

# **IMPACT OF TECHNOLOGY ON RECRUITMENT AND SELECTION PROCESS**

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## **Abstract**

*The Internet has changed the way organizations do business and hired new employees. This paper focuses on the dramatic increase in the online recruitment process with the advent of technology. Here efforts are made to understand whether users prefer online or traditional recruitment methods. An effective recruitment and selection process promote low-cost competition and growing efficiency and offers many benefits to job seekers and employers. The purpose of this research paper is to understand the proliferation of recruitment and selection processes online. (D'Silva, C (2020))*

*This paper found that most of them preferred E-recruitment rather than the traditional recruitment process and have shown that they are very successful in finding the right person to get the best position. To conduct this research 100 survey questionnaires were provided to job seekers and employers who use the E-Recruitment method. Research suggests that online site developers need to provide additional functionality or tools on sites to help users search for jobs. This paper provides job seekers' insight into finding a job using the Internet as a job search tool. (Karim, Mohammad Rezaul and Miah, Md. Shelim and Khatun, Asma (2015))*

## **Introduction**

For many years, employee recruitment, selection, and assessment have been and continue to be one of the most prominent and important topics of research and practice in both work/organizational psychology and human resource management. Technological innovation is the most significant trend that is reshaping the present corporate landscape. Modern technologies are being used in the recruitment and selecting procedures of companies in a number of industries, including information technology, manufacturing, telecommunications, and retail. Chatbots, video conferencing, smartphone apps, and internet and computer-based examinations are all being used by various companies to expedite their recruitment and selecting processes. Firms have benefited from the usage of various technology to make their recruitment operations more effective and successful while also saving time and money.

To save money and reduce in-person interaction, more businesses are depending on artificial intelligence (AI), machine learning, data analytics, cloud computing, cybersecurity, deep learning, machine learning, IoT, blockchain, and virtual reality. These technologies can be useful for hiring, training, and evaluating employees, as well as for fostering meaningful relationships during times of isolation. Because individuals can't meet in person to cooperate, the Covid-19 epidemic has heightened the demand for virtual reality in the

workplace. Despite the lockdown and recessionary tendencies, some areas and technologies in the IT industry continue to grow steadily. Working from home has become the new normal, and recruiting has expanded outside geographical boundaries. Unlike in the past, there are no physical or conceptual barriers to finding the appropriate talent. The use of contemporary recruitment strategies has been aided by technological advancements.

### **Purpose of E-Recruitment and Selection**

The goal of an E-Recruitment & Selection is to make recruiting more efficient and profitable. HR managers may also access a bigger pool of potential workers and speed up the recruiting process by employing e-recruitment. (D'Silva, C (2020)

- Reduce the time to pick
- Reduce rental cost
- The extension of the scope of the employer
- Boarder coverage of the candidates
- Provides confidentiality
- Allows for proactivity
- Branding opportunity for employers
- Sophisticated management tools

### **Why candidates use E-Recruitment**

- **Acceptance by job seekers:** When compared to a traditional presentation, it is easier to apply for an online job opportunity. How job searchers view the forms on the website is influenced by how the company is organised. The attractiveness of a website is influenced by its content and the way it is organised. This means that the content and design of the organization's website will play a significant influence in the recruitment of new personnel. The qualities that have nothing to do with the company or employment, but have been two of the primary driving factors of the organisation to appeal, were discovered throughout the course of this study. (D'Silva, C (2020)
- **Find Information:** It is necessary to understand all the information provided by the company related to job posting. Job searchers want accurate and relevant information about the position they are applying for. It is also an important component in determining the applicant's values and expectations. (D'Silva, C (2020)

- **User Friendly:** Once a person understands what to do, operating on the internet is quite simple. Job searchers find it easier to apply online, and most candidates use job portals to apply for many positions at once. (D'Silva, C (2020))

### Online platforms for E-Recruitment



### Recruitment and Selection Process

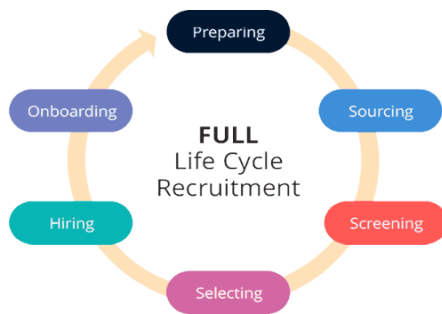
- **Lateral Hiring:** The phrase "lateral hiring" refers to a type of recruiting that has two distinct, nearly opposing meanings. In one sense, the recruiting company is pursuing people from another, comparable company in the hopes of attracting them with higher compensation and career possibilities. (D'Silva, C (2020))
- **Onboarding:** The method of aiding new hires in becoming effective members of a firm is referred to as "onboarding." A very well-organized presentation helps new workers get up and running fast, and it's usually coordinated with other organisations and states. Onboarding is part of the E-Recruitment process for retention purposes. (D'Silva, C (2020))
- **Identify current needs:** The organization's aims, strategy, and structure will all be different. The firm's aims and ambitions must be compatible with the new applicants who will be joining it. While choosing the proper personnel to be employed, keep in mind the abilities and talent necessary for the form's future success. (D'Silva, C (2020))

**The Hosting of web applications, the company will have to operate mainly from two online options:**

**a) Online Job portals:** Job portals, such as Naukri.com, Monster.com, Timesjobs.com here are just a few of the most popular websites in India for job postings. The candidate needs to fill the required information in the portal itself for job posting. It also includes the job descriptions, qualifications, and salary. These makes easier for the recruiters to post their openings and select most eligible candidate and also for the job seekers for finding better job opportunities on the basis of their interests. (D'Silva, C (2020)

**b) Company website:** The job postings on the specific company website or social media pages allows the candidates to better understand the roles, needs, and responsibilities for the job. This will help the job seekers to identify the needs of the company and the response goes directly to the company and not to the mediators. (D'Silva, C (2020)

- **Response Management-** Once the applications have been submitted by applicants, the employer reviews the required skills and qualifications according to the job description, using a wide variety of methods.
- **Online Test-** The online test may include technical course knowledge, general knowledge, competency tests like aptitude, problem solving and logical reasoning abilities, language tests depending on the position the applicant is applying for. These tests help the recruiter to evaluate the qualifications and abilities of candidates.
- **Shortlisting Applicants-** It is the most difficult and time-consuming process in recruitment and selection process. After the tests, the recruiter needs to find candidates who have the required skills and shortlist those candidates for the next round of the selection process.
- **Online Interviews-** Recruiter organize the interviews and applicants should be notified with date and time by E-mail or text message. Some jobs require two stages of an interview- a telephonic interview, and an online interview. Online Interviews are usually conducted over popular platforms such as Zoom, Google Meet, Skype, etc.
- **Decision Making-** Once the interview is complete candidate gets selected based on information, test scores, communication skills, and performance. The final decision taken by the company is then forwarded by official mail from the organization along with the offer letter. Even when a candidate gets rejected, he/she should be informed about it properly through a mail.



The Internet has transformed recruitment for both employers and job seekers and has an increased impact on employment. It also helps the recruiters to reach to a large population.

The process of using technology, especially Web-based resources, for activities such as finding, hiring, evaluating, negotiating, and hiring new employees is known as online hiring. Selected information can be saved and displayed at any time. It is very simple and less time-consuming process. (D'Silva, C (2020))

Due to the rapid emerging technological trends, this study seeks to provide a picture of the future of the recruitment and selection process for business. The study also addresses various internal and external factors that add to those technological advances in the recruitment and selection process.

### **Research Objectives**

Recruitment is essential in every industry, whether it be online or in the traditional way. There are a lot of job-seekers who seem to be the duty of every second. Whenever a person applies for a new job, this study could be helpful to understand why they use the E-Recruitment method for applying for the job. (Singh, P. (2017))

The goal is to be explained by the rapid rise in E-Recruitment methods, especially during a pandemic.

To understand why job seekers, choose to use the online recruitment method instead of the traditional one- (D'Silva, C (2020))

- To make sure that the organizations can switch to E-recruitment or not.
- To review the candidate's level of satisfaction with the E-Recruitment process.
- To investigate whether E-Procurement and the information provided by the company are available to a candidate easily or not.
- To measure and understands the motivational level of the candidates in an online Interview.
- To discover what initiates Recruiters, go for E-recruitment.

### **Research Problem**

A study on the Impact of Technology on Recruitment and Selection Process that Transformed the Traditional Method of Recruitment and Selection and how it made the Recruiter's life easy.

## **Literature Review**

After an initial search on Google Scholar and filtering articles related to research papers and summaries, we have magazines, books, and conference papers published from various sources. The search process has provided the collection of articles, but not all of them are useful in reviewing. The selection process had to take place to refer to useful and relevant articles for review. Ideally, all E-recruitment documents needed to be included in the review. Alternatively, the papers included in the analysis were to be a representative sample of advanced thinking.

- Iza Gigauri, Assistant Professor, University of Georgian, Implications of COVID-19 for Human Resource Management, SSRG: International Journal of Economics and Management Studies, 2020, examines how HR managers are satisfied with workplace management during pandemic and with communication arrangements, and also analyses recruitment and selection process as well as training and personal development issues. Quantitative data analysis from Primary source of data collection through self-administered questionnaire distributed to Georgian HR Managers. To analyse the gathered data, descriptive statistics were applied through IBM SPSS and MS Excel.
- Celine D'Silva, Dept. of MBA, VIT, A Study on Increase In E-Recruitment and Selection Process, International Journal of Research in Engineering Science and Management Volume-3, Issue-8, August-2020, Effective E- recruitment and selection process increases the organizations competitive advantage through lower costs and increased efficiency and offers more benefits for both job seekers and recruiters. Survey has been done through questionnaire and online interview.
- Dr. A Devendran, K. Ananthasuresh, S. Elumalayan, Impact of Recruitment and Selection Process on Organizational Performance, International Journal of Psychosocial Rehabilitation ISSN:1475-7192, 2020, This helps to make decision in selecting the right candidates for the right job, the areas of problems and ways to improve the talent and selection process and to manage budget for recruitment and selection. Primary and Secondary method of data collections and Descriptive Research Design is used. The quality of new recruits depends upon an organization's recruitment practices, and that the relative effectiveness of the selection phase is inherently depends upon the calibre of candidates attached. The design was a descriptive study which used quantitative tools. The study was primary data collection through questionnaire. Secondary source of data collection has also been used. Data analysis through SPSS and Excel. Chi-Square method has been used to interpret the hypothesis.
- Pushpendra Singh, Dr. Garima Mathur, Dr. Monik a Jain, Mr. Albert Sahayaraj, Recruitment & Selection & its Impact on Organizational Productivity, International Journal of Core Engineering & Management Volume-4, Issue-2, ISSN No.-2348-9510, 2017, The management of organization can

increase its scope of requirement through advertisements and company can go for job fairs where people get to know about the openings. Data which is required for the study is collected from both the primary and secondary sources. Primary data was collected through survey method was by distributing questionnaire to employees.

- R Bharat Vajan, Adeyemi Omolade Sunday, Dumade Emmanuel Olaniyi, Adeyemi Omolade Sunday, Dumade Emmanuel Olaniyi, Fadare Oladunni Mary, The Influence of Recruitment and Selection on Organizational Performance, IJAAR-SSE, 2019, The focus of recruitment and selection is to match the capabilities of prospective candidates against the demands and rewards inherent in job.

### **Research Questions**

- Q1.- Are the candidates satisfied with the E-recruitment Process?
- Q2.- What is the satisfaction level of HR professionals and candidates towards E-recruitment and selection methods?
- Q3.- What are the online modes on which recruiters are more reliable for job posting?
- Q4.- Does online selection process meet all the requirements of recruiters?
- Q5.- What are the flaws of E-recruitment over traditional recruitment and selection method?

### **Research Methodology**

**Sample size-** The sample size for this study is 50 respondents. The study is coin out in terms of research and feedback from HR professionals of various organizations, who will ensure that the data they provide is more than enough and accurate. (Gigauri, Iza. (2020))

**Collection of data-** An online Survey questionnaire is using as a data collection tool. This study aims to identify the impact of technology on the recruitment and selection process.

The study combines the collection of both primary and secondary data for the research.

- Main data were collected using a structured and objective online survey questionnaire and feedback from the employees and HR professionals alike.
- Secondary data is collected through information obtained from journals, magazines, and online sources.

**Sample data-** A study sample has been the basis for the research of any subject that leads and guides through the process of data collection and analysis of the collected data. This study uses a descriptive research method. (Gigauri, Iza. (2020))



**Method-** Qualitative Research methods is applying to the data collected through online surveys. The pilot survey is on a random sample of 15 respondents, and it measures authority.

On collected responses from the employees, a convenience sampling method has chosen to perform Descriptive Analysis and Cross Tabulation through Chi-Square method. A wide range of instruments involves for assessing the impact of technology on the recruitment and selection process. First of all, it consists of topics relating to the other's erudition of employees and human resources professionals. Secondly, it includes the entire set of experiences and feedback for any methods and evaluates things based on 5 points. A rating graded on a scale of 1 will be used (strongly disagree) to 5 (strongly agree). For the data to interpret, we will use MS EXCEL as a tool. (Gigauri, Iza. (2020))

### **Research Hypothesis**

H01= There is no relation between preference for recruitment and selection and the features that attracts more towards the E-Recruitment process.

HA1= There is a relation between preference for recruitment and selection and the features that attracts more towards the E-Recruitment process.

H02= There is no relationship between mostly used recruitment sites and applying for job through job portals and social media handles.

HA2= There is a relationship between mostly used recruitment sites and applying for job through job portals and social media handles.

### **Findings and Analysis**

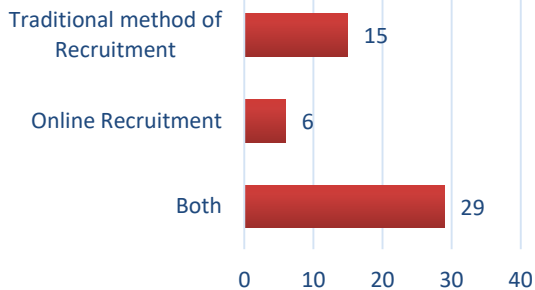
All the data collected for the research was analyzed by Graphical presentation and Cross-Tabulation Method and analysis results were gathered for further references.

Data has been collected through the candidates and recruiters on equal ratio to analyze the satisfaction level of both for understanding the impact of technology on recruitment and selection process.

**For recruiters-**

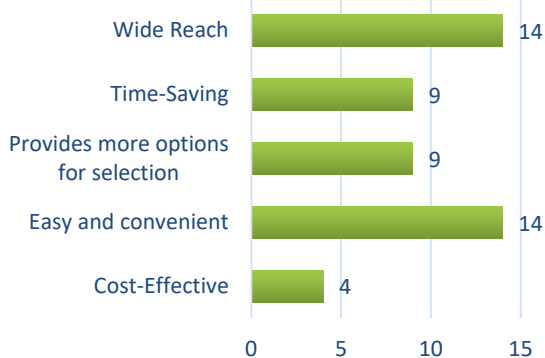


**Which Recruitment an selection method you prefer mostly?**



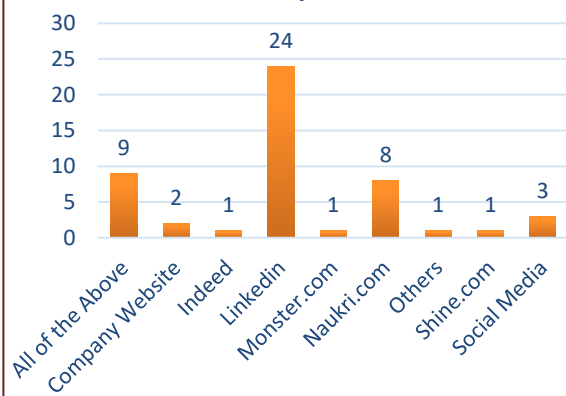
Recruiters generally prefer both Online and Traditional method for recruitment and selection process as it is helpful in better procurements of candidates. Recruiters prefer online method for initial selection process but for onboarding the candidates, recruiters mostly like to go for traditional method of case studies and interviews.

**Which features attracts you more towards the E-Recruitment process?**



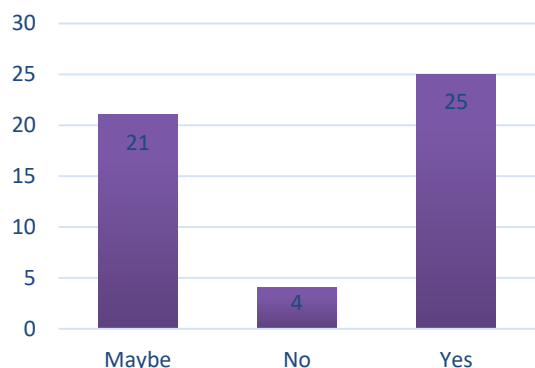
According to the survey, most of the respondents believes that E-Recruitment is an easy and convenient method as well as it is less time consuming, have wide reach to the job seekers and provides us more better options for selection as the candidate's application would be hug and it allows us to select the more eligible candidates.

**Which recruitment website you use Mostly?**



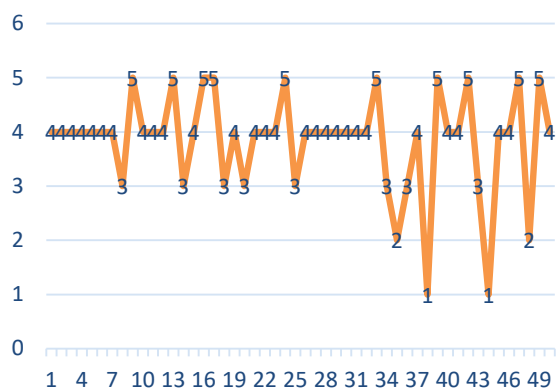
The most used and trusted website for job postings by the recruiters is LinkedIn but recruiters also make job postings on other job portals, company websites and social media handles also.

**Do you think that E-Recruitment is an effective way to gather quality resumes than the old traditional method of gathering?**



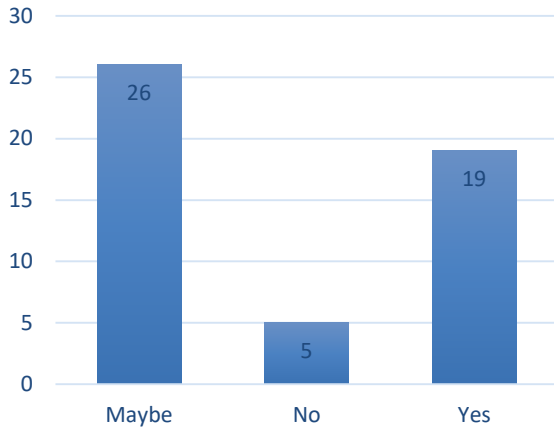
Most of the recruiters believe that E-Recruitment is the effective way of gathering quality resumes and also some believes that it could be better if we can use both E-Recruitment and traditional method for gathering resumes from the candidates.

**Rate how well HR finds good candidates from Online sources when Necessary?**



According to the survey conducted, majority of the HR Professionals believes that the good candidates can be found through the online job portals and E-Recruitment is an effective way of procuring candidates for job.

**Do you agree that E-Recruitment supports in bringing better qualified candidates in an organization?**



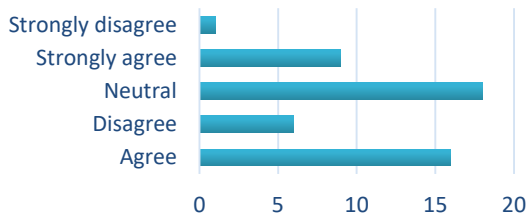
According to the survey conducted, majority of the HR Professionals believes that the good candidates can be found through the online job portals and E-Recruitment is an effective way of procuring candidates for job and also some believes that it could be better if we can use both E-Recruitment and traditional method for recruiting qualified candidates in the organization.

**Do you agree that applying through job portals and social networking sites is more accessible to the candidates?**



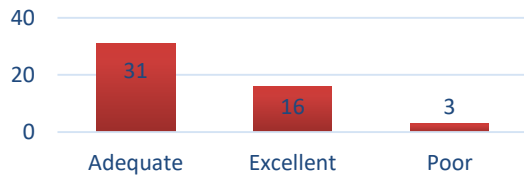
Majority of the HR Professionals believes that searching for job from online portals and social media handles are more accessible, easy and convenient for the candidates for seeking job and applying for it.

**Do you agree that in the competitive market E-Recruitment helps in recruiting qualified candidate?**



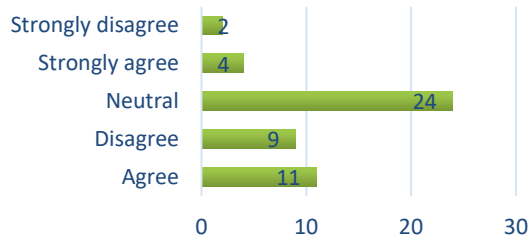
Majority of the recruiters believes that E-Recruitment helps in recruiting more qualified candidates as it has more wide reach and online applications are easy for sorting and it makes the selection process more improved and easier.

**Rate the effectiveness of the interviewing process and other selection instruments such as testing in Online Recruitment & selection process?**



The effectiveness of the interview process and the other selection instruments such as testing in E-recruitment & selection process is adequate but it could be better if it would be the combination of both online and traditional way of recruitment.

**Do you agree that qualified candidate recruited through E-Recruitment leads to the reduction in employee turnover?**



Majority of the recruiters are neutral on the issue that qualified candidates through E-Recruitment leads to reduction in employee's turnover as they believe that this is not the valid and appropriate reason for the increase or reduction in employee turnover.

**Q- To find out the relation between preference for recruitment and selection and the features that attracts more towards the E-Recruitment process using Cross-Tabulation Method.**

| Count of Which features attracts you more towards the E-Recruitment process? |                |                     |                                     |             |            |             |
|--|----------------|---------------------|-------------------------------------|-------------|------------|-------------|
|  | Cost-Effective | Easy and convenient | Provides more options for selection | Time-Saving | Wide Reach | Grand Total |
| Both   | 1              | 7                   | 5                                   | 5           | 11         | 29          |
| Online Recruitment   |                | 5                   |                                     | 1           |            | 6           |
| Traditional method of Recruitment  | 3              | 2                   | 4                                   | 3           | 3          | 15          |
| <b>Grand Total</b>   | <b>4</b>       | <b>14</b>           | <b>9</b>                            | <b>9</b>    | <b>14</b>  | <b>50</b>   |

| Chi-Square STATISTICS                        |                     | 16.6069148        |  |                         |            |
|--|---------------------|-------------------|--|-------------------------|------------|
| Preference of Recruitment & Selection Method |                     |                   | Features that attract more towards E-Recruitment Process |                         |            |
|  | Cost Effective      | Easy & Convenient | Provides more option for selection                       | Time Saving             | Wide Reach |
| Both   | 0.751034483         | 0.154482759       | 0.009272031  | 0.009272                | 1.0214778  |
| Online Recruitment                           | 0.48                | 6.560952381       | 1.08   | 0.0059259               | 1.68       |
| Traditional Method                           | 2.7                 | 1.152380952       | 0.625925926  | 0.0333333               | 0.3428571  |
| Degree of freedom                            | (Row-1)*( Column-1) |                   |  |                         |            |
| Degree of freedom                            | 8                   |                   |  |                         |            |
| Alpha  | 0.05                |                   |  |                         |            |
| From table , we get 15.51 as critical value. |                     |                   |  |                         |            |
|  |                     | 0.576314407       |  | 0.499326735             |            |
| Test Statistics > Critical Value             |                     | CRAMER'S V        |  | CONTINGENCY COEFFICIENT |            |
| Null Hypothesis will be rejected.            |                     |                   |  |                         |            |

## Interpretation-

So, there is a relation between preference for recruitment and selection and the features that attracts more towards the E-Recruitment process.

As, Contingency Coefficient is greater than 0.3 i.e. 0.499326735, so there is a moderate significance of correlation between preference for recruitment and selection and the features that attracts more towards the E-Recruitment process.

As, Cramer's V coefficient value ranges between 0-1 i.e. 0.576314407, so it is interpreted as a measure of the relative strength and a perfect association between preference for recruitment and selection and the features that attracts more towards the E-Recruitment process.

**Q- To find out the relationship between mostly used recruitment sites and applying for job through job portals and social media handles using Cross Tabulation Method.**

| Count of Which recruitment sites you use Mostly? | Agree     | Disagree | Neutral   | Strongly agree | Strongly disagree | Grand Total |
|--|-----------|----------|-----------|----------------|-------------------|-------------|
| All of the Above                                 | 4         |          | 4         |                | 1                 | 9           |
| Company Website                                  | 1         |          | 1         |                |                   | 2           |
| Indeed   |           |          | 1         |                |                   | 1           |
| Linkedin   | 10        | 1        | 5         | 7              | 1                 | 24          |
| Monster.com                                      |           |          |           | 1              |                   | 1           |
| Naukri.com                                       | 5         |          | 1         | 2              |                   | 8           |
| Others   |           | 1        |           |                |                   | 1           |
| Shine.com  |           | 1        |           |                |                   | 1           |
| Social Media                                     |           |          | 3         |                |                   | 3           |
| <b>Grand Total</b>                               | <b>20</b> | <b>3</b> | <b>15</b> | <b>10</b>      | <b>2</b>          | <b>50</b>   |

| Chi-Square STATISTICS                        |                     | 54.29398148 |            |                         |                   |
|--|---------------------|-------------|------------|-------------------------|-------------------|
| Recruitment Sites mostly used                | Strongly Agree      | Agree       | Neutral    | Disagree                | Strongly Disagree |
| Company Website                              | 0.4                 | 0.05        | 0.26666667 | 0.12                    | 0.08              |
| Indeed                                       | 0.2                 | 0.4         | 1.63333333 | 0.06                    | 0.04              |
| LinkedIn                                     | 1.00833             | 0.01667     | 0.67222222 | 0.13444444              | 0.00166667        |
| Monster.com                                  | 3.2                 | 0.4         | 0.3        | 0.06                    | 0.04              |
| Naukri.com                                   | 0.1                 | 1.0125      | 0.81666667 | 0.48                    | 0.32              |
| Shine.com                                    | 0.2                 | 0.4         | 0.3        | 14.72666667             | 0.04              |
| Social Media                                 | 0.6                 | 1.2         | 4.9        | 0.18                    | 0.12              |
| Others                                       | 0.2                 | 0.4         | 0.3        | 14.72666667             | 0.04              |
| All Of The Above                             | 1.8                 | 0.04444     | 0.62592593 | 0.54                    | 1.13777778        |
| Degree of freedom                            | (Row-1)*( Column-1) |             |            |                         |                   |
| Degree of freedom                            | 32                  |             |            |                         |                   |
| Alpha  | 0.05                |             |            |                         |                   |
| From table , we get 43.77 as critical value. |                     |             |            |                         |                   |
| Test Statistics > Critical Value             |                     | 1.04205548  |            | 0.721516424             |                   |
| Null Hypothesis will be rejected.            |                     | CRAMER'S V  |            | CONTINGENCY COEFFICIENT |                   |

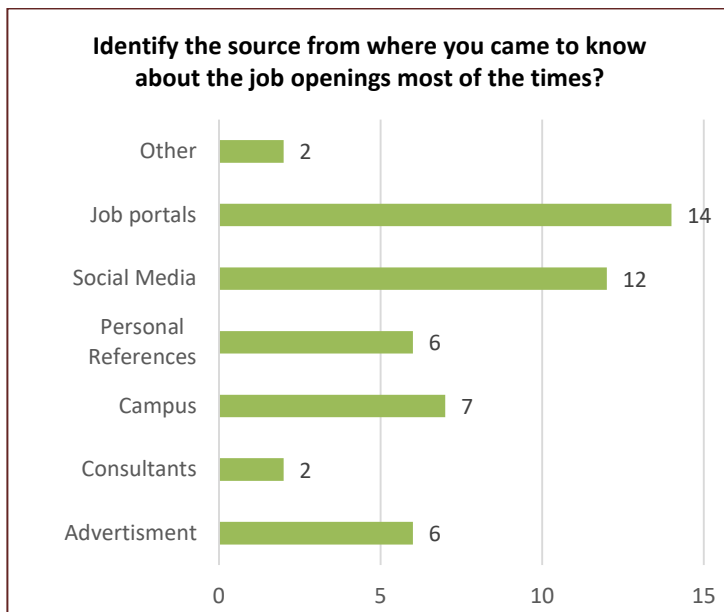
### Interpretation-

So, there is a relationship between mostly used recruitment sites and applying for job through job portals and social media handles.

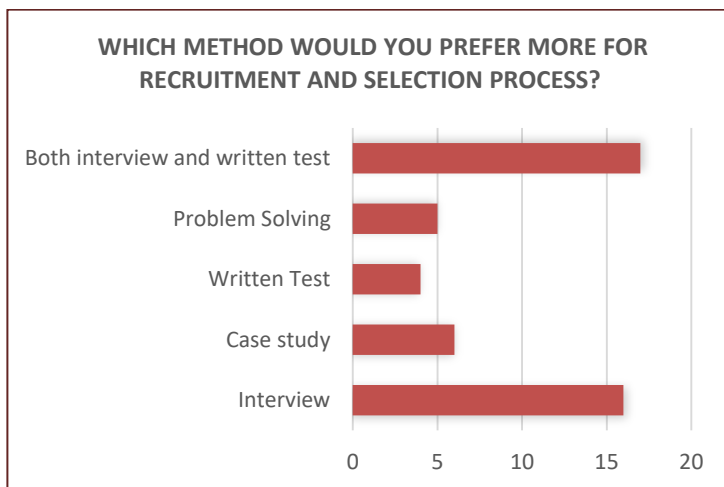
As, Contingency Coefficient is greater than 0.7 i.e. 0.721516424, so there is a very strong significance of correlation between mostly used recruitment sites and applying for job through job portals and social media handles.

As, Cramer's V coefficient value does not range between 0-1 and it exceeds 1 i.e. 1.04205548, so it is interpreted as it reaches 1.0 only when the variables have equal marginals such as in case of mostly used recruitment sites and applying for job through job portals and social media handles.

### For candidates-



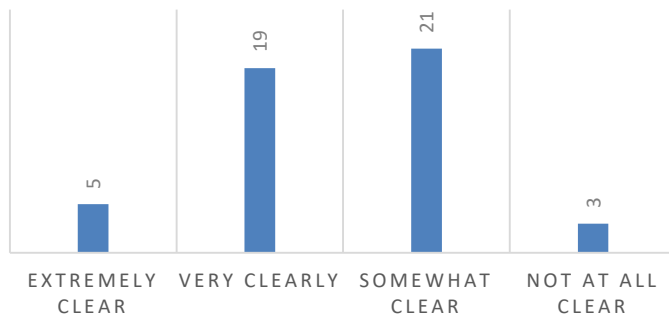
Basically, maximum candidates they mostly come to know about the job openings through various Social media handles and Job portals. Advertisement and campus recruitment also play an important role in the onboarding process of recruitment.



According to the survey, most of the respondents prefer interview and written test for recruitment and selection process as they might feel it more comfortable and easier to attempt and also it is the worst widely used method, so candidates are more acquainted with it.

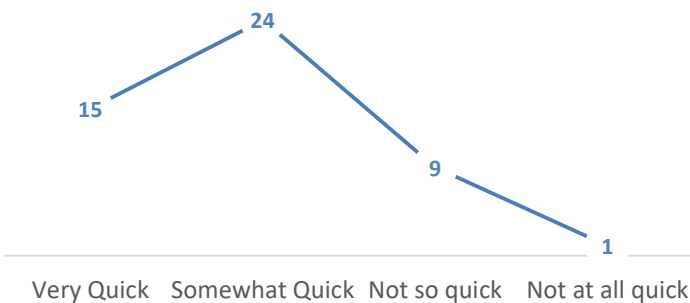


### HOW CLEARLY THE DETAILS OF JOB IS DESCRIBED ON ONLINE JOB POSTINGS?



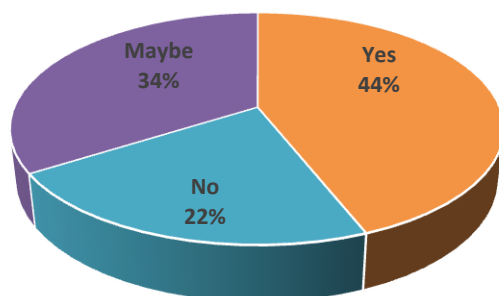
Majority of the respondents believe that the details of job is clearly defined and described on online job posting and candidates finds it easy and comfortable to apply for jobs through online portals.

### HOW QUICKLY DID THE RECRUITER RESPONDS TO YOUR APPLICATION APPLIED ONLINE FOR JOB VACANCY?



In this survey of E-recruitment process, the candidates feel that the recruiter responds to their application applied on online for job vacancy is quick and the candidates are satisfied with their experience in applying for job through online recruitment & selection method.

### Are satisfied with the online recruitment and selection process?



According to the survey, most of the candidates are satisfied with the online recruitment and selection process. They find it more effective as compared to traditional method of recruitment & selection.



According to the survey conducted, majority of the candidate are satisfied with their experience in online recruitment and selection process. They are happy with the usage of technology and online medium to apply for job openings through portals and websites. Online recruitment and selection method made their life easier and comfortable.

**Q- To find out the relationship between sources informing about job openings and satisfaction with online recruitment and selection process using Cross-Tabulation Method.**

| Count of Identify the source from where you came to know about the job openings most of the times? |          |           |           |             |
|--|----------|-----------|-----------|-------------|
|  | Maybe    | No        | Yes       | Grand Total |
| Advertisement  |          | 2         | 5         | 7           |
| Campus   |          | 3         | 4         | 7           |
| Consultants  |          |           | 2         | 2           |
| Job portals  |          | 1         | 13        | 14          |
| Others   | 1        |           | 1         | 2           |
| Personal References  |          | 3         | 3         | 6           |
| social media   |          | 1         |           | 1           |
| Social Media   | 1        | 1         | 9         | 11          |
| <b>Grand Total</b>   | <b>2</b> | <b>11</b> | <b>37</b> | <b>50</b>   |

H03= There is no relationship between sources informing about job openings and satisfaction with online recruitment and selection process.

HA3= There is a relationship between sources informing about job openings and satisfaction with online recruitment and selection process.

|   |                     |            |                         |
|---|---------------------|------------|-------------------------|
| Chi-Square Statistics                               |                     |            | 20.43772669             |
|   | Maybe               | No         | Yes                     |
| Advertisement                                       | 0.28                | 0.137403   | 0.006255                |
| Campus  | 0.28                | 1.384156   | 0.268803                |
| Consultants   | 0.08                | 0.44       | 0.182703                |
| Job Portals   | 0.56                | 1.404675   | 0.672741                |
| Others  | 10.58               | 0.44       | 0.155676                |
| Personal References                                 | 0.24                | 2.138182   | 0.467027                |
| Social Media  | 0.56333             | 0.155152   | 0.001622                |
| Degree of freedom                                   | (Row-1)*( Column-1) |            |                         |
| Degree of freedom                                   | 12                  |            |                         |
| Alpha   | 0.05                |            |                         |
| From table , we get <b>21.03</b> as critical value. |                     |            |                         |
|   |                     | 0.639339   | 0.538658637             |
| Test Statistics < Critical Value                    |                     | CRAMER'S V | CONTINGENCY COEFFICIENT |
| Null Hypothesis will be accepted.                   |                     |            |                         |

$$Cramer's V = \sqrt{\frac{\chi^2}{n \cdot \min(r-1, c-1)}}$$

$$C = \sqrt{\frac{\chi^2}{\chi^2 + n}}$$

### Interpretation-

So, there is a relationship between sources informing about job openings and satisfaction with online recruitment and selection process.

As, Contingency Coefficient is greater than 0.3 i.e. 0.538658637, so there is a moderate significance of correlation between sources informing about job openings and satisfaction with online recruitment and selection process.

As, Cramer's V coefficient value ranges between 0-1 i.e. 0.639339, so it is interpreted as a measure of the relative strength and a perfect association between sources informing about job openings and satisfaction with online recruitment and selection process.

### Results

Research has shown that the Impact of Technology on Recruitment and Selection depends on few approaches- (RoyChowdhury, T.& Srimannarayana, M. (2013))

**User-Friendliness Approach-** The online method is an easy way to complete the application process for any position in the company. The online application method has detailed instructions and, there is no uncertainty about the steps to follow. Online selection procedures are much simpler than traditional hiring methods because they give more flexibility in time and place. The online templates provided on the website for all forms of employer contact (responding to a request, ask for more information, etc.) are very helpful to applicants.

**Fairness Perception Approach-** Online method is an effective way to identify qualified people for the jobs. Everyone gets an equal chance to apply for the job and, the reach is broad. The online method of recruitment and selection is easy and convenient for all. Both recruiters and candidates are satisfied with their experience in the E-Recruitment process.

**Observed Ability Approach-** The online method can cause fewer delays during the processing of applications than the traditional hiring process. Candidates can view the status of their application at any time and edit/update their profiles as needed is a primary advantage of the online recruitment and selection method.

Perhaps it is too early to reach inferences about the future advances of online employment and changes related to the procurement process. Although the current situation of Covid 19 has a significant impact on all industries. Every organization has used online recruitment techniques to find the perfect candidates. Also, there has an increase in the number of unqualified candidates who apply, and evaluating their applications became more time-consuming. (RoyChowdhury, T., & Srimannarayana, M. (2013))

### **Limitations of The Study**

- Proper data collection for staff becomes more difficult due to time and communication issues. (Singh, P. (2017))
- The busy staff system also worked to a certain extent. (Singh, P. (2017))
- There is an opportunity for bias in the information provided by respondents.
- The study was based on a sample which is why the results were not completely accurate.

### **Suggestions for Improvement**

- To provide the results with immediate effect, so candidates will not have to waste time waiting for results.
- Recruitment should be transparent and quick.
- Description of job should be clearer.
- While recruiting employees in online mode, maintain the same legacy as you maintain in traditional mode.

## **Conclusion**

Every organization's recruiting process is important because it is an area where employees can make a strategic commitment and make a difference in the workplace. Because to technological advancements, this procedure has now mostly become digital. It also aids employees in recognizing outstanding performance, retaining good grades, and attracting new employees. The purpose of the E-recruitment system is to make communication between employers and applicants easier. (Sołek-Borowska, Celina & Wilczewska, Maja. (2018)). The need for digital technology is rising at an unprecedented rate in our lives. Working from home has become an easy answer to the challenge of keeping track of things. Due to technology advancements, the times have changed at a quick rate thus far. The pandemic has shown the relevance of technology that can assist companies and people in their daily lives to the degree that such assistance is possible. (Gigauri, Iza.(2020))

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