

**INTERNATIONAL CONFERENCE PROCEEDINGS ON  
EMERGING TRENDS IN MULTIDISCIPLINARY RESEARCH AND TECHNOLOGY**

**16<sup>th</sup> August 2025**

Organized by



**UNIVERSITY OF EDENBERG  
LUSAKA, ZAMBIA**



**VIVEKANANDA COLLEGE**

**DEPARTMENT OF COMMERCE AND RESEARCH CENTRE**

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Agastheeswaram, Kanyakumari, Tamilnadu, India - 629701

**Editors**

**Dr. Samson Davidson**

**Dr. E. Joseph Rubert**

**Dr. D. Anto Pravin Singh**

**Ms. Aaziya**



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**Multi Spectrum Rural Skill Development and Social Education**

**Kanyakumari, Tamilnadu, India**

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**DIGITAL TRANSFORMATION OF HRM PRACTICES: ROLE OF BLOCKCHAIN  
IN CANDIDATE VERIFICATION**

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**ABSTRACT**

Candidate verification remains a critical yet inefficient process in Human Resource Management (HRM), often hampered by delays, errors, and credential fraud. Estimates suggest that 25-30% of applications in sectors like India's IT industry are affected. As digital transformation reshapes HRM practices, blockchain technology emerges as a decentralized, secure solution to address these challenges. This conceptual study explores the role of blockchain in enhancing candidate verification, utilizing a narrative review from five seminal papers and a theoretical framework grounded in the Technology Acceptance Model (TAM) and Unified Theory of Acceptance and Use of Technology (UTAUT). Key findings highlight blockchain's potential to improve accuracy, reduce fraud, and streamline processes, though adoption faces barriers such as technical complexity and regulatory issues. A proposed model integrates perceived usefulness, perceived ease of use, trust, and transparency to predict adoption intention, offering a novel contribution to HRM literature. The study suggests implications for efficient HRM practices and organizational performance, while advocating for empirical validation and exploration across diverse contexts. This research provides a foundation for future studies and practical applications, aligning with the global push for digital innovation in HRM.

***Keywords:** Blockchain, HRM, Candidate Verification, Digital Transformation, Technology Acceptance Model (TAM), UTAUT, Recruitment*

**INTRODUCTION**

The advent of the digital era has revolutionized business operations throughout the globe, with Human Resource Management (HRM) emerging as a key domain undergoing profound transformation. Recruitment, onboarding and verification processes have increasingly migrated to digital platforms, promising enhanced efficiency, scalability, and accessibility. However, traditional methods such as manual validation of educational qualifications, employment histories, and reference checks continue to dominate, exposing organizations to a myriad of challenges. These include errors in documentation, fraudulent

submissions, and significant time delays, which not only disrupt workflows but also erode the trust essential for effective employer-candidate relationships. In an era where speed and integrity are paramount, the question arises: why do these inefficiencies persist, and what innovative solutions can address them? Blockchain technology, with its decentralized, secure, and immutable ledger, offers a transformative response, particularly in the critical area of candidate verification. The rationale for integrating blockchain into HRM practices is rooted in its ability to tackle persistent issues that undermine recruitment integrity. Globally, credential fraud affects an estimated 30% of job applications, with developing economies like India facing even higher incidences due to rapid workforce expansion. In India's information technology (IT) sector, which boasts a growth rate exceeding 7% annually and serves as a global hub for software development, the stakes are particularly high. The sector's intense hiring demands, coupled with a reported 25-30% fraud rate in candidate credentials, necessitate a robust solution. Blockchain addresses this "why" by providing real-time verification, preventing tampering through decentralization, and fostering transparency, thereby enhancing trust and reducing operational costs. Its potential to transform candidate verification from a weeks-long process to a matter of days positions it as a cornerstone of digital HRM evolution.

## **REVIEW OF LITERATURE**

Blockchain technology has garnered significant attention as a transformative tool in Human Resource Management (HRM), particularly for addressing inefficiencies and security concerns in candidate verification. This review synthesizes insights from five seminal studies to explore their potential, challenges, and future directions in this domain.

**Mohan Reddy Sareddy and Muhammad Farhan (2025).** This study introduces a technical innovation by combining AI with Ethereum smart contracts. This approach automates resume screening, ensuring privacy through encrypted data and immutability for qualification verification. The study demonstrates how blockchain can protect candidate data while expediting verification, addressing fraud, a prevalent issue in recruitment. However, it focuses on technical feasibility rather than user adoption, leaving room for theoretical exploration of why HR stakeholders might embrace this system.

**Abu Naser Mohammad Saif et al.'s (2022).** This study offers a comprehensive synthesis of 126 documents. The review identifies blockchain's benefits, including data security, trust enhancement, and process automation in HRM, with specific relevance to candidate verification. Challenges such as technical misconceptions and lack of standardized frameworks are highlighted, alongside research gaps like the absence of adoption theories (e.g., TAM). This study underscores the need for a theoretical lens to unify existing findings, a focus of the current review.

**Nermin Kişi's (2022).** This paper provides a qualitative assessment of blockchain's role in recruitment. Through a literature review and expert interviews, the author identifies opportunities such as enhanced transaction reliability, reduced workload for HR

professionals, and mitigation of credential fraud. The study emphasizes blockchain's ability to streamline verification by offering a tamper-proof ledger, a critical need in contexts where manual processes dominate. However, challenges including technological complexity, organizational resistance, and high initial costs are noted as barriers to adoption. This exploratory work lays a foundation for understanding why blockchain could revolutionize candidate verification, though it lacks a theoretical framework to predict acceptance.

**Dina Salah et al.'s (2020)** study extends this discussion by exploring broader HRM applications. The paper highlights blockchain's potential to enhance transparency in processes like payroll and identity verification, directly applicable to candidate credential checks. Benefits include immutable records and reduced administrative overhead, while challenges such as scalability limitations and integration with existing systems are flagged. The study envisions a future where blockchain redefines HR workflows, suggesting a need for conceptual models to guide its implementation, a gap this review seeks to address.

**MD Mehedi Hassan Onik et al.'s (2018)** paper emphasizes traceable candidate histories and efficient verification, leveraging blockchain's decentralization. It suggests practical benefits like reduced fraud and improved trust, though scalability and user acceptance remain underexplored. This work complements the technical focus with real-world applicability, reinforcing the "why" behind blockchain's potential. Collectively, these studies reveal common themes: blockchain enhances security, efficiency, and trust in candidate verification, addressing HRM's digital transformation needs. However, challenges such as technological barriers, scalability, and lack of theoretical grounding (e.g., TAM application) persist. The absence of a unified model to predict adoption, particularly in diverse contexts, highlights a critical gap. This review synthesizes these insights to propose a conceptual framework, setting the stage for future theoretical and empirical investigations.

### **OBJECTIVES OF THE STUDY**

1. To Explore the Transformative Potential of Blockchain Technology in Candidate Verification within HRM
2. To Analyse the Role of the Technology Acceptance Model (TAM) in Understanding Blockchain Adoption
3. To Develop a Conceptual Model for Guiding the Integration of Blockchain into HR Practices

### **THEORETICAL FRAMEWORK**

The theoretical foundation of this conceptual study on the integration of blockchain technology into candidate verification within Human Resource Management (HRM) is anchored in two prominent models: the Technology Acceptance Model (TAM) and the Unified Theory of Acceptance and Use of Technology (UTAUT). These frameworks provide a robust lens to explore why and how HR professionals and candidates might adopt blockchain-based systems, addressing the digital transformation of HRM practices.

#### **Technology Acceptance Model (TAM): Perceived Usefulness and Perceived Ease of Use**

The Technology Acceptance Model, introduced by Davis (1989), is a widely recognized framework derived from the Theory of Reasoned Action (Fishbein&Ajzen, 1975).

TAM posits that the adoption of a new technology is primarily driven by two key constructs: perceived usefulness and perceived ease of use. Perceived usefulness refers to the degree to which an individual believes that using a technology will enhance their job performance or task efficiency. In the context of candidate verification, HR professionals might perceive blockchain as useful if it reduces the time and cost associated with manual credential checks, transforming a process that often takes weeks into one completed in days, while candidates might value its ability to securely store and share verifiable credentials across multiple applications. Perceived ease of use, conversely, measures the extent to which an individual believes the technology can be mastered with minimal effort, such as through an intuitive interface or minimal training requirements. For blockchain, this could involve user-friendly dashboards that simplify access to decentralized ledgers, a critical factor given the technology's perceived technical complexity. TAM's strength lies in its focus on individual perceptions, making it an ideal starting point for conceptualizing blockchain adoption in HRM. The model suggests that external variables such as system design, organizational support, or user training are indirectly influencing adoption by shaping these perceptions. For instance, a blockchain platform designed with automated verification tools could enhance perceived ease of use, while evidence of fraud prevention could bolster perceived usefulness. This dual perspective is particularly relevant for candidate verification, where both HR stakeholders (seeking efficiency) and candidates (seeking trust) play pivotal roles. However, TAM's simplicity limits its ability to account for broader contextual factors, necessitating a complementary framework like UTAUT.

**Unified Theory of Acceptance and Use of Technology (UTAUT): Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions**

The Unified Theory of Acceptance and Use of Technology (UTAUT), proposed by Venkatesh et al. (2003), extends TAM by integrating elements from eight prior models to provide a more comprehensive understanding of technology adoption. UTAUT identifies four core constructs: performance expectancy, effort expectancy, social influence, and facilitating conditions. Performance expectancy, akin to perceived usefulness, reflects the belief that a technology will improve job performance. For example, in this case, blockchain's capacity to enhance verification accuracy and speed. Effort expectancy, similar to perceived ease of use, assesses the perceived effort required to use the technology, such as the learning curve associated with blockchain interfaces. Social influence captures the extent to which individuals perceive that important others (e.g., industry peers or organizational leaders) believe they should use the technology, potentially driving adoption through competitive pressure in the HRM sector. Facilitating conditions refer to the degree to which an individual believes that organizational and technical infrastructure (e.g., IT support, training programs) supports technology use, a critical factor for implementing blockchain in diverse HR settings. UTAUT's broader scope makes it valuable for conceptualizing blockchain adoption beyond individual perceptions, incorporating organizational and social dynamics. For instance, performance expectancy might be heightened by blockchain's proven ability to reduce fraud, while effort expectancy could be influenced by the availability of user training. Social

influence could play a role if leading firms adopt blockchain, encouraging others to follow, and facilitating conditions might determine whether small HR departments can deploy the technology. However, UTAUT's complexity requires empirical validation, which this conceptual study avoids, positioning it as a complementary framework to TAM. Together, these models provide a dual theoretical lens to explore why blockchain might be accepted in candidate verification, offering a foundation for future research into its transformative potential in HRM.

## **BLOCKCHAIN IN CANDIDATE VERIFICATION**

Blockchain technology holds significant promise for revolutionizing candidate verification within Human Resource Management (HRM), offering a decentralized and immutable ledger that addresses longstanding inefficiencies in recruitment processes. This section explores its benefits and challenges, providing a theoretical basis for its integration into digital HRM practices.

### **Benefits**

The adoption of blockchain in candidate verification yields several compelling advantages. First, it enhances accuracy by ensuring that credentials—such as educational qualifications and employment histories—are recorded in a tamper-proof manner, reducing the likelihood of errors that plague manual systems. Second, it significantly reduces credential fraud, a pervasive issue affecting an estimated 25-30% of applications in sectors like India's IT industry, by leveraging cryptographic security to verify authenticity. Third, improved trust emerges as a key benefit, fostering confidence among employers and candidates through transparent, auditable records that eliminate reliance on third-party validations. Finally, streamlined verification processes are achieved as blockchain enables real-time data access and automated checks, transforming a process that often spans weeks into one completed within days. These benefits collectively address the "why" behind blockchain's potential, positioning it as a transformative tool for enhancing the integrity and efficiency of candidate verification in HRM.

### **Challenges**

Despite its potential, several challenges hinder the widespread adoption of blockchain in candidate verification. Adoption and integration pose significant barriers, as HR professionals may lack the technical expertise or organizational readiness to implement decentralized systems, necessitating extensive training and cultural shifts. Scalability and security concerns further complicate its application; while blockchain ensures immutability, scaling to handle large volumes of candidate data without compromising performance remains untested, and potential vulnerabilities in smart contract execution could expose systems to attacks. Additionally, regulatory and compliance issues present obstacles, as varying global data protection laws (e.g., GDPR, India's DPDP Act) and industry standards may conflict with blockchain's borderless nature, raising questions about legal accountability and data sovereignty. These challenges underscore the need for a theoretical framework—such as the Technology Acceptance Model (TAM) or Unified Theory of Acceptance and Use

of Technology (UTAUT)—to understand and mitigate barriers, guiding future research and practical deployment. Together, the benefits and challenges of blockchain in candidate verification highlight its dual role as an innovative solution and a complex proposition, necessitating a balanced approach to harness its transformative potential within HRM.

### **CONCEPTUAL MODEL AND PROPOSITIONS**

This conceptual study proposes a framework to understand the adoption of blockchain technology in candidate verification within Human Resource Management (HRM), building on the Technology Acceptance Model (TAM) and extending it with additional constructs. The proposed conceptual framework identifies perceived usefulness, perceived ease of use, trust, and transparency as key determinants influencing adoption intention among HR professionals and candidates.

#### **Proposed Conceptual Framework**

Perceived usefulness reflects the belief that blockchain enhances verification efficiency, reducing the time from weeks to days and mitigating fraud, a critical concern in recruitment. Perceived ease of use assesses the effort required to learn and use blockchain systems, such as intuitive interfaces, which could lower adoption barriers. Trust, an extension beyond TAM, captures the confidence in blockchain's immutable records to ensure credential authenticity, fostering reliance among stakeholders. Transparency, another added construct, highlights the visibility of verification processes, enabling auditable trails that build credibility. Together, these factors are hypothesized to positively influence adoption intention, the willingness to integrate blockchain into HRM practices. This framework provides a theoretical lens to explore why blockchain might be embraced, addressing gaps in existing models.

#### **Potential Benefits and Challenges**

The adoption of blockchain in candidate verification offers significant benefits. It enhances accuracy and reduces credential fraud by providing tamper-proof records, a vital advantage in contexts like India's IT sector, where fraud rates reach 25-30%. Streamlined processes and improved trust between employers and candidates further support its value. However, challenges include adoption barriers due to technical complexity, scalability issues with large datasets, and regulatory hurdles from varying data protection laws. These factors necessitate a balanced approach to implementation, informing the framework's focus on ease of use and trust.

#### **Enhancing Transparency and Accountability**

Blockchain enhances transparency by creating a decentralized ledger where verification steps are openly recorded, allowing all parties to track credentials in real time. This visibility reduces disputes and builds accountability, as HR practices become auditable and resistant to manipulation. For instance, smart contracts can automate compliance checks, ensuring adherence to ethical standards. By integrating transparency into the model, this study posits that it strengthens adoption intention, aligning HRM with digital transformation goals.

### **Propositions**

Based on this framework, the following propositions are proposed:

- **P1:** Perceived usefulness positively affects adoption intention, as efficiency gains drive acceptance.
- **P2:** Perceived ease of use positively affects adoption intention, reducing resistance.
- **P3:** Trust positively affects adoption intention, enhancing stakeholder confidence.
- **P4:** Transparency positively affects adoption intention, improving process credibility.

These propositions lay the groundwork for future empirical validation.

### **IMPLICATIONS AND FUTURE RESEARCH**

This conceptual study on the integration of blockchain technology into candidate verification within Human Resource Management (HRM) offers significant implications for HRM practices and organizational performance, while also paving the way for future research directions.

#### **Implications for HRM Practices and Organizational Performance**

The adoption of blockchain in candidate verification holds transformative potential for HRM practices. By enhancing accuracy and reducing credential fraud, estimated at 25-30% in sectors like India's IT industry, blockchain can streamline recruitment processes, cutting verification times from weeks to days. This efficiency not only improves operational performance but also enhances candidate experience, fostering trust through transparent, immutable records. For organizations, this translates into cost savings from diminished reliance on third-party validators and improved decision-making through reliable data. HRM departments can leverage blockchain to build a credible talent pipeline, boosting organizational reputation and competitiveness. However, success hinges on addressing challenges such as technical training and system integration, suggesting the need for user-friendly interfaces and organizational support. These implications underscore the "why" behind blockchain's adoption, positioning it as a catalyst for digital transformation and performance enhancement in HRM.

#### **Future Research Directions**

The proposed conceptual model, integrating perceived usefulness, perceived ease of use, trust, and transparency as predictors of adoption intention, requires empirical validation to solidify its theoretical foundation. Future research should employ structured surveys targeting HR professionals and candidates, utilizing Structural Equation Modelling (SEM) to test the model's propositions across diverse settings. Longitudinal studies could track adoption trends over time, assessing how perceptions evolve with experience. Additionally, exploring blockchain adoption in various HRM contexts—such as payroll management, employee onboarding, or performance tracking—could reveal its broader applicability. Comparative analyses across industries (e.g., IT vs. healthcare) or regions (e.g., developed vs. developing economies) would further elucidate contextual influences, addressing gaps in current literature. Investigating the role of regulatory frameworks and technological infrastructure as facilitating conditions, potentially integrating elements from the Unified

Theory of Acceptance and Use of Technology (UTAUT), could enhance the model's robustness. These directions align with the need to advance HRM research and practice.

## **CONCLUSION**

This conceptual study on the role of blockchain in candidate verification within Human Resource Management (HRM) practices synthesizes theoretical foundations, benefits, and challenges, contributing to the growing literature on digital HR transformation. The key findings reveal blockchain's transformative potential, driven by enhanced accuracy, reduced credential fraud (e.g., 25-30% in India's IT sector), improved trust, and streamlined verification processes. The proposed conceptual model, integrating perceived usefulness, perceived ease of use, trust, and transparency as predictors of adoption intention, offers a novel framework to understand why stakeholders might embrace this technology. This model, grounded in the Technology Acceptance Model (TAM) and complemented by insights from the Unified Theory of Acceptance and Use of Technology (UTAUT), addresses gaps in existing research by providing a theoretical lens for future exploration. The study's contribution lies in its comprehensive structure, bridging theoretical insights with practical implications, and offering a foundation for organizations seeking to leverage blockchain in HRM. Future research directions are critical to advancing this field. Empirical validation of the proposed model through structured surveys and Structural Equation Modelling (SEM) is essential to test its propositions across diverse contexts. Longitudinal studies could track adoption trends, while explorations into blockchain's application in other HRM areas—such as onboarding or performance management—could broaden its scope. Comparative analyses across industries or regions would further illuminate contextual factors. These directions promise to enrich the literature and guide practical implementation.