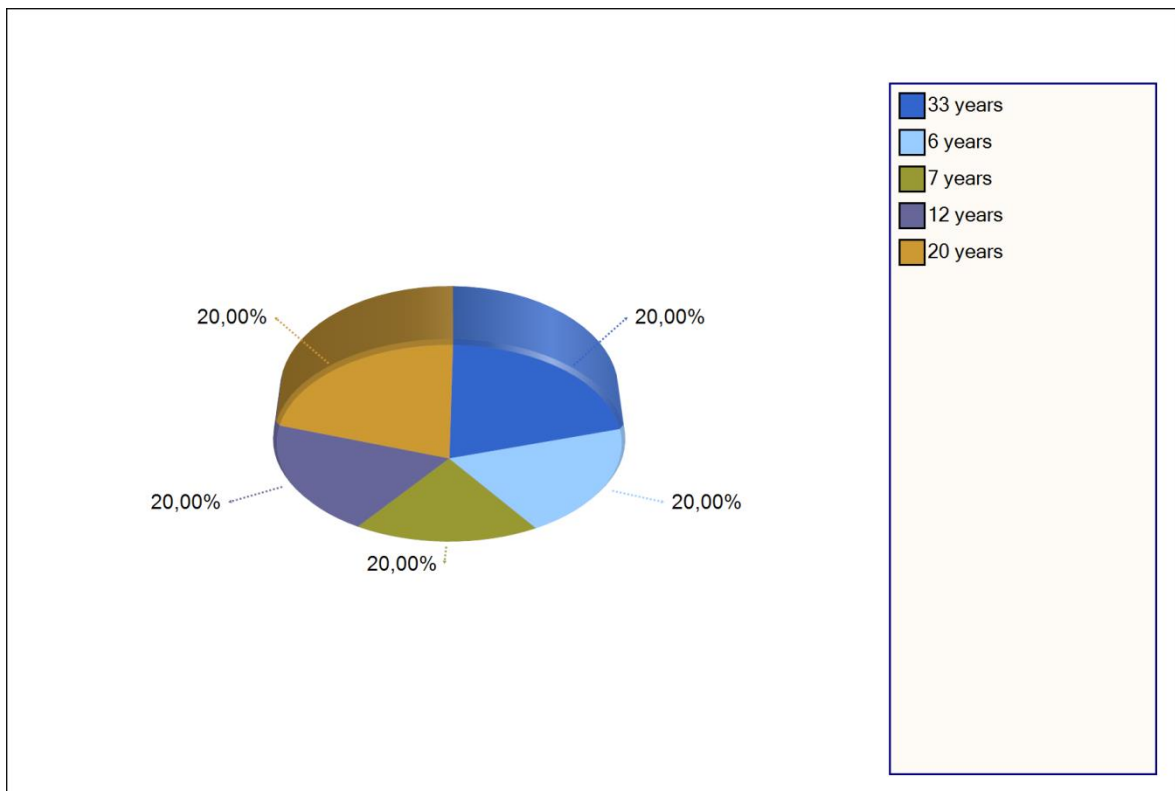
**Source:** NVIVO11 software outputs

This distribution reflects the variety of roles and organizational levels that were interviewed, allowing us to gather diverse data on crisis management and recruitment strategies across different positions within the organization.

### 3.1.2. Distribution of Professional Experience

The Figure 5 shows the distribution of professional experience among the interview participants. Since I selected one person from each of the positions I interviewed, the experience categories are equally distributed, with each category representing 20% of the sample in the following experience levels (6 years,7 years, 12 years, 20 years,33 years) :

**Figure 6:** Seniority - Sources by attribute value



**Source:** NVIVO11 software outputs

This demonstrates that the sample includes participants with varied professional backgrounds, which helps provide comprehensive insights into how professional experience influences crisis management and recruitment strategies in a digital transformation environment.

### **3.2. The lexical approach analysis**

In this part of the study, I will analyze the table extracted using the NVivo11 tool, which includes the most frequently mentioned words in the interviews along with the repetition of similar words. This analysis will highlight the key words that were frequently repeated.(table 12) .

**Table11:** Words frequencies

Mot	Longueur	Nombre	Pourcentage pondéré (%)	Mots similaires
Recruitment	11	118	4,18	Recruit, recruitment
Digital	7	105	3,72	Digital, digitalization, digitally
Tools	5	64	2,27	Tools
Company	7	39	1,38	Companies, company
Candidates	10	38	1,35	Candidate, candidates, candidates
Processes	9	37	1,31	Process, processes, processing
Crisis	6	35	1,24	Crisis
Human	5	35	1,24	Human
Transformation	14	34	1,21	Transformation, transformations
Ensure	6	32	1,13	Ensure, ensured, ensuring
Remote	6	32	1,13	Remote, remotely
Crises	6	31	1,10	Crises
Improve	7	31	1,10	Improve, improved, improvement, improving
Managing	8	30	1,06	Manage,managed, management,managers, managing
Continuously	12	29	1,03	Continue,continuing, continuity,continuous, continuously
Flexible	8	29	1,03	Flexibility, flexible
Technology	10	26	0,92	Technological,technologies, technology
However	7	25	0,89	However
Evaluation	10	24	0,85	Evaluate, evaluated, evaluating, evaluation
Development	11	23	0,82	Develop,developed,developing, development, developments

**Source:**Self-developed according on NVIVO software outputs

- **"Recruitment"** appears the most frequently (118 times), indicating that recruitment is the central theme of the study, with digital transformation being a key part of recruitment strategies. Variations like "recruit" and "recruitment" reinforce its importance in research focused on technology during crises.
- **"Digital"** comes second (105 times), reflecting the significant shift toward digital recruitment, showing that digital tools are central to reshaping recruitment processes in

## CHAPTER III : RESULTS AND DISCUSSION

companies. Words like "digitalization" and "digitally" highlight the role of technology in improving recruitment in challenging times.

- **"Tools"** is repeated 64 times, showing the role of digital tools like ATS, online interview platforms, and AI in enhancing recruitment efficiency, particularly during crises.
- **"Company"** appears 39 times, indicating that companies are adopting digital recruitment strategies, especially during crises, to improve their processes.
- **"Candidates"** was repeated 38 times, suggesting that despite the focus on digital tools, selecting the right candidates remains central to the recruitment process.
- **"Processes"** appears 37 times, reflecting the restructuring of recruitment processes to be more efficient and flexible through technology.
- **"Crisis"** was mentioned 35 times, emphasizing the impact of crises like COVID-19, prompting companies to use digital tools to maintain recruitment continuity.
- **"Human"** also appears 35 times, reflecting the ongoing importance of human judgment in recruitment, alongside digital tools, to ensure fairness.
- **"Transformation"** was repeated 34 times, showing that digital transformation is a strategic change companies must adopt to adapt to modern challenges in recruitment.
- **"Ensure"** was mentioned 32 times, highlighting the need to guarantee effective and fair recruitment using digital tools, especially in crises.
- **"Remote"** appears 32 times, reflecting the shift to remote recruitment through digital tools, making it easier to reach candidates during mobility restrictions.
- **"Improve"** was repeated 31 times, indicating continuous efforts to improve recruitment processes using technology.

### 3.2.1. Word Cloud Analysis

The word cloud represents the focus on the most frequently mentioned words during the interviews. The larger words in the cloud indicate the terms that were most often mentioned, showing the core themes of the research. Based on the results (figure 5) :



## CHAPTER III : RESULTS AND DISCUSSION

environment. The challenge here is to balance technology with human judgment in the selection process.

The words "**company**" and "**transformation**" indicate that companies are undergoing significant transformations in their recruitment strategies, with an increasing reliance on technology. This points to digital transformation as a core strategy for organizations, not just a choice but an essential evolution in business operations.

The focus on digital recruitment amid crises highlights the importance of technology in maintaining recruitment flexibility and efficiency during challenging times. Digital recruitment helps streamline the hiring process and reach new candidates, while human evaluation remains necessary to ensure fairness in selection.

### **3.3. The linguistic approach analysis**

The table below (Table 12) presents the correlation coefficients between the different sources (interviews). It can be observed that the correlation coefficients vary between 0.78 and 0.92, indicating strong connections between the sources. For example:

- Interview 5 and Interview 4 have a correlation coefficient of 0.919733, which means these two interviews have a very strong relationship in terms of the ideas and words used. This suggests that the interviewees' thoughts are closely aligned, and their ideas may be expressing similar concepts.
- Interview 1 and Interview 2 show a strong correlation (0.851806), indicating that the language and ideas used by these interviewees are closely related.
- Interview 3 and Interview 1 have a correlation of 0.849517, suggesting a notable similarity in the thoughts and words shared by these two interviewees.

The nearer the correlation coefficient is to 1, the stronger the relationship between the two sources. In general, higher correlation values suggest that the interviewees are discussing related concepts, using similar vocabulary, or expressing aligned viewpoints.

**Table 12:** Correlation coefficient

Source A	Source B	Pearson correlation coefficient
Interviewe 5	Interviewe 4	0,919733
Interviewe 2	Interviewe 1	0,851806
Interviewe 4	Interviewe 3	0,849517
Interviewe 5	Interviewe 3	0,834383
Interviewe 5	Interviewe 2	0,830689
Interviewe 3	Interviewe 2	0,829851
Interviewe 4	Interviewe 2	0,815556
Interviewe 5	Interviewe 1	0,803006
Interviewe 4	Interviewe 1	0,788267
Interviewe 3	Interviewe 1	0,784997

**Source:** NVIVO software outputs

While the figure 6 shows how the interviews are grouped based on word similarity. The hierarchical tree indicates that Interview 1 and Interview 2 are grouped together, suggesting that they share a significant amount of similar vocabulary. This supports the findings from the Pearson correlation table, where these two interviews also showed a high correlation coefficient.

Interview 3 stands slightly apart but still shows a noticeable relationship with Interview 4 and Interview 5, reflecting the similar vocabulary used in discussing the key topics of digital recruitment, crisis management, and transformation. The grouping confirms the consistency in the interviewees' views and highlights common themes that run through the conversations.

**3.4. The thematic approach analysis**

**3.4.1. Coverage percentage**

The coverage percentages for each interview across the different themes are as follows:

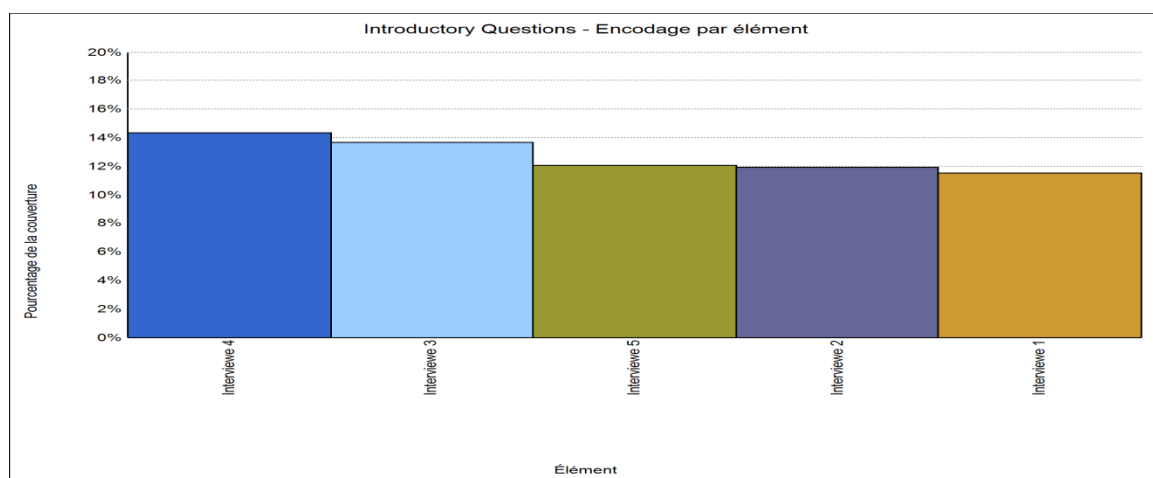
**Table13:** Expert's coverage percentage

	Theme 01	Theme 02	Theme 03	Theme 04	Theme 05
Interview 1	11,52%	12,18%	18,09%	10,71%	11,82%
Interview 2	11,96%	12,36%	16,46%	11,32%	18,60%
Interview 3	13,69%	13,49%	17,27%	10,95%	17,30%
Interview 4	14,34%	10,53%	19,74%	13,47%	18,92%
Interview 5	12,09%	11,09%	16,85%	13,14%	19,48%

Source: Self-developed according on NVIVO software outputs

**Theme 01: Introductory Questions**

**Figure 8:** The coverage percentage of theme one



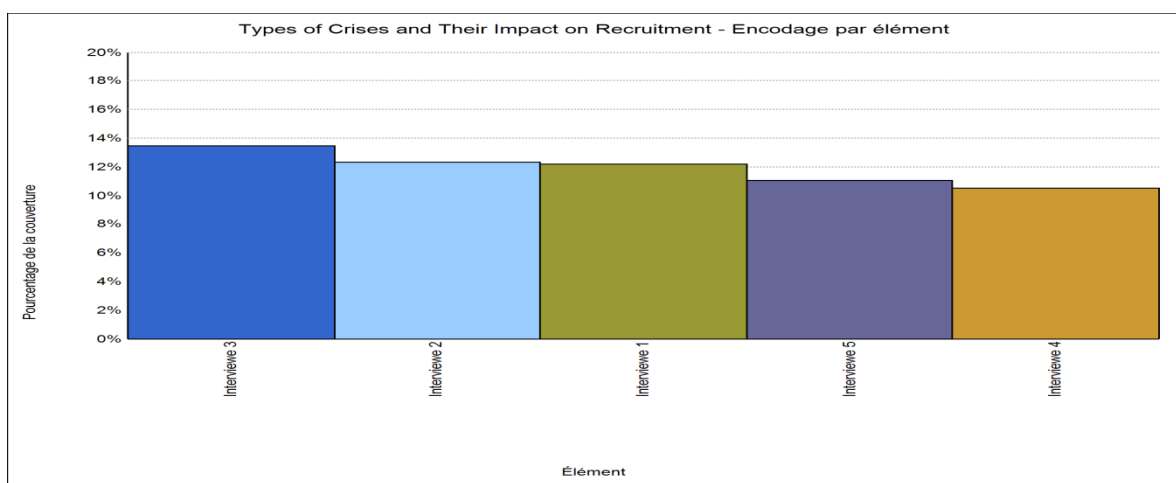
Source: NVIVO software outputs

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In this theme, Interview 4 stands out with the highest coverage of 14.34%, indicating a strong focus on introductory questions. This suggests that this interview provided a comprehensive introduction before moving to the main themes. Interview 3 follows closely at 13.69%, also placing significant attention on introductory questions. Interview 5 has a moderate coverage at 13.12%, while Interview 1 and Interview 2 spent comparatively less time on introductory questions, with 11.52% and 11.96% respectively.

### Theme 02: Types of Crises and Their Impact on Recruitment

**Figure 9 :** The coverage percentage of theme Tow

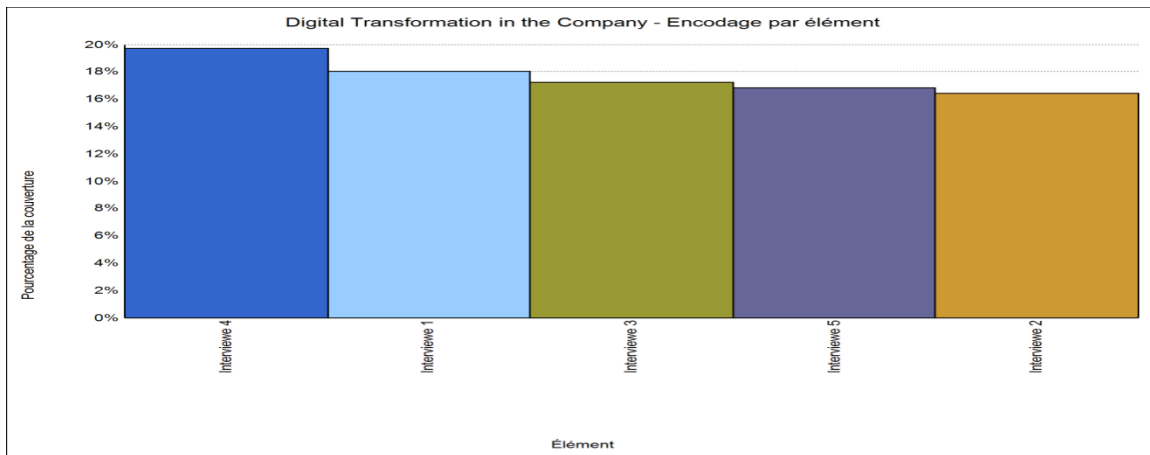


Source: NVIVO software outputs

In this theme, Interview 3 focused the most on the impact of crises on recruitment, with the highest coverage of 13.69%. This suggests that this interview discussed how different crises affect recruitment strategies in-depth. Interview 2 followed closely with 12.36%, also focusing significantly on this topic. Interview 1 and Interview 5 provided moderate coverage of 12.09% and 11.09% respectively, while Interview 4 had the least focus on this theme (10.53%).

**Theme 03: Digital Transformation in the Company**

**Figure 10:** The coverage percentage of theme Three

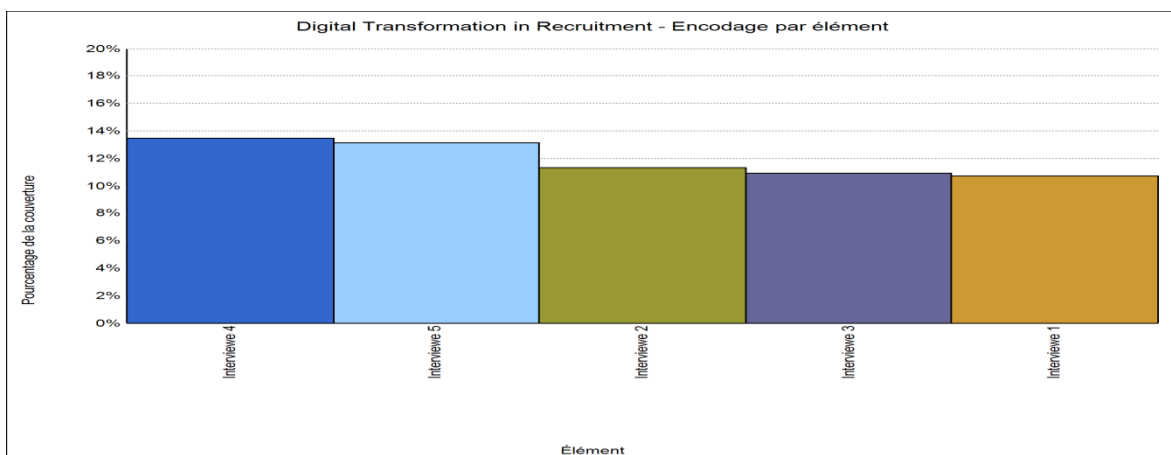


**Source:** NVIVO software outputs

In this theme, Interview 4 had the highest coverage (19.74%), indicating that this interview provided extensive insights into how companies are adopting digital transformation. Interview 1 and Interview 3 also focused significantly on this theme with 18.09% and 17.27% respectively. Interview 5 and Interview 2 contributed to the discussion with 16.85% and 16.46%, respectively, but with slightly less emphasis compared to Interview 4.

**Theme 04: Digital Transformation in Recruitment**

**Figure 11:** The coverage percentage of theme Four



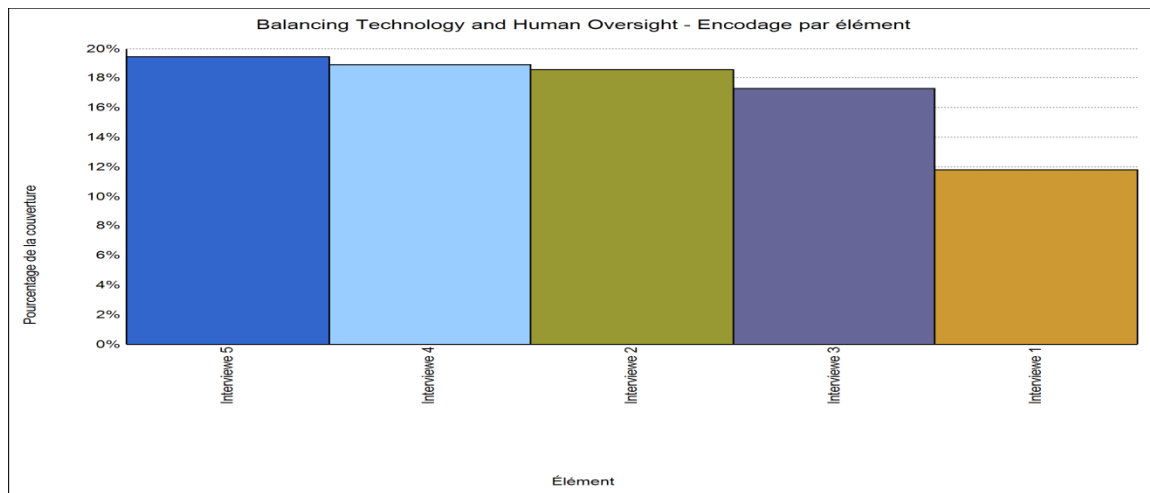
**Source:** NVIVO software outputs

In this theme, Interview 5 led with the highest coverage of 19.48%, reflecting a strong emphasis on digital transformation in the recruitment process. Interview 4 followed

with 18.92%, also providing a detailed discussion on how digital tools are transforming recruitment. Interview 2 and Interview 3 had moderate coverage with 14.52% and 13.14%, while Interview 1 had the least focus on this theme with 10.71%.

**Theme 05: Balancing Technology and Human Oversight**

**Figure 12:** The coverage percentage of theme Five



**Source:** NVIVO software outputs

In this theme, Interview 5 had the highest coverage of 19.48%, emphasizing the importance of balancing technology with human oversight in recruitment. Interview 4 followed with 18.92%, showing a strong focus on this balance as well. Interview 3 and Interview 2 discussed this theme with moderate coverage (17.30% and 18.60% respectively). Interview 1 had the least focus with 11.82%.

**3.5. Comparison of Information Collected from the Respondent’s Answers (APPENDIX C)**

**3.5.1. Theme 01: Introductory Questions**

The Introductory Questions played a crucial role in framing the context for the interviews. They helped establish the background of the respondents' experiences in recruitment and their exposure to digital tools in the recruitment process.

These questions provided insight into the level of familiarity of the respondents with digital recruitment tools and how their organizations had adapted to digital transformation. They also served as an initial point to assess the cultural context and the challenges faced by the companies in adopting digital tools.

### **Differences among Respondents:**

Interview 1 and Interview 2 showed a positive attitude towards integrating digital tools into recruitment processes, with an emphasis on enhancing the process and improving efficiency.

However, Interview 3 and Interview 5 raised concerns about the over-reliance on technology, suggesting that while digital tools can improve the process, human judgment should remain central to ensure fairness and cultural fit.

Interview 4 highlighted that the introductory questions helped to assess the level of engagement with digital transformation, identifying gaps in digital skills that hindered recruitment processes.

### **3.5.2. Theme 02: Types of Crises and Their Impact on Recruitment**

COVID-19 emerged as the most impactful crisis on recruitment practices, with many companies forced to halt recruitment activities temporarily due to lockdowns and other restrictions. As a result, remote recruitment became the primary strategy to continue accessing talent, ensuring recruitment continuity even in challenging times.

Companies that embraced digital tools during this crisis managed to continue their recruitment efforts through video interviews, online testing, and AI-driven assessments. Many respondents noted that this digital adaptation helped them maintain flexibility and efficiency, even while traditional in-person interactions were restricted.

### **Differences among Respondents:**

Some respondents indicated that the crisis had minimal impact on their recruitment strategies, particularly those who had already implemented digital recruitment tools before the pandemic.

In contrast, others mentioned that the crisis forced them to rethink their entire recruitment process, requiring them to adopt remote recruitment solutions rapidly. They also noted that workforce planning strategies had to be adjusted to align with the new remote working environment, and some reported challenges in ensuring fairness and engagement in the digital recruitment process.

### **3.5.3. Theme 03: Digital Transformation in the Company**

The integration of digital tools in recruitment is seen as a necessary evolution due to its ability to streamline and optimize the recruitment process. The respondents highlighted the widespread use of online platforms like LinkedIn, Indeed, and Zoom for video interviews, which have become essential tools for reaching a larger pool of candidates globally, especially during periods when in-person interviews were not feasible (such as during the COVID-19 crisis).

Digital transformation was described as being successfully implemented in several companies, but there was a consensus that there is still room for improvement in several aspects, particularly in terms of training HR teams on using advanced technologies (such as AI, chatbots, and big data analytics) to improve the recruitment process. A few participants mentioned the need to improve digital literacy among HR professionals, ensuring that they can fully leverage digital tools.

#### **Differences among Respondents:**

Some respondents felt that digital transformation in recruitment had been largely successful, noting that technology had helped them maintain recruitment continuity during times of crisis (especially with the COVID-19 pandemic).

However, other participants pointed out that their digital adoption was only partial, suggesting that their digital infrastructure needed further development, especially in terms of AI-based decision-making and data analysis to assess candidate suitability better.

### **3.5.4. Theme 04: Digital Transformation in Recruitment**

Most respondents agreed that the company has made considerable progress in integrating digital tools within HR departments, though it was acknowledged that some companies were still in the early stages of digital maturity. Participants highlighted that while the company had successfully implemented digital recruitment tools, there were still areas for improvement, particularly in terms of employee training and cross-departmental collaboration for full digital integration.

Companies were also focused on data security and privacy policies, as some respondents mentioned the need to safeguard sensitive data, especially in the remote

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recruitment process. This is in line with privacy regulations like GDPR in Europe and CCPA in California.

### **Differences among Respondents:**

While some participants felt the company had made strong strides in digital transformation, others mentioned that it was an ongoing journey, with various HR systems still needing integration. They pointed out that some departments were slower to adopt digital tools and systems, hindering full digital alignment across the organization.

A few respondents pointed out that there were significant gaps in training HR professionals on using digital systems such as HRMS (Human Resource Management Systems), ATS (Applicant Tracking Systems), and AI recruitment tools. They suggested that investing in employee upskilling was necessary to maintain a competitive edge.

### **3.5.5. Theme 05: Balancing Technology and Human Oversight**

Across all interviews, respondents emphasized that digital tools are predominantly used in the early stages of the recruitment process, such as screening candidates and conducting initial assessments. However, when it comes to making the final decision, all participants agreed that human evaluation (such as interviews, skills assessments, and cultural fit analysis) remains essential.

There is a strong consensus that while technology helps improve efficiency, reach, and data processing, it cannot completely replace the human touch in the final selection phase. Several participants highlighted the importance of human judgment to ensure fairness and contextual understanding, particularly when assessing interpersonal skills and alignment with company culture.

### **Differences among Respondents**

While all participants acknowledged the positive role of technology, there were differences in how open they were to relying more heavily on digital tools in the future. Some respondents were cautious about over-relying on technology, emphasizing that the human element should always play a central role in decision-making.

On the other hand, some respondents were more open to increasing digital reliance, particularly in terms of automating initial stages such as candidate screening and

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assessment. They believed that AI and machine learning could potentially handle the initial decision-making, leaving humans to focus on the final stages of the process.

**Table14:** Comparison of respondents across the key themes

<b>Main Topic</b>	<b>Interview 1</b>	<b>Interview 2</b>	<b>Interview 3</b>	<b>Interview 4</b>	<b>Interview 5</b>
<b>Introductory Questions</b>	Clear understanding of respondent's experience	Understanding of digital tools in recruitment	Exploration of HR professionals' familiarity with digital tools	Identifying gaps in digital literacy and recruitment challenges	Assessing cultural fit and exposure to digital tools
<b>Types of Crises and Their Impact on Recruitment</b>	No major challenges, adaptation was easy	COVID-19 impacted recruitment greatly, but adapted	COVID-19 significantly affected some operations, quickly adapted	Crisis impacted processes, but digital tools allowed adaptation	Impacted some aspects but managed with digital tools
<b>Digital Transformation in the Company</b>	Somewhat integrated, needs improvement in training	Advanced but needs further refinement in some areas	Progressed, but requires more work	Advanced but needs additional training and development	Partially mature, needs continuous improvement
<b>Digital Transformation in Recruitment</b>	Partially successful, needs more training	Successfully implemented to a large extent	Requires further digital tools development	Successfully applied, but still needs improvement in some areas	Partially digital, with ongoing training
<b>Balancing Technology and Human Judgment</b>	A balance between digital tools and human judgment	Human judgment is the determining factor	Focus on using digital tools, but human judgment is essential	Human judgment is prioritized in final decision-making	Digital tools in initial stages with a crucial human element in decisions

**Source:** Self-developed according on NVIVO software outputs

From the comparison, it is clear that all respondents agree that technology has become essential in recruitment, especially during times of crises. However, human judgment is still seen as necessary to ensure fairness and cultural fit in recruitment decisions. While digital tools have played a pivotal role in maintaining recruitment

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continuity, especially during the COVID-19 pandemic, the need for continuous training in digital tools and technologies remains a significant area for improvement.

The Introductory Questions served as a critical foundation for understanding the respondents' experiences, challenges, and perceptions regarding digital transformation in recruitment. They highlighted the variation in digital literacy, the need for training, and the importance of human judgment in balancing technology and recruitment processes.

### **Section 2: Discussion**

The discussion is a crucial part of this research, as this chapter aims to analyze the results obtained from the interviews and compare them with the literature review discussed earlier. This chapter focuses on understanding how digital transformation impacts recruitment strategies and crisis management in companies, as well as analyzing the challenges these companies face when implementing digital tools in the workplace. Through this analysis, participants' perspectives will be explored regarding the importance of balancing technology with human judgment in recruitment decisions, as well as the challenges related to continuous training on digital tools and digital transformation within companies.

#### **1. Comparison between Theory and Practice**

##### **1.1. Common Points between Theory and Practice**

The results from the interviews align with the literature that shows that digitization has become an essential part of the recruitment process, especially during crises such as COVID-19. Previous studies, such as (Brown, Green, & White, AI in recruitment: Efficiency vs. bias, 2022), confirmed that digital tools such as Applicant Tracking Systems (ATS), video interviews, and Artificial Intelligence (AI) played a critical role in ensuring the continuity of recruitment processes during crises, providing greater efficiency and flexibility. However, the interview results indicate that human judgment remains crucial when making final decisions, especially concerning cultural fit and personal skills of candidates, which are difficult to assess through digital tools alone. This aligns with the literature that states that technology is effective in the initial stages, such as resume sorting and preliminary evaluation, but human evaluation is essential to ensure fairness and cultural fit in the final stages.

Previous studies, such as (Wilson, 2023) indicated that crises like COVID-19 were pivotal in testing organizations' ability to quickly adapt using technology in recruitment. The interview results confirm this point, showing that companies that had adopted digital tools earlier were more able to adapt to the crisis compared to those that had not. However, the interviewees highlighted that some companies faced challenges related to fairness and equity in digital recruitment, especially concerning involvement of all parties in decision-making and providing adequate training for HR staff. This is in line with the literature,

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which pointed out concerns regarding biases that might arise when digital tools are used without adequate consideration.

The literature emphasized the importance of digital transformation to enhance efficiency and flexibility in recruitment, particularly with the emergence of advanced technologies such as AI and big data analytics. This point supports the interview results, which showed that digital evolution has become essential for improving recruitment strategies. However, there remains a significant need for training on using advanced digital tools. As noted in the literature, the interview results indicate that while some companies have successfully implemented digital tools, others need to invest more in employee training and system integration.

The interview results align with several studies that emphasize the need for balance between technology and human judgment in recruitment. According to studies such as (Brown, Green, & White, AI in recruitment: Efficiency vs. bias, 2022), AI helps improve the initial candidate selection, but human judgment remains crucial in the final stages to ensure fairness and cultural fit. This balance ensures that digital recruitment does not exclude qualified candidates whose personal skills have not been sufficiently evaluated through digital tools. The interviewees pointed out that technology plays a role in the initial stages of the recruitment process, but human evaluation is necessary in the final stages to guarantee fairness.

The literature highlights the importance of continuous training on advanced digital tools such as AI and machine learning. This aligns with the interview results, which showed significant discrepancies in the digital competency levels between companies and among HR teams within the same organization. Participants confirmed the urgent need for ongoing training to ensure improved performance in recruitment. This suggests that companies investing in training their HR staff on digital tools will be better positioned to leverage these tools effectively and increase their competitiveness.

Studies like (Becker, Connolly, & Slaughter, 2021) suggest that crises like COVID-19 imposed challenges on recruitment strategies and digital transformation, but companies that had adopted digital recruitment were more able to adapt. The interview results confirm this, as participants showed that the crisis forced a shift in recruitment strategies, with a heavy reliance on remote recruitment. Many companies expressed difficulty in adjusting

### CHAPTER III : RESULTS AND DISCUSSION

their strategies in real-time, highlighting the importance of proactive planning for future crises.

The literature, such as (Wilson, 2023), shows that digital transformation has helped increase access to candidates and improved flexibility in recruitment. The interview results support this, indicating that digital transformation in recruitment has indeed enhanced access to candidates and increased operational flexibility. However, some participants noted that certain companies still need to improve their use of digital tools in more advanced stages, such as skills assessment and candidate screening, which aligns with the literature emphasizing the need to improve these tools for better effectiveness across all recruitment stages.

### **Section 3: Additional Insights**

Digital tools in recruitment offer opportunities to improve diversity and inclusivity practices. For example, by using artificial intelligence and big data analytics, unconscious biases that may affect traditional hiring decisions can be reduced. These tools focus solely on the skills and competencies of candidates without being influenced by factors such as gender, race, or age. Despite these benefits, it is crucial to monitor algorithms to ensure there are no hidden biases that could negatively impact the process.

On another note, digital tools in recruitment have proven highly effective in enhancing the use of human resources, especially in crises that may lead to staff shortages. With systems such as electronic human resource management, performance can be tracked, and employees most affected by crises can be identified, allowing for better resource management and ensuring effective crisis handling.

Data protection is also vital in the digital recruitment environment. Data privacy and protection are crucial when adopting digital transformation in recruitment. Companies must comply with data protection laws like the General Data Protection Regulation (GDPR) in the EU. Advanced technologies, such as encryption and blockchain, should also be used to ensure candidates' data is safeguarded from potential breaches.

The continuous education and training of HR teams on digital tools is vital in handling digital transformation. HR teams need to regularly update their skills to ensure they can effectively use technological tools. There are noticeable gaps in employees' skills in some companies, which calls for ongoing training to fully leverage digital tools.

Moreover, digital tools help improve operational efficiency during crises. For instance, during remote recruitment periods due to crises like the COVID-19 pandemic, these tools help companies adapt to unforeseen circumstances. However, many employees face difficulty in adapting to these advanced digital tools, which requires additional support to ensure no one is excluded due to their lack of technical skills.

Also, digital tools in recruitment provide companies with the opportunity to expand their candidate search to different geographic areas, making it easier to access the best global talents without incurring travel costs. However, it requires continuous monitoring to ensure the tools are effectively used at all stages of recruitment.

**Answering the Sub-Questions:**

1. **What are the main types of crises that can disrupt recruitment processes in organizations?**

The results show that economic crises, such as financial recessions, and health crises, like the COVID-19 pandemic, were the most significant types of crises affecting recruitment processes. The findings also indicated that technical crises, such as cyberattacks, can disrupt recruitment if digital tools are not adequately protected.

2. **How do crises impact recruitment and talent acquisition strategies?**

The results reveal that crises lead to the disruption of traditional recruitment processes, which forces companies to adopt digital recruitment tools such as video interviews and AI-driven assessments. This shift ensures that recruitment can continue even during periods of restrictions.

3. **What are the most widely used crisis management strategies in human resources to maintain continuity in recruitment operations?**

According to the interview results, the most effective strategies involve the use of technology for remote recruitment, ensuring data security, and providing continuous training for HR teams to effectively use digital tools.

4. **How has digital transformation contributed to the enhancement and efficiency of recruitment processes?**

The results indicate that digital transformation has played a major role in improving recruitment efficiency by allowing companies to reach a larger pool of candidates through online platforms and tools, especially during times when in-person interviews were not possible, such as during the COVID-19 pandemic.

5. **What are the key risks and challenges organizations face when adopting digital technologies in recruitment?**

The results highlight the challenges related to data privacy and cybersecurity, as well as concerns about algorithmic bias that could impact fairness in recruitment.

**6. How can organizations achieve a balance between digital automation and human oversight in recruitment to ensure fairness and efficiency?**

There was a consistent response from all participants that balancing automation with human oversight is crucial for ensuring fairness and transparency in recruitment. While technology can improve certain stages of recruitment, such as screening and initial assessments, human judgment remains essential in the final stages, such as interviews and assessing candidates' cultural fit.

Based on the results obtained from the interviews, we can say that the study has successfully provided a comprehensive answer to the main research question, which was: "How can organizations leverage digital transformation to enhance crisis management and recruitment strategies?" Based on the responses collected from HR professionals and crisis management experts, it became evident that digital transformation has become a central element in developing recruitment strategies, especially in times of crises such as the COVID-19 pandemic. The results also revealed that organizations that adopted digital tools early on were able to adapt to the crisis more efficiently and faster compared to those that delayed implementing these tools.

The answer to this issue highlights the importance of integrating crisis management strategies with digital transformation to ensure the continuity of recruitment strategies during critical times. Through digital tools such as Applicant Tracking Systems (ATS), video interviews, and AI-driven analytics; companies are more capable of responding to crises, improving the efficiency and flexibility of the recruitment process. However, the results also indicated the need to maintain a balance between technology and human judgment, as final decisions regarding candidates require a human assessment to ensure fairness and cultural fit.

### **Conclusion**

This chapter analyzed the results from the interviews and compared them with the literature to understand the impact of digital transformation on recruitment and crisis management. The findings confirm that while digital tools like AI, ATS, and remote interviews improve recruitment efficiency, human judgment remains essential for ensuring fairness and cultural fit, especially in the final stages of recruitment.

The COVID-19 crisis highlighted the importance of digital tools, with companies that had already adopted them adapting more quickly. However, challenges in balancing technology with human evaluation and the need for continuous training for HR teams were also evident. The chapter emphasized the need for proactive crisis planning, improved use of digital tools in advanced recruitment stages, and ongoing investment in HR staff training.

In conclusion, while digital transformation is vital for modern recruitment strategies, it must be balanced with human oversight to ensure fairness and inclusivity, with a focus on continuous improvement and adaptability in recruitment processes.

# **GENERAL CONCLUSION**

## GENERAL CONCLUSION

This research has explored the role of digital transformation in recruitment strategies, with a particular focus on how organizations can leverage digital tools during crises, such as the COVID-19 pandemic, to enhance their recruitment processes. The study aimed to better understand the integration of digital technologies into human resource management (HRM) strategies and their impact on recruitment efficiency, particularly during crisis management periods.

In the face of rapidly advancing digital technologies, organizations are increasingly adopting digital tools to enhance efficiency, particularly in recruitment processes. However, the challenge remains in how these digital tools can be integrated effectively into crisis management strategies to not only streamline recruitment but also ensure that companies maintain fairness and inclusivity during high-pressure situations. This study set out to examine how organizations can utilize digital transformation to improve recruitment processes, especially during crises, while ensuring that human oversight remains a core element in decision-making. The research aimed to provide a comprehensive understanding of how digital transformation can impact recruitment strategies during crises, focusing on the role of technology in overcoming traditional recruitment barriers and the need for balancing automation with human judgment.

This study utilized a qualitative research approach to gain a deeper understanding of the experiences of HR professionals and crisis management experts. The research included interviews with HR directors, recruitment officers, and professionals involved in crisis management, providing valuable insights into how digital tools are being utilized in recruitment and crisis management. The sample was diverse, including professionals from various industries, offering a broad perspective on how different companies have adapted to digital recruitment and crisis management. Through these interviews, the study captured not only the successful strategies but also the challenges faced by organizations in leveraging digital tools during crises, especially with regard to fairness, inclusivity, and overcoming technological biases.

The main results we have reached are as follows:

- **Digital Transformation's Impact on Recruitment**

The study confirmed that digital transformation has significantly impacted recruitment strategies, especially during crises. Tools such as Applicant Tracking

## GENERAL CONCLUSION

Systems (ATS), video interview platforms, and AI-driven recruitment solutions have been key enablers for maintaining recruitment continuity during the COVID-19 pandemic and other disruptive events. These tools helped organizations reach a broader pool of candidates, ensure efficiency, and maintain operational continuity despite travel restrictions and lockdowns.

- **Human Oversight in Digital Recruitment**

Despite the advantages of digital recruitment tools, the study found a strong consensus that human oversight remains essential, particularly in the final stages of recruitment. This finding aligns with existing literature, which suggests that while digital tools are effective for screening candidates and handling preliminary assessments, human judgment is still crucial for assessing cultural fit and evaluating soft skills that digital tools cannot accurately measure. The human element also plays a vital role in ensuring fairness, reducing algorithmic bias, and maintaining the ethical standards of recruitment.

- **Variability in Digital Competency**

A key finding of the study was the varying levels of digital competency among HR professionals across different organizations. While some companies had effectively integrated digital tools into their recruitment strategies, others were still in the early stages of digital adoption. This gap in digital competency was particularly noticeable in the areas of advanced technologies, such as AI and data analytics. The study highlighted that continuous training and upskilling of HR teams are necessary to fully leverage the potential of these tools and ensure that the recruitment process remains efficient, fair, and inclusive.

- **Crisis Impact and Digital Recruitment Adaptation**

The study further explored the impact of crises like COVID-19 on recruitment strategies. It was found that organizations that had already implemented digital recruitment tools before the crisis were able to adapt more quickly and maintain recruitment operations with minimal disruption. On the other hand, companies without digital infrastructure were forced to make quick adjustments, which posed challenges in terms of data security, candidate engagement, and maintaining a fair recruitment

## GENERAL CONCLUSION

process. The crisis revealed the need for organizations to be proactive in digital transformation and crisis management planning.

- **Balancing Technology and Human Judgment**

The study highlighted the critical importance of balancing technology with human judgment in the recruitment process. While digital tools can streamline initial stages, such as candidate screening and interview scheduling, human judgment remains irreplaceable when it comes to evaluating a candidate's suitability for the organization's culture. Respondents expressed concerns that an over-reliance on digital tools could lead to the exclusion of qualified candidates who may not perform well in digital assessments but possess valuable skills and experience. Thus, the research emphasizes that recruitment should continue to be a collaborative process where technology assists rather than replaces human decision-making.

### **Study Limitations:**

While this study provides valuable insights into the integration of digital tools in recruitment and crisis management, it has several limitations. First, the sample size was relatively small, and the findings may not be fully representative of all industries or organizations. Additionally, the study primarily relied on interviews with HR professionals and crisis management experts, which may have introduced some bias in terms of the perspectives shared. Future research could expand the sample size and include a broader range of organizations, including small and medium-sized enterprises (SMEs), to provide a more comprehensive picture of digital recruitment practices across different organizational contexts. Furthermore, the rapid pace of digital innovation means that new tools and technologies may emerge after this study, which could change the landscape of digital recruitment.

In conclusion, this research confirms that digital transformation has played a significant role in enhancing recruitment strategies, especially during times of crisis. The findings suggest that while digital tools have contributed to improving efficiency and expanding reach, human judgment remains essential in ensuring fairness and selecting candidates who align with the company's culture. The study also highlights the importance of continuous training for HR teams to fully embrace and benefit from digital tools. Finally, while digital tools are indispensable in the recruitment process, balancing them

## GENERAL CONCLUSION

with human oversight is crucial to ensure that the recruitment process is both efficient and fair. The research also stresses the importance of being proactive in adopting digital tools and preparing for future crises to ensure business continuity and resilience in recruitment practices.

### **Recommendations**

- **Invest in Continuous Training:** Companies should invest in continuous training for HR teams on the use of advanced digital tools such as AI and big data analytics to ensure improved recruitment efficiency and reduce gaps in digital skills.
- **Balance Between Technology and Human Judgment:** It is essential to maintain a balance between technology and human judgment in recruitment. Digital tools should handle the preliminary tasks, but human evaluation should play a role in the final stages to ensure fairness and cultural fit in recruitment decisions.
- **Proactive Crisis Planning:** Companies should plan proactively for future crises, ensuring that digital recruitment systems are flexible and capable of adapting quickly to any unexpected changes in the work environment.
- **Enhance the Use of Digital Tools in Advanced Stages:** Companies should focus on improving the use of digital tools in skills assessments and candidate screening to ensure more precise candidate selection in advanced stages of recruitment.
- **Expand the Use of Digitization:** Companies that have not fully adopted digital recruitment tools should start expanding the use of remote interviews and Applicant Tracking Systems (ATS) to increase candidate reach and provide greater flexibility in the recruitment process.

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# **APPENDIX**

**APPENDIX A – THE INTERVIEW  
GUIDE**



## Interview Guide



**Theme :** crisis management and recruitment strategies in the digital transformation era based on a case study of Cash Assurance .

**Objectifs :** My name is Hana , a second-year Master's student at the National Higher School of Management, specializing in Human Resources management. The purpose of this interview is to gain insights into crisis management and recruitment strategies in the digital transformation era, focusing on a case study of Cash Assurance. Your input will help us understand how the company handles crises and adapts its recruitment strategies. All responses will remain confidential and will be used exclusively for academic research. I kindly request your consent to proceed with the interview.

### Introductory Questions

1. Can you please tell me your name and your role in the company?
2. How long have you been working in HR or crisis management?
3. Has your company faced a crisis that affected recruitment? How did you deal with it?
4. How would describe your company's approach to HR innovation?
5. Has your role changed during a crisis or digital transformation period?

### Types of Crises and Their Impact on Recruitment

1. What types of crises have affected recruitment in your company? (e.g., financial crisis, health crisis like COVID, cyberattack...)
2. How did these crises impact influenced your hiring recruitment strategy and workforce planning?
3. How did the crisis influence employer branding or candidate perceptions of you company?
4. Did any crisis lead to long-term changes in recruitment policy?

## **Digital Transformation in the Company**

1. Do you think digital transformation has been successfully implemented in your company? How would you assess the level of digital maturity in your HR department?
2. What digital tools or software do you use most in your daily work?
3. What are the main benefits you've noticed from using digital tools at work?
4. Has your company allocated a specific budget for digitalizing HR?
5. Do HR team members easily adopt digital solutions?
6. What forms of internal resistance emerged during the organization's digital transformation? And what strategies were employed to manage it?

## **Digital Transformation in Recruitment**

1. What digital tools do you use for recruitment at Cash Assurance? (e.g., ATS, video interviews, AI tools...), and why?
2. How did these tools help you during a crisis?
3. Have you faced any problems using these tools? (e.g., data privacy, algorithm bias)
4. Has digital transformation helped you recruit remotely or reach more candidates?
5. In your opinion, can digital tools fully replace human evaluation in recruitment? Why or why not?

## **Balancing Technology and Human Oversight**

1. How does your company balance between digital tools and human judgment when selecting candidates?
2. Do you think too much reliance on technology can exclude some qualified candidates?
3. What lessons have you learned from past crises regarding recruitment?
4. What advice would you give to other companies to be better prepared for recruitment during a crisis?
5. Do you think digital transformation has improved recruitment in your company?

6. What would you suggest to improve the use of digital tools in recruitment?
7. Are there any ethical rules or internal policies that guide how your company uses AI or digital tools when evaluating job candidates?
8. What measures does your organization take to ensure fairness, equity, and inclusivity in tech-driven recruitment?

Thank you for sharing your valuable time and insights. Your input is crucial for the success of this research. We appreciate your participation and contribution to our study.

**APPENDIX B – ORGANIZATIONAL  
MACROSTRUCTURE APPROVED BY  
THE CA**



# **APPENDIX C – INTERVIEW MATRICE ANALYSIS**

	A : Introductory Questions	B : Types of Crises and Their Impact on Recruitment	C : Digital Transformation in the Company	D : Digital Transformation in Recruitment	E : Balancing Technology and Human Oversight
1 : Interviewe 1	<p>than 20 years I started my career in human resources at the beginning of my professional journey gradually expanded my role to include crisis management implementing recruitment strategies hasn't faced a crisis that significantly impacted recruitment applied flexible recruitment strategies to ensure business continuity hiring practices retaining essential talent some challenges in terms of the pace of adopting technological changes transformations occur at a slower rate than expected my role changed significantly during digital transformation and crises</p>	<p>COVID-19 led to the suspension of many daily operations required us to adapt quickly to the new reality by using digital solutions many recruitment activities were temporarily halted due to lockdowns focusing on remote recruitment quickly adjust our recruitment workforce planning strategies to align with the circumstances company's image remained stable committed to providing a safe environment for employees demonstrated its ability quickly adapt and maintain continuous communication the crisis did not lead to permanent changes in</p>	<p>digital transformation has been successfully implemented to a large extent still room for improvement in certain areas HR department has become more digitally integrated still in the early stages of digital maturity resources to develop fully We use scanners Outlook online tools as part of our essential tools managing requests and communications include increased flexibility in exchanging information between employees and managers easy access to data from anywhere enhances the team's ability</p>	<p>rely heavily on the internet social media platforms for recruitment provide an effective fast way to reach a large number helped greatly in maintaining communication continuing recruitment activities remotely allowed us to access new talent despite pandemic-related restrictions we haven't encountered major issues we ensured the security privacy of data has been beneficial in remote recruitment expanded our ability reach a larger pool of candidates  cannot completely replace human evaluation</p>	<p>has enhanced recruitment efficiency made the process more flexible need to continuously adapt to ongoing technological developments meet evolving recruitment needs in place to ensure fair transparent use of digital tools in candidate evaluation use psychometric tests as a tool fairly assess candidates' personal qualities ensuring equal opportunities for all</p>

	<p>deal with additional pressure to maintain stability learn and apply new technologies and tools to ensure</p>	<p>recruitment emphasize the need for flexibility ,adaptability strengthen our use of digital tools</p>	<p>work remotely efficiently clear that there is growing interest allocating budgets for digital innovation may not be a fully dedicated budget specifically the team members are quite open dopting digital solutions continuous efforts in training them the necessary new technologies support them in performing their tasks efficiently didn't face any significant resistance from employees the company culture encourages adaptability continuous learning need to provide additional training ensure everyone could use the digital tools effectively</p>	<p>because the human touch remains essential for assessing personal qualities the ability to interact in a work environment</p>	
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<p>2 : Interviewe 2</p>	<p>responsible for managing the recruitment processes 12 years of experience started working in HR after graduating gradually expanded my role to include crisis management developing human resources policies has not faced a crisis COVID-19 pandemic implemented flexible measures while maintaining optimal hiring practices retaining key talent positive but gradual. continuously moving towards improving the use of technological tools from recruitment to training employee development face challenges in quickly adopting digital solutions the legacy of traditional work methods older technologies I had to deal with additional pressures to</p>	<p>COVID-19 pandemic and cyberattacks COVID-19 crisis was particularly challenging forced us to adapt quickly to remote work reevaluate our recruitment methods forced us to develop flexible clear plans for dealing with the changing environment we developed specific protocols allowed us to continue hiring the necessary talent respecting health measures put in place new strategies effectively handle any future crises did not significantly affect our employer brand it was a global crisis affected all companies had a positive perception of the company due our transparency in handling the situation</p>	<p>implemented to a large extent in the company still room for improvement in certain areas reached a considerable level of digital maturity but still needs further training development in some areas using AI tools for improving recruitment evaluation processes Microsoft Office HRMS manage data and communicate with teams using social media platforms for recruitment include facilitating the exchange of information quickly efficiently allowing us to make decisions faster helped us in reaching out to employees remotely especially during times of crisis budget has been allocated</p>	<p>video interviews social media platforms fast way to reach a large number of qualified candidates recruitment by allowing us to conduct remote interviews enabling us to connect candidates despite the restrictions imposed by the pandemic have not encountered significant issues we have ensured the application of security privacy policies to safeguard data has been beneficial for remote recruitment it has expanded our ability reach a larger pool of candidates thus broadening our options in selecting the best talent cannot completely replace human evaluation human touch remains essential in</p>	<p>prioritize human judgment in the final decision-making used to streamline the process identify potential candidates but the final decision relies on the evaluation of human qualities and skills assessed by the HR team. always prioritize human judgment in the final decision-making used to streamline the process identify potential candidates, but the final decision relies on the evaluation of human qualities and skills learned the importance of proactive planning Having flexible plans allow us to adapt to unexpected changes work environment is essential. clear crisis response plans including specific protocols for each type of</p>
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	<p>maintain stability in recruitment operations implement new tools technologies to ensure smooth integration with recruitment strategies</p>	<p>providing a safe and flexible working environment did not lead to permanent changes in recruitment policies it did accelerate some digital transformations the way we conduct recruitment using remote recruitment tools</p>	<p>for this purpose as digitalization an essential part of our HR development strategy committed to dedicating more resources to this area improve operational efficiency thanks to continuous efforts to train them on the new technologies support them in performing their tasks efficiently did not face significant resistance from employees The company culture encourages adaptability continuous learning there was a need for additional training ensure everyone could use the new digital tools effectively</p>	<p>assessing candidates' personal qualities ability to interact within a work environment technology alone cannot fully evaluate</p>	<p>crisis make full use of digital solutions to ensure recruitment continuity during difficult times has improved recruitment efficiency made the process more flexible and faster should keep up with all innovations in the digital recruitment field continuously improve our tools to meet the evolving recruitment needs have clear policies in place ensure fair and transparent use of digital tools for candidate evaluation ensure transparency in evaluating using standardized assessment tools guarantees equal opportunities for everyone.</p>
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<p>3 : Interviewe 3</p>	<p>Deputy Director responsible for Human Resources 6 years of experience dealt with many challenges crises that have formed a strong knowledge base improving my skills in HR management during tough times hasn't faced a crisis that significantly impacted recruitment COVID-19 pandemic implemented flexible strategies ensure continuity in recruitment maintaining optimal hiring practices retaining key talent. constant drive to improve the employee experience create a work environment that encourages collaboration high performance. continuously seek to integrate new technologies</p>	<p>COVID-19 cyberattacks COVID-19 especially was challenging as it forced us to adapt quickly to remote work reevaluate our recruitment methods. implemented specific protocols remote recruitment, allowed us to continue hiring the required talent respecting health measures. developed plans to ensure the company adapt to any future crises by adopting more flexible digital tools. did not significantly affect our employer brand it was a global crisis that impacted all companies. it provided an opportunity to highlight our flexibility ability to adapt, enhanced our image as a safe and flexible work environment during challenging times.</p>	<p>has been successfully implemented. adopted digital tools in recruitment, as video interviews online testing. Our HR department has reached a considerable level of digital maturity we still have room for improvement, especially in using artificial intelligence data analytics for recruitment and evaluation. LinkedIn HR management software (HRMS) data management communication, social media for interacting with candidates. ease of access to data from anywhere improved communication between teams and management helped speed up decision-making processes in</p>	<p>provided us with significant flexibility during the crisis Remote work sourcing candidates through digital platforms made the selection process much easier and faster. Ensuring the protection of candidates' information became a key priority. helped us recruit remotely, improve the speed and accuracy of recruitment, increased accessibility and diversity. can certainly complement and improve the process cannot completely replace human evaluation. The human touch is still necessary for assessing the personal qualities soft skills that are crucial in a work environment.</p>	<p>in the initial pre-selection phase human judgment comes into play during the evaluation phase includes using skills tests in-depth interviews analyzing the data gathered from digital platforms especially those who are not familiar with digital tools do not have access to technology regularly Adaptability flexibility are essential redefined candidates' expectations emphasized the importance of diversity inclusion in recruitment Companies should have clear plans place to handle crises including specific protocols fully leverage digital solutions ensure continuity in recruitment during tough</p>
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	<p>practices to improve our HR processes did not change significantly I had to adapt to new requirements as remote recruitment implementing digital technologies in HR operations faster than usual</p>	<p>developed flexible policies allow us to recruit remote employees permanently.</p>	<p>budget has been allocated for this purpose as digital transformation essential part of our HR development strategy adopted digital solutions continuously foster a culture innovation within the team by providing ongoing training. didnt face significant resistance was a need to enhance the team's digital skills through specialized training, eased the process of adapting to new technologies.</p>		<p>times. improved recruitment by making the process more flexible ,faster , more efficient. should always stay updated innovations in the digital recruitment field continuously improve our tools meet the evolving needs of recruitment ensure transparency in evaluating using standardized assessment tools ensuring equal opportunities for everyone</p>
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<p>4 : Interviewe 4</p>	<p>Director responsible for Recruitment and Competency Management. 7 years managed many aspects of HR including recruitment performance management employee development handling unexpected crises health and economic crises, require quick policy adjustments. significantly impacted recruitment mobility restrictions, decided to promote internal mobility encouraged employees to transition to different roles allowed us to retain key talent by offering them internal opportunities continuously encourages innovation work on improving the employee experience</p>	<p>E : Types of Crises and Their Impact on Recruitment</p>	<p>has been successfully implemented adopted digital tools in recruitment, as video interviews online testing HR department has reached a considerable level of digital maturity, but there is always room for improvement especially in using artificial intelligence data analytics for recruitment and evaluation. SIRH (Human Resources Information System) managing employee data and organizing recruitment processes Microsoft Office is an essential part communication and document management. include faster processing times, easier access to information, automation of many processes that used to take longer</p>	<p>mainly use video interviews online recruitment platforms LinkedIn and Indeed. reach a wide range of candidates quickly and efficiently. significant flexibility during the crisis were able to conduct interviews remotely allowed us to continue the recruitment process despite lockdowns and other restrictions. did not encounter significant issues but we implemented advanced security protect sensitive candidate data. has allowed us to recruit remotely automate processes, and improve the speed and accuracy of recruitment, expanded our ability to reach a diverse range of candidates. can complement and</p>	<p>use digital tools in the initial pre-selection phase to identify potential candidates, but the final evaluation is based on human judgment, includes in-depth interviews, skills assessments, analysis of the data collected through digital platforms. do not believe that excessive reliance on technology would exclude qualified candidates affect those who are not as familiar with digital tools lack access to technology. Adaptability flexibility are crucial. Redefined candidate expectations and highlighted the importance inclusion in the recruitment process. Companies should always</p>
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	<p>using modern technology digital communication tools focus on improving processes integrating innovative digital solutions did not change drastically during crises or digital transformations but I had to adapt to new requirements such as remote recruitment implementing digital technologies in HR operations faster than usual.</p>		<p>monitor the progress of operations and analyze data more easily helping in making better strategic decisions. specific budget has been allocated for this purpose reflecting the company's commitment developing digital capabilities expanding their use across all work processes. HR team adopts digital solutions easily and uses them daily promote a culture innovation within the team by providing ongoing training new digital tools. there was some resistance due to the sudden changes in work methods overcame this by providing specialized training raising awareness about the benefits made the transition smoother.</p>	<p>improve the recruitment process cannot fully replace human evaluation human element is still essential for assessing personal qualities non-verbal cues punctuality during in- person interactions cannot be fully captured digitally.</p>	<p>have clear strategies in place for managing crises including flexible recruitment strategies make full use of digital solutions ensure continuity in recruitment during difficult times. by making it more flexible, faster,,more efficient especially during crises. should stay updated with all innovations field and continuously improve recruitment tools to meet changing needs. have clear policies in place ensure fair and transparent use of digital tools in candidate evaluation. ensure transparency by using standardized assessment tools ensuring all candidates evaluated fairly and equitably.</p>
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<p>5 : Interviewe 5</p>	<p>Human Resources Director 33 years experience in human resources I started my career in this field have progressed to the role of HR Director working with various teams improve company performance through effective HR strategies. consistently encourages innovation in HR continuously striving to create a collaborative high-performance work environment use of modern technology and digital tools. believe that innovation is key to future success, regularly update our systems to keep pace with technological advancements the latest HR management practices. COVID-19 pandemic</p>	<p>COVID-19 led to the suspension of many daily operations required us to adapt quickly to the new reality by using digital solutions many recruitment activities were temporarily halted due to lockdowns focusing on remote recruitment quickly adjust our recruitment workforce planning strategies to align with the circumstances company's image remained stable committed to providing a safe environment for employees demonstrated its ability quickly adapt and maintain continuous communication the crisis did not lead to permanent changes in recruitment emphasize the need for flexibility ,adaptability</p>	<p>has been successfully implemented in our company adopted a wide range of digital tools including video interviews online testing Our HR department is at a considerable level of digital maturity always room for further improvement especially in the use of artificial intelligence data analytics for recruitment and evaluation benefits include faster processing times easier access to information automation of many processes that previously took longer monitor the progress of operations analyze data more effectively, helps us make better strategic decisions.</p>	<p>video interviews online recruitment platforms LinkedIn Indeed tools enable us to reach a wide range of candidates quickly and efficiently. allowed us to conduct interviews remotely during the lockdown helping us continue the recruitment process without disruption haven't encountered major problems have implemented robust security measures protect sensitive data ensure privacy. has been beneficial for remote recruitment, allowing us to automate processes, improve the speed accuracy of recruitment expanded our ability reach a diverse pool of candidates can complement and improve the recruitment</p>	<p>use digital tools for the initial pre-selection of candidates based on human judgment. This involves in-depth interviews skills assessments, analysis of data collected through digital platforms. excessive reliance on technology would not exclude qualified candidates. it could affect those who are not familiar digital tools or do not have access to technology. Adaptability and flexibility are key Crises have also redefined candidate expectations emphasized the importance of diversity inclusion in recruitment processes. should always have clear strategies in place for managing crises</p>
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	<p>adapt quickly to rapidly changing circumstances. immediate need to transition to remote work, worked to apply new digital tools to support teams manage HR functions remotely.</p>	<p>strengthen our use of digital tools</p>	<p>has been allocated for this purpose reflecting the company's commitment to developing digital capabilities expanding their use across all work processes. easily adopted digital solutions using them on a daily basis encourage a culture of innovation providing ongoing training on new digital tools. resistance due to the rapid change in working methods. we overcame this by conducting training programs raising awareness about the benefits of digital tools made the transition smoother</p>	<p>process cannot completely replace human evaluation. The human element is still necessary assess personal qualities, non-verbal cues, punctuality during in-person interactions, cannot be fully captured digitally.</p>	<p>including flexible recruitment strategies make full use of digital solutions ensure continuity in recruitment during difficult times. digital transformation has significantly improved making it more flexible faster, more efficient especially during crises. should continuously stay updated with the latest innovations in this field improve our tools to meet changing recruitment needs clear policies in place ensure the fair transparent use of digital tools in candidate evaluation. ensure transparency using standardized assessment tools, ensuring all candidates are evaluated fairly equitably</p>
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