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Implementation of CRM in Mass Recruitment: Efficiency and Impact on Employee Turnover

Viacheslav Hryn ¹ *

¹ Kyiv National University of Construction and Architecture (Ukraine). Co-Founder, Visionary of the Company "Profi Hand Sp. z o. o."

* **Corresponding Author**, e-mail: grynvia@gmail.com

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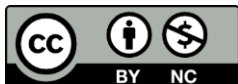
ABSTRACT

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The article is devoted to analyzing the effectiveness of implementing CRM systems in the mass recruitment process and their impact on employee turnover. The focus is on the potential of digitalizing HR processes, optimizing recruitment stages, and reducing employer costs in the context of large-scale hiring. The study aims to identify key factors that contribute to lowering turnover rates and enhancing the efficiency of recruitment strategies through the integration of CRM solutions. The research employs a combination of quantitative and qualitative analysis, including surveys of HR specialists, recruiters, and HR managers, as well as semi-structured interviews with representatives of companies that have already implemented CRM in mass recruitment. The results of the analysis show a significant positive impact of CRM systems on recruiting. Using these systems reduces the time it takes to fill vacancies by 25–30%, improves the quality of communication with candidates, and increases staff retention by 10–14%. Case studies from companies such as IBM and Unilever show impressive results: IBM achieved a 45% reduction in turnover in critical positions and a 95% reduction in hiring time, while Unilever recorded a 16% reduction in turnover over three years. Digitalization facilitates deeper analysis of candidate behavior, personalized hiring strategies, and automation of onboarding processes, reducing early turnover by 30%. Integrating employee engagement analytics into CRM allows you to predict the risk of turnover with 78% accuracy and reduce turnover by 25–43%, saving up to \$4,000 per hire. The findings emphasize that the implementation of CRM in mass recruiting is a strategic decision that not only optimizes costs but also increases process transparency, employer trust, and company competitiveness. It is recommended to integrate CRM with other HR systems, automate communications, and use analytical tools to create a sustainable system for attracting and retaining personnel in an unstable labor market.

KEYWORDS

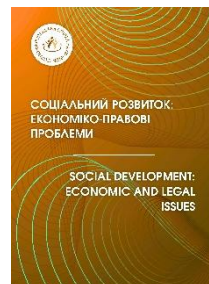
CRM system, mass recruitment, employee turnover, digitalization, HR automation.



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Упровадження CRM у процес масового рекрутингу: ефективність і вплив на плинність кадрів

В'ячеслав Ю. Гринь ¹*

¹ Київський національний університет будівництва та архітектури (Україна). Співзасновник, провідний спеціаліст компанії "Profi Hand Sp. z o. o."

* Автор-кореспондент, e-mail: grynvia@gmail.com

СТАТТЯ

АНОТАЦІЯ

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Стаття присвячена аналізу ефективності впровадження CRM-систем у процес масового рекрутингу та їх впливу на плинність кадрів. У центрі уваги – можливості цифровізації HR-процесів, оптимізації етапів підбору персоналу та зменшення витрат роботодавців у контексті великомасштабного найму. Метою дослідження є визначення ключових факторів, які сприяють зниженню плинності кадрів і підвищенню ефективності рекрутингових стратегій завдяки інтеграції CRM-рішень. У дослідженні використано поєднання кількісного та якісного аналізу, включаючи опитування HR-фахівців, рекрутерів і керівників кадрових підрозділів, а також напівструктуровані інтерв'ю з представниками компаній, що вже запровадили CRM у масовий рекрутинг. Результати аналізу засвідчують значний позитивний вплив CRM-систем на рекрутинг. Використання цих систем дозволяє скоротити час закриття вакансій на 25–30 %, покращити якість комунікації з кандидатами та підвищити рівень утримання персоналу на 10–14 %. Кейси компаній, таких як IBM і Unilever, демонструють вражаючі показники: IBM досягла 45 % зниження плинності на критичних позиціях і 95 % скорочення часу найму, тоді як Unilever зафіксувала 16 % зменшення плинності за три роки. Цифровізація сприяє глибшому аналізу поведінки кандидатів, персоналізованим стратегіям найму та автоматизації адаптаційних процесів, що зменшує ранню плинність на 30 %. Інтеграція аналітики залученості персоналу в CRM дозволяє прогнозувати ризики звільнення з точністю до 78 % і скорочувати плинність на 25–43 %, що забезпечує економію до 4000 дол. США на наймі. Висновки підкреслюють, що впровадження CRM у масовий рекрутинг є стратегічним рішенням, яке не лише оптимізує витрати, але й підвищує прозорість процесів, довіру до роботодавця та конкурентоспроможність компаній. Рекомендується інтеграція CRM з іншими HR-системами, автоматизація комунікацій та використання аналітичних інструментів для створення стійкої системи залучення та утримання персоналу в умовах нестабільного ринку праці.

КЛЮЧОВІ СЛОВА

CRM-система, масовий рекрутинг, плинність кадрів, цифровізація, HR-автоматизація.

1. Introduction

In today's highly competitive labor market and high staff turnover, especially in industries with massive hiring, employers face an urgent need to optimize their recruitment processes. The COVID-19 pandemic, followed by the full-scale war in Ukraine, has significantly changed approaches to recruitment, calling into question the effectiveness of traditional human resource management models. Companies that hire staff on a large scale - in logistics, retail, manufacturing, and services - are forced to look for new ways to ensure the stability and adaptability of HR processes.

One of the responses to these challenges was the introduction of CRM systems (customer relationship management systems) in the recruitment sector. Although CRMs are traditionally used in marketing and sales, in recent years they have been actively integrated into the HR environment as an effective tool for organizing mass recruitment, automating communication with candidates, improving analytics and predicting turnover risks.

The crises of recent years have become catalysts for digital transformation, forcing businesses to review their HR policies and invest in innovative solutions. In the context of high employee mobility and rising costs of hiring and onboarding, CRM solutions can not only reduce recruitment time but also positively impact staff retention through an improved candidate-centered approach. In this context, the introduction of CRM in the mass recruitment process is not just a technological innovation, but a key element of a long-term HR strategy aimed at increasing efficiency, reducing costs and strengthening the stability of the human resources potential.

2. Literature Review

In today's mass recruitment environment, CRM systems and artificial intelligence (AI) tools are increasingly being integrated into HR processes. For example, in 2025, *Capita* announced the launch of an AI-based system for recruitment automation, which aims to reduce time and increase the accuracy of recruitment [9]. Similarly, the *IBM Watson Recruitment* case study states that the use of AI has reduced hiring time by 95% and increased employee engagement by 17% [10].

Practical cases using CRM solutions and automated recruitment are widely presented in the research of the *Psico-Smart* analytical platform. In particular, publications [2] present effective cases of reducing staff turnover, predicting employee retention, and implementing cloud-based HRMS systems in recruiting processes. The authors emphasize that automation reduces the workload of recruiters and improves the quality of decision-making.

Studies [3; 4; 8] focus on the general management and security aspects of the functioning of socio-economic systems, including those in conflict. This creates a basis for analyzing the latest tools for human resource management in crisis conditions. In particular, work [8] is important for understanding the aspects of personnel security under martial law.

The Unilever case study demonstrates that the application of AI-assisted video analysis reduced interviewing time by more than 50 thousand hours and saved more than 1 million pounds, while increasing candidate diversity [1]. This demonstrates the significant potential of AI-integrated CRM solutions in mass recruitment.

Thus, the review of sources demonstrates that automated CRM solutions combined with AI analytics can play a key role in reducing employee turnover, optimizing the mass hiring process, and improving strategic planning of the HR function.

3. Problem Statement

The purpose of this study is to analyze the implementation of CRM systems in the process of mass recruitment and assess their impact on the efficiency of recruitment and staff turnover. To achieve this goal, the following tasks will be performed:

- analyze current challenges in the field of mass recruitment in an unstable labor market;
- characterize the functionality of CRM systems in the context of recruiting processes;
- identify the benefits of implementing CRM to improve the efficiency of hiring and communication with candidates;

- study the impact of CRM solutions on reducing staff turnover;
- to formulate practical recommendations for integrating CRM into the HR processes of enterprises engaged in mass recruitment.

4. Methods and Materials

The methodology for studying the effectiveness of implementing CRM systems in the process of mass recruitment is based on a combination of quantitative and qualitative approaches. To collect empirical data, authors will survey HR professionals, recruiters, and heads of HR departments of companies engaged in mass recruitment. Semi-structured interviews will also be conducted with representatives of companies that have already implemented CRM solutions in their HR processes.

In addition, the analysis includes secondary sources, such as analytical reports, publications in industry journals, and research results on HR digital transformation and the impact of automation on staff stability [7]. This methodological combination allows us not only to quantify the effectiveness of CRM tools (through indicators of reduced staff turnover, shorter hiring periods, etc.), but also to better understand the qualitative changes in HR management due to the digitalization of recruiting.

5. Results and Discussion

The introduction of CRM systems into the mass recruitment process contributes to a significant increase in recruitment efficiency and has a significant impact on reducing staff turnover. Modern research confirms that automation of recruiting processes using CRM systems can reduce the average time to hire by 25–30% [3]. This is achieved by optimizing the selection stages, speeding up the processing of candidate applications, automatically filtering and analyzing resumes, and communicating more effectively with potential employees. As a result, HR departments are able to respond quickly to the changing needs of the labor market and scale the recruitment process without losing quality.

For example, companies that have implemented modern ATS (Applicant Tracking System) and CRM analytical tools report a 10–14% increase in staff retention [11]. This growth is due to a more accurate matching of candidates with corporate culture and specific job requirements. CRM systems provide an in-depth analysis of both professional skills and personal characteristics, which helps to avoid mismatches between employer expectations and employee capabilities. As a result, the adaptation of newcomers is improved, the risk of early resignations is reduced, and overall job satisfaction increases.

In addition, the introduction of CRM into recruiting processes allows to systematize the candidate database, which is especially important for mass recruitment, where the number of applications can reach thousands per month. Automated segmentation and ranking of candidates allows to identify the most suitable ones and quickly move on to the next stages of selection, which reduces the workload of HR specialists and improves the quality of decisions made.

CRM systems also support integration with various communication channels, such as email, messengers, and social networks, which significantly improves feedback from candidates [12].

In general, the introduction of CRM in mass recruitment is a key factor in the transformation of HR processes, which not only optimizes operating costs but also creates a more stable, motivated, and productive team, which directly affects the competitiveness and development of enterprises.

Well-known cases of AI-oriented recruitment systems implementation in large corporations such as IBM and Unilever demonstrate a significant impact of such technologies on reducing staff turnover and increasing the efficiency of recruitment processes. IBM has managed to reduce the outflow of employees in critical positions by 45% in a few years by implementing intelligent CRM solutions that automate the search and selection of candidates [10]. This became possible due to a more accurate selection of personnel that meets not only professional requirements but also the company's corporate culture.

Unilever also recorded positive results – a 16% reduction in turnover over a three-year period, which is attributed to the use of automated recruiting solutions, including the use of artificial intelligence algorithms to evaluate candidates. It is important to note that these innovations not only improved retention rates at Unilever, but also helped to reduce the time spent on hiring, which allows them to respond more quickly to business needs [1].

IBM has achieved an impressive 95% reduction in hiring time, which indicates a significant optimization of the entire recruiting process. As a result, the company was able to significantly increase employee engagement by 17%. Engagement is a critical factor in reducing turnover, as motivated employees are less likely to look for other opportunities.

In addition, automation of recruitment processes helps to reduce early staff turnover (within the first six months of employment) by 30%. This is due to increased transparency of the hiring stages, better selection, and a better experience for candidates who positively evaluate the process of interaction with the company. Transparency and comfort of communication, as well as prompt feedback, significantly reduce the number of rejections at later stages and increase the likelihood of long-term employment.

Table 1 below summarizes the key findings of these cases.

Table 1. Efficiency of AI solutions in mass recruitment: comparative results of IBM and Unilever

Indicator	IBM	Unilever
Reduced staff turnover	45% in critical positions	16% over three years
Reduced hiring time	95 %	Significant reduction
Increase the level of engagement	17 %	Data not made public
Reduced early turnover	30 %	Data not made public
Improving the candidate experience	High level of transparency and communication	Improved interaction and evaluation

Source: Developed by the author based on [1; 10].

Analysis of the data in Table 1 shows high efficiency of AI solutions implementation in recruitment processes at both IBM and Unilever, although the level of detail of indicators differs between companies. IBM provides more precise quantitative results, which allow for a clear assessment of the scale of the impact: a 45% reduction in staff turnover in critical positions, a 95% reduction in hiring time, a 17% increase in engagement, and a 30% reduction in early turnover. This data demonstrates not only the effectiveness of automation, but also the company's strategic focus on retaining and retaining staff.

In the case of Unilever, the effects of AI are less formalized in quantitative terms, but also show positive trends. A significant reduction in hiring time and an improved candidate experience is reported, indicating an increase in the quality of communication and interaction in the recruitment process. At the same time, the lack of data on engagement and early turnover makes it impossible to make a full comparison with IBM, but emphasizes the individual approaches of companies to assessing the effectiveness of HR innovations. Overall, both cases demonstrate that the use of artificial intelligence in recruiting can significantly optimize key performance indicators.

A key factor in the successful implementation of CRM systems in the mass recruitment process is the establishment of effective two-way communication between employers and candidates. CRM systems automate important communication stages, such as confirmation of application receipt, regular updates on the status of candidate consideration, and timely follow-up messages after hiring. This makes candidates feel that their input and time are valued, which creates a positive impression of the company at the initial stages of interaction.

Automation of communication minimizes the human factor in routine operations, which reduces the risk of delays or ignored messages. This creates transparency in the process and ensures constant contact with candidates, which is especially important in mass recruitment when the number of applications can be very high. Candidates get a sense of involvement and respect, which increases their motivation to continue participating in the selection process and maintains a positive employer image.

In addition, after hiring, CRM systems provide regular information to new employees about further adaptation steps, training, and internal company processes. This approach helps to reduce the stress level of newcomers, increases their confidence and sense of support, which, in turn, significantly reduces the desire to leave the company in the early stages of work. Loyalty and trust formed during the recruitment process grow into a strong commitment to the organization, which has a positive impact on staff retention rates [5].

Employee engagement analytics is one of the most important tools in modern human resource management, especially in the context of mass recruitment. The use of specialized analytical systems

allows predicting the risks of employee dismissal with high accuracy – up to 78% [11]. This opens up new opportunities for proactive HR management: thanks to such forecasts, HR departments can intervene promptly by applying various support programs, adaptation measures, performance monitoring, or improving onboarding processes [6].

The use of such analytical approaches can not only reduce the number of premature resignations but also increase the overall efficiency of staff retention. For example, companies that implement engagement analytics tools and integrate them into their HR systems report a 25–43% reduction in turnover rates [12]. This has a significant economic effect: the average savings per hire reaches approximately USD 4,000 due to a reduction in the number of unsuccessful hires and the corresponding costs of rehiring, training, and adaptation of new employees.

By improving employee performance tracking and identifying potential problem areas promptly, companies can more accurately customize motivation and development programs, which helps to increase employee loyalty and creates favorable conditions for long-term cooperation.

Table 2 below summarizes the results of implementing engagement analytics in different organizations.

Table 2: Comparison of the results of implementing employee engagement analytics in different companies

Company / Platform	Accuracy of forecasting dismissal risks (%)	Reduced turnover (%)	Savings on hiring (USD)	Key impact measures
Psico-Smart	78	25	3,800	Support programs, tracking, improved onboarding
Reddit	75	30	4,200	Productivity analytics, personalized motivational strategies
HireBee.ai	77	43	4,000	Automated alerts, adaptive training programs
Average indicators	77	33	4,000	A comprehensive approach with analytics and support

Source: Developed by the author.

Thus, the integration of analytical tools for assessing engagement in CRM systems is a key factor in improving the quality of recruitment and retention. It allows not only to optimize hiring processes but also creates mechanisms for timely intervention that significantly reduce the risks of losing valuable personnel and the corresponding financial costs.

6. Conclusions

Thus, the introduction of CRM systems in the mass recruitment process contributes to a significant increase in the efficiency of HR processes by automating communications, structuring the candidate database, and improving analytics. Digital tools allow to quickly process large volumes of applications, optimize the hiring funnel, and minimize duplication of functions in the work of recruiters. CRM can improve the candidate experience, reduce the time to hire, and help reduce staff turnover, particularly in critical positions.

External effects include increased transparency of the recruitment process, increased trust in the employer, and improved reputation of the company in the labor market. At the same time, internal measures, such as integrating CRM with other systems (ATS, HRMS), setting up automatic scenarios for interacting with candidates, and analyzing behavioral patterns, provide a strategic advantage in a highly competitive environment. These steps allow businesses not only to reduce recruitment costs but also to create a sustainable system of staff attraction and retention, which is critical in an unstable labor market.

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