

Digital Gatekeeping in the IT Sector: Tools, Technologies, and Interviewer Challenges in Virtual Hiring Ecosystems

Dr. M. Lavanya

Assistant Professor, Department of Business Management, St. Ann's P.G. College for Women, Mallapur, Hyderabad, Telangana

Abstract

Purpose: The purpose of the study is to examine the tools and technologies utilized in virtual hiring within IT companies from the perspective of HR professionals. It also seeks to identify the key challenges faced by interviewers while conducting virtual interviews in technology-driven recruitment environments. The study aims to provide practical insights to enhance the effectiveness and reliability of virtual hiring processes in the IT sector.

Methodology: The study adopts a quantitative research approach using a structured questionnaire administered to HR professionals working in IT companies in Hyderabad. Primary data were collected from a sample of 120 respondents selected through convenience sampling. Statistical tools such as discriminant analysis and exploratory factor analysis were employed to analyze tool effectiveness and interviewer challenges.

Findings: The findings reveal significant differences in the effectiveness of virtual hiring tools across IT companies, with AI-enabled platforms such as HireVue demonstrating strong discriminating power. Commonly used platforms like Microsoft Teams, Webex, and Zoom support routine interviews but vary in strategic impact. Factor analysis identified security and privacy concerns, technical issues, and reduced candidate engagement as major challenges. Difficulties in assessing non-verbal cues further limit interviewers' confidence in evaluating candidate suitability.

Conclusion: The study concludes that virtual hiring effectiveness in IT companies depends on both advanced digital tools and the interviewer's ability to manage virtual constraints. While technology enhances efficiency and scalability, unresolved technical and interpersonal challenges continue to affect hiring quality. IT organizations should invest in secure platforms, interviewer training, and structured virtual interview frameworks to improve outcomes. The study confirms a significant difference in the effectiveness of virtual hiring tools across IT companies.

Keywords: Virtual Interview Tools, AI-Enabled Recruitment, Interviewer Challenges

1. Introduction

In the contemporary landscape of talent acquisition, virtual hiring has emerged as a pivotal mechanism reshaping how IT firms attract, assess, and onboard talent. With the rapid digital transformation of human resource functions, recruitment and selection processes increasingly rely on sophisticated technological platforms—ranging from Applicant Tracking Systems (ATS) to video interview software powered by

artificial intelligence (AI) and predictive analytics (**Wakelin, 2024; Boyd, 2025**). This digital shift has not only streamlined conventional hiring activities but also introduced complex dynamics that influence interviewers' roles in talent evaluation. The adoption of virtual hiring tools enables organizations to transcend geographical limitations, access a broader and more diverse candidate pool, and reduce operational costs associated with traditional, in-person recruitment methods (**Garcia et al., 2023**). Yet, these technological opportunities are accompanied by unique challenges that demand critical examination. Despite the efficiency gains offered by virtual platforms, interviewers confront several difficulties in maintaining assessment validity and fairness. For instance, virtual interviews heighten dependency on digital infrastructure, which can be disrupted by technical issues and connectivity problems, thereby affecting both interviewer performance and candidate experience (**Lobe, 2022**). Moreover, the digital medium constrains accurate reading of non-verbal cues, an essential component of interpersonal evaluation that traditionally informs in-person interview judgments. This limitation amplifies the cognitive load on interviewers, who must reinterpret human communication and rapport building in a mediated environment. Simultaneously, AI-enabled tools, while expediting screening and shortlisting tasks, raise concerns related to algorithmic bias, transparency, and ethical deployment—particularly when models are trained on historical data that may embed societal inequities (**Boyd, 2025**). These technological constraints challenge interviewers to balance data-driven insights with contextual judgment and human intuition. Understanding the interplay between digital tools and interviewer challenges is especially critical in IT firms where the demand for specialized talent is acute and competition for candidates is intense. While digital recruitment tools promise strategic advantages in efficiency and scalability, the evolving role of interviewers in navigating these technologies has received comparatively limited scholarly attention. This study contributes to filling this gap by examining the spectrum of tools and technologies adopted in virtual hiring within IT companies and identifying the core challenges faced by interviewers. By leveraging insights from recent empirical and conceptual research, the present investigation situates itself within an emergent body of literature exploring digitalization in HRM and its implications for talent acquisition effectiveness.

2. Review of Literature

Laurie Kimbrel (2021) examined school administrators' perceptions of virtual teacher hiring during the COVID-19 pandemic to understand how remote recruitment reshaped decision-making processes. The study employed a qualitative research design using interviews and thematic analysis of administrators' experiences with virtual hiring. Findings revealed that administrators adopted more rigorous résumé screening and targeted interview questions to compensate for the absence of face-to-face interactions. Virtual hiring improved efficiency, consistency, and access to wider candidate pools while enabling greater scheduling flexibility. The study concludes that virtual hiring practices represent a sustainable and effective evolution in educational recruitment beyond the pandemic context.

Soroush Abbaspour and Shahin Dabirian (2019) investigated labor hiring policies in construction projects to improve project performance using a System Dynamics (SD) approach. The study developed and validated a dynamic simulation model based on real-world project data to evaluate the effects of hiring intervals and workforce composition. Results demonstrated that strategic and timely hiring decisions significantly reduced project delays and enhanced resource utilization. The SD model enabled managers to forecast the outcomes of alternative labor allocation strategies effectively. The study concludes that

data-driven hiring policies are essential for optimizing workforce planning and construction project success.

Mohit Yadav, Rahul Khurana et al. (2023) conducted a bibliometric analysis to examine the evolution and emerging trends of Virtual Reality (VR) applications in Human Resource Management from 1993 to 2023. The methodology involved quantitative bibliometric techniques using publication, citation, and keyword co-occurrence analyses. Findings indicated a rapid growth in VR-HRM research, with emerging themes including AI integration, data analytics, and ethical considerations. VR was found to hold strong potential in transforming recruitment, training, employee engagement, and bias reduction. The study concludes that VR represents a promising pathway toward more inclusive, technology-driven, and human-centered HR practices.

Yekatyerina Kashtanova et al. (2022) explored personnel adaptation challenges arising from increased remote employment in the post-pandemic work environment. The study adopted a conceptual and analytical approach, supported by visualization tools to map adaptation practices and digital onboarding strategies. Findings highlighted the effectiveness of virtual tools such as gamification, storytelling, and personalized digital onboarding in enhancing employee integration. The role of managers and mentors emerged as critical in facilitating communication and engagement in remote settings. The study concludes that organizations must redesign traditional adaptation practices using digital solutions to support sustainable remote workforce integration.

Barret (2007) examined the need for educational institutions offering online programs to reassess recruitment and hiring strategies to achieve stronger person–organization (PO) fit. The purpose was to evaluate whether existing hiring practices adequately identify candidates suited for virtual teaching roles. The study adopted a conceptual and exploratory approach, reviewing prevailing recruitment practices for traditional and online educators. Findings indicated that conventional interview methods often fail to capture competencies critical for online instruction, such as digital pedagogy and virtual engagement skills. The study concludes that institutions must adopt more rigorous, data-driven evaluation techniques to align faculty capabilities with evolving digital education demands.

Sherwood, Matthew, et al. (2023) focused on identifying effective strategies for implementing Virtual Interview Training (VIT) interventions for transition-age youth in secondary special education. The purpose was to enhance job interview skills and employability outcomes through structured technological interventions. The study employed a practice-based implementation framework outlining eight strategic components, including administrative support, curriculum integration, and individualized student assistance. Findings demonstrated that systematic planning and resource alignment significantly improved program effectiveness and student confidence. The study concludes that well-designed virtual interview training programs can sustainably support workforce readiness among students with special needs.

Royo-Vela et al. (2022) investigated how Virtual Reality (VR) environments facilitate value co-production and co-creation in business-to-business (B2B) contexts. The purpose was to examine the role of immersive presence in enabling sustainable collaborative innovation. The study used a qualitative methodology based on ten in-depth interviews with senior managers engaged in VR-supported business interactions. Findings revealed that VR enhances engagement, trust, and interaction quality, with VR consultants and firms acting as key facilitators of co-creation. The study concludes that VR represents a strategic tool for fostering sustainable innovation and strengthening collaborative business models.

Brewster and Lunn (2023) explored user experiences and preferences related to the Virtual Interview Ready (VI-Ready) application featuring 3D virtual hiring agents. The purpose was to assess the

effectiveness and user acceptance of simulated interview environments for career preparation. The study employed an exploratory qualitative methodology involving interaction sessions and feedback from 20 post-secondary students. Findings identified perceived personality, communication style, and agent appearance as key factors influencing user engagement and acceptance. The study concludes that incorporating user-centered design elements can significantly enhance the effectiveness of virtual interview platforms and improve students' career readiness.

Mahajan and Gupta (2025) examined how the integration of Artificial Intelligence (AI) and Service Cloud technologies can optimize remote recruitment in rapidly evolving digital ecosystems. The purpose of the study was to address inefficiencies, scalability issues, and fairness concerns associated with traditional recruitment methods in remote and hybrid work environments. The study adopted a conceptual and analytical methodology supported by recent technological developments and implementation case studies. Findings indicated that AI–Service Cloud synergy significantly reduces time-to-hire, improves assessment accuracy, enhances workflow coordination, and ensures data security while mitigating algorithmic bias through transparency and accountability mechanisms. The study concludes that cloud-based AI recruitment systems represent a scalable, ethical, and inclusive solution for transforming remote hiring practices.

Khatun (2025) investigated the adoption of Virtual Reality (VR) hiring as an innovation management tool aimed at improving fairness and predictive validity in recruitment. The purpose of the study was to identify key determinants influencing recruiters' and candidates' acceptance of VR-based hiring systems. The research employed a quantitative methodology grounded in the Technology Acceptance Model (TAM), using survey data collected from recruiters (N = 345) and candidates (N = 712). Findings revealed that perceived usefulness, perceived ease of use, immersive experience, and ethical considerations significantly influenced VR hiring adoption, with notable perception differences across demographic and psychological profiles. The study concludes that successful implementation of VR hiring requires addressing resistance to change while emphasizing ethical design, predictive accuracy, and user-centred system development.

3. Research Gap

Existing studies primarily focus on virtual interviews in education and training contexts, technology-enabled hiring tools such as VR and AI, workforce planning models, and candidate-side outcomes including fairness, accessibility, and skill development. The literature largely emphasizes system efficiency, adoption of digital recruitment technologies, and organizational or learner-level benefits, with limited attention to the human decision-makers operating these systems. There is insufficient empirical examination of how interviewers in IT organizations interact with, interpret, and rely on digital hiring tools within complex virtual recruitment environments. Consequently, a clear research gap exists in understanding **digital gatekeeping in the IT sector**, particularly how tools and technologies shape interviewer challenges, judgment, and decision-making in virtual hiring ecosystems.

4. Need for the study

The need for this study stems from the rapid shift to virtual hiring within IT companies, driven by technological advances and changing workplace norms. For IT companies, the ability to effectively evaluate and select candidates remotely is crucial for maintaining competitiveness, given the global nature of talent in the tech industry. Understanding the experiences of interviewers. This study can guide IT

companies in developing targeted training programs that prepare interviewers for the unique aspects of virtual hiring, such as using specific tools, managing technical issues, and accurately assessing candidates in a virtual format.

5. Objectives of the study

- To examine the various tools and technologies utilized in virtual hiring.
- To identify the challenges encountered by interviewers during virtual hiring processes.

6. Hypothesis of the study

Null Hypothesis (H₀): There is no significant difference in the effectiveness of tools and technologies used in virtual hiring processes across different IT companies.

7. Scope of the study

The present study focuses on exploring the challenges of virtual hiring from the perspective of interviewers, with a particular emphasis on HR professionals within IT companies. This study aims to examine the tools and technologies utilized in virtual hiring processes, identify the specific challenges interviewers face in conducting interviews virtually in the IT sector. It aims to inform IT companies about best practices in virtual hiring, offer actionable recommendations for overcoming challenges to enhance recruitment strategies in a virtual environment.

8. Research Methodology

This study employs a quantitative research approach to explore the challenges and opportunities of virtual hiring from the perspective of HR professionals in IT companies. The focus on quantitative methods allows for structured and statistical analysis, providing objective insights into the tools, challenges, and benefits of virtual hiring.

Research Design: The study utilizes a quantitative research design, suitable for measuring the prevalence of tools, challenges, and perceived benefits in virtual hiring. This design enables the systematic collection and analysis of numerical data, allowing for reliable identification of trends and patterns.

Data Source: Primary data has been collected directly from HR professionals working in IT companies in Hyderabad through a structured questionnaire. The questionnaire is designed to gather data on virtual hiring tools, challenges faced by interviewers, and perceived benefits and opportunities of the virtual hiring process.

Sampling Methodology: A convenience sampling method is used to select respondents from HR professionals within IT companies. This method allows for efficient data collection, focusing on readily available participants in Hyderabad's IT sector.

Sample Size: The sample includes 120 HR professionals, providing a robust basis for examining the perspectives of those actively involved in virtual hiring processes within IT companies.

Data Collection Instrument: A structured questionnaire serves as the primary data collection tool, with questions designed to capture insights into the technologies used, and challenges encountered. The data gathered will be analysed quantitatively to address the study objectives and test relevant hypotheses.

9. Statistical Tools

Discriminant Analysis: The study employed discriminant analysis to examine whether significant

differences exist in the effectiveness of tools and technologies used in virtual hiring processes. The technique helped identify the variables that best discriminate among different user groups. This enabled a clear understanding of factors influencing the effectiveness of virtual hiring tools.

Exploratory Factor Analysis (EFA) : Exploratory Factor Analysis (EFA), also known as Factor Analysis, is a statistical method used to identify underlying structures in a set of observed variables. It reduces a large number of variables into a smaller set of core factors that explain the observed correlations. EFA is useful for simplifying complex data and highlighting the most important factors that need to be addressed. It is commonly used in psychology, social sciences, and market research to develop and refine measurement instruments by identifying key components.

10. Data Analysis

Objective 1: To examine the various tools and technologies utilized in virtual hiring.

The study examined the various tools and technologies utilized in virtual hiring across IT companies. To achieve this objective, discriminant analysis was employed to identify the key tools and technologies that effectively differentiate virtual hiring practices among organizations. **The following is the hypothesis, Null Hypothesis (H0₁):** There is no significant difference in the effectiveness of tools and technologies used in virtual hiring processes across different IT companies.

Table – 1

Wilks’ Lambda of Effectiveness of tools and technologies used in virtual hiring processes

Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1 through 2	.634	49.429	18	.000
2	.798	23.906	8	.004

11. Data Collected Through Questionnaire

The Wilks’ Lambda values for both discriminant functions are statistically significant ($\Lambda = 0.634, \chi^2 = 49.429, p < 0.001; \Lambda = 0.798, \chi^2 = 23.906, p = 0.004$), indicating that the effectiveness of tools and technologies used in virtual hiring differs meaningfully across IT companies. Hence, the null hypothesis is rejected, and it is concluded that virtual hiring tools significantly discriminate among IT companies based on their effectiveness.

Table – 2

Structured Matrix of Effectiveness of tools and technologies used in virtual hiring processes

	Function	
	1	2
Zoom	.334*	
Microsoft Teams	.563*	
Webex	.551*	
Google Meet		.315*
Skype		.630*
HireVue		.687*

Data Collected Through Questionnaire

The structured matrix in Table 2 highlights the contribution of specific tools and technologies in differentiating virtual hiring practices across IT companies, in line with Objective 1. Function 1 is primarily influenced by video-conferencing platforms such as Microsoft Teams (0.563), Webex (0.551), and Zoom (0.334), indicating their widespread and consistent use in routine virtual interviews. Function 2 is strongly defined by specialized and alternative tools, notably HireVue (0.687), Skype (0.630), Google Meet (0.315), and Zoom, reflecting their role in advanced or assessment-oriented hiring processes. These results suggest that IT companies differ not only in platform preference but also in the strategic depth of technology adoption for virtual hiring. Overall, the findings infer that the effectiveness of virtual hiring tools varies across organizations, with advanced digital assessment platforms playing a key role in distinguishing more technology-intensive hiring practices.

Objective 2: To identify the challenges encountered by interviewers during virtual hiring processes.

12. The objective of this study is to identify the core challenges faced by interviewers during the virtual hiring process. For this, the study employed Exploratory Factor Analysis (EFA) to minimize and categorize the challenges, ultimately highlighting the key challenges encountered by interviewers in virtual recruitment scenarios.

Table - 3
KMO and Bartlett's Test of Challenges in Virtual hiring Process.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.719
Bartlett's Test of Sphericity	Approx. Chi-Square	125.656
	df	21
	Sig.	.000

Source: Data Collected Through Questionnaire

The results of the Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity indicate the suitability of the data for factor analysis. The KMO value of 0.719 suggests that the sample size is adequate for factor analysis, as values above 0.6 are considered acceptable. Additionally, Bartlett's Test of Sphericity shows a significant result with a Chi-Square value of 125.656 ($p = 0.000$), indicating that the correlations between variables are sufficiently strong for factor analysis. It indicates that the data meets the necessary conditions for conducting a reliable factor analysis.

Table - 4
Factor Analysis of Challenges in Virtual hiring Process.

	Component	
	1	2
Technical difficulties (e.g., connectivity issues)	.753	
Difficulty assessing body language and non-verbal cues	.653	
Limited engagement and interaction with candidates		.684
Distractions in the interview environment (e.g., background noise)	.646	
Candidates appearing less prepared or less professional in virtual settings	.703	

Difficulty building rapport or establishing a connection with candidates		.524
Security and privacy concerns related to virtual platforms	.799	
Extraction Method: Principal Component Analysis.		
a. 2 components extracted.		

Source: Data Collected Through Questionnaire

The factor analysis results identify the key challenges encountered by interviewers during virtual hiring processes, with two components extracted. The first component primarily relates to technical and environmental difficulties, with the highest factor loading being "Security and privacy concerns related to virtual platforms" (0.799), followed by "Technical difficulties (e.g., connectivity issues)" (0.753) and "Candidates appearing less prepared or less professional in virtual settings" (0.703). The second component highlights challenges in communication and engagement, with "Difficulty assessing body language and non-verbal cues" (0.653) and "Limited engagement and interaction with candidates" (0.684) emerging as significant concerns. These findings indicate that security and technical issues are the most prominent challenges, followed by difficulties in communication and interaction, which are crucial for building rapport and assessing candidate suitability during virtual interviews.

13. Findings of the study

1. The study found that HireVue shows the strongest discriminating power (factor loading = 0.687), indicating that HR professionals in IT companies perceive AI-enabled assessment platforms as highly effective in differentiating advanced virtual hiring practices.
2. The data reveal that Skype significantly contributes to Function 2 (0.630), suggesting its continued relevance for flexible and alternative virtual interview interactions, particularly in informal or preliminary IT hiring stages.
3. The study found that Microsoft Teams strongly loads on Function 1 (0.563), reflecting its widespread adoption by HR professionals for routine and structured virtual interviews within IT organizations.
4. The findings indicate that Webex demonstrates a notable discriminant contribution (0.551), implying its effectiveness in supporting stable and secure virtual hiring environments preferred by certain IT companies.
5. The data show that Zoom, with a moderate factor loading (0.334), remains a commonly used but less differentiating tool, inferring that its widespread availability makes it a standard platform rather than a strategic differentiator in virtual hiring practices.
6. The study found that security and privacy concerns related to virtual hiring platforms (factor loading = 0.799) represent the most critical challenge for HR professionals in IT companies, indicating heightened sensitivity toward data protection, confidentiality, and compliance in technology-driven recruitment environments.
7. The data reveal that technical difficulties such as connectivity issues (0.753) significantly disrupt virtual interviews, suggesting that even in IT organizations, infrastructural reliability directly influences the effectiveness and continuity of the hiring process.
8. The study found that candidates appearing less prepared or less professional in virtual settings (0.703) is a major concern for interviewers, implying that the virtual format can adversely affect candidate presentation and limit accurate assessment of job readiness.
9. The findings indicate that limited engagement and interaction with candidates (0.684) pose substantial

challenges, reflecting HR professionals' difficulty in maintaining interview depth, attentiveness, and meaningful dialogue during virtual hiring sessions.

10. The data show that difficulty in assessing body language and non-verbal cues (0.653) remains a notable limitation of virtual interviews, leading to reduced confidence among HR professionals in evaluating cultural fit and interpersonal competencies essential for IT roles.

14. Limitations of the study

The study uses a cross-sectional design, capturing data at a single point in time. This approach does not account for changes in virtual hiring practices or interviewers' experiences over time, limiting insights into long-term trends or evolving challenges. The study is confined to HR professionals in IT companies located in Hyderabad, which may limit the generalizability of the findings to HR practices in other geographic regions or IT sector.

15. Conclusion

The study concludes that virtual hiring in IT companies is strongly influenced by the strategic selection and effective use of digital tools and technologies, as perceived by HR professionals. Advanced platforms such as AI-enabled assessment tools play a decisive role in differentiating technology-mature organizations, while widely used video-conferencing tools continue to support routine hiring activities. At the same time, interviewers face critical challenges related to security, privacy, technical reliability, and reduced interpersonal assessment, which directly affect hiring quality and decision confidence. The findings suggest that IT companies must invest not only in robust and secure hiring technologies but also in interviewer training, standardized virtual protocols, and candidate preparedness initiatives to enhance hiring outcomes. Real-time improvements such as secure platforms, backup connectivity measures, and structured interview frameworks can mitigate key challenges identified in the analysis. Based on the statistical evidence, the null hypothesis is rejected, and the alternative hypothesis is accepted, confirming that there is a significant difference in the effectiveness of tools and technologies used in virtual hiring processes across different IT companies.

References

1. Boyd, N., Hunter, J., Intindola, M., & Serra, T. (2025). Interdisciplinary narratives on artificial intelligence & personnel selection systems. *The International Journal of Human Resource Management*, 36(14), 2455–2479. <https://doi.org/10.1080/09585192.2025.256878>
2. Garcia, R. L. F., McDonald, L., & Mayes, J. (2023). *Virtual interviews vs. LinkedIn profiles: Effects on human resource managers' initial hiring decisions*. *Journal of Business Research*, *Volume 153*, December 2022, Pages 309-318, <https://doi.org/10.1016/j.jbusres.2022.08.012>
3. Lobe, B. (2022). *A systematic comparison of in-person and video-based interviewing*. *Qualitative Research Journal*, *Volume 21*, September 2022, <https://doi.org/10.1177/16094069221127068>.
4. Wakelin, K. J. (2024). *Using an online platform for conducting face-to-face interviews*. *Journal of Mixed Methods Research*. *Volume 23*, February 2024, <https://doi.org/10.1177/16094069241234183>
5. Kimbrel, L. A. (2021). *The impact of virtual employment interviews on the teacher hiring process*. *Administrative Issues Journal: Connecting Education, Practice, and Research*, 11(1), 1–16. <https://doi.org/10.5929/2021.11.1.1>
6. Abbaspour, S., & Dabirian, S. (2019). *Evaluation of labor hiring policies in construction projects*

- performance using system dynamics*. International Journal of Productivity and Performance Management, 69(1), 22–43. <https://doi.org/10.1108/IJPPM-03-2019-0134>
7. Yadav, M., Khurana, R., Vihari, N. S., Mittal, A., Balodi, A., & Srivastava, A. P. (2023, November). *Virtual reality in human resource management: Past, present and future trends*. In Proceedings of the 2023 International Conference on Recent Advances in Science and Engineering Technology (ICRA-SET) (pp. 1–5). IEEE. <https://doi.org/10.1109/ICRASET 59632.2023.10420290>
 8. Kashtanova, Y. V., Shushakov, V. V., Pavlov, A. N., & Pikalov, N. M. (2022). *Digital solutions for the organization of the adaptation process used in remote forms of personnel employment*. Management of the Personnel and Intellectual Resources in Russia, (6), 49–55. <https://doi.org/10.12737/2305-7807-2022-11-6-49-55>
 9. Bob Barrett (2010), Virtual Teaching And Strategies: Transitioning From Teaching Traditional Classes To Online Classes, Contemporary Issues In Education Research – December 2010 Volume 3, Number 12
 10. Sherwood, K., Smith, M. J., Ross, B., Johnson, J., Trautwein, A., Landau, M., & Hume, K. (2024). Implementing Virtual Interview Training for Transition-Age Youth: Practical Strategies for Educators. *Intervention in school and clinic*, 59(4), 281–286. <https://doi.org/10.1177/10534512231156879>
 11. Royo-Vela, M., Leszczyński, G., & Velasquez-Serrano, M. (2022). *Sustainable value co-production and co-creation in virtual reality: An exploratory research on business-to-business interactions*. Sustainability, 14(13), Article 7754. <https://doi.org/10.3390/su 14137754>
 12. Brewster, V., & Lunn, S. J. (2023, June). *Virtual interview training: Perceptions and performance using digital hiring managers*. In Proceedings of the 2023 ASEE Annual Conference & Exposition (Paper No. 10.18260/1-2-44602). ASEE. <https://doi.org/10.18260/ 1-2-44602>
 13. Mahajan, S., & Gupta, H. (2025). Enhancing remote recruitment with Service Cloud and AI-2025. *International Journal of Research and Analytical Reviews (IJRAR)*, 12(1), 961-972.
 14. Pougnet, S. (2025, June). Virtual Reality in Hiring: Opportunities, challenges, and Sustainability-Oriented Innovation adoption. In *ISPIM Innovation Symposium* (pp. 1-13). The International Society for Professional Innovation Management (ISPIM).