

THE STUDY OF VIRTUAL RECRUITMENT: THE NEW NORMAL

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ABSTRACT:

When a pandemic like COVID-19 hits the world, the already tricky process of finding the competent candidate for the right job becomes even trickier. The pandemic is responsible for creating more confusion in an already confusing world. But due to this pandemic and economic recession, the number of available jobs is limited. To fill job vacancies, it is important for recruiters to establish a mechanism of online recruitment that can replace the traditional method of Recruitment. Carried out two surveys via google forms and analysed the collected data by using the Descriptive Research design and the Simple random sampling method. The results of the survey helped in determining that e-recruitment is an effective method of hiring the potential employees possessing the necessary skills required for the job profile. This research was also beneficial in determining the challenges, advantages and difficulties in the Virtual recruitment process.

INTRODUCTION:

This pandemic has affected some industries much more than other. The economy has fallen into a recession and it has a huge impact on how companies recruit potential talent. This pandemic has heavily impacted the Recruitment industry as job interviews cannot be carried out in a face to face manner, the layoff of employees has increased and the Onboarding of new employees in the Organization has to be carried out remotely. Recruiters opt for virtual recruitment as one of the probable solutions in such a time of crisis. E-Recruitment is a core function of Human Resource Management. To increase the efficiency of hiring, it is recommended that the HR team of an organization must follow the five best practices. The five major practices in Recruitment are as follows-

- Recruitment planning
- Strategic Development
- Searching
- Screening
- Evaluation and control

Recruitment can be categorized mainly into 2 major categories: External sources and Internal Sources. An effective recruitment process-

- Reduces the rate of Employee Attrition.
- To maintain employee relations, it helps in building a good workplace culture.
- The Organization is happier with more productive employees.
- It helps in the overall growth of the Organization.

Some Trends in Recruitment include:

- ❖ Go mobile.
- ❖ Recruitment Marketing
- ❖ Gamification and also Virtual reality.

Some fundamentals of Recruitment include:

❖ **Recruitment Process Outsourcing (RPO):**

Recruitment Process Outsourcing is a third-party company that helps their client companies to provide a holistic recruitment solution. To fulfil a client's recruitment requirements, an RPO helps in providing the necessary staff, methodology, and technology needed.

❖ **Poaching:**

Employee poaching, also known as job poaching, talent poaching, or employee raiding is when a company hires an employee from a competing company. Like, poaching is common in the IT industry because employers need workers with high-demand technical skills.

❖ **E-recruitment:**

E-Recruitment is also called as the online Recruitment. Using Technology, mainly the Web-based sources that help in sourcing, attracting and screening candidates' resumes.

❖ **E-recruitment-**

- ❖ E-Recruitment is also called as the online Recruitment. Using Technology, mainly the Web-based sources that help in sourcing, attracting, and screening candidates' resumes.
- ❖ To reach talented and potential job-seekers at a low cost, companies have started using various job portals and Online Recruitment platforms.
- ❖ The companies that are in the process of Recruiting and Hiring of employees make sure that their official website is updated and their current job vacancy is mentioned.
- ❖ The company's official website is extremely essential for attracting prospective employees through the process of E-Recruitment.

Advantages of E-Recruitment:

- Low cost per candidate, as compared to the physical recruitment process.
- Wide geographical coverage, i.e. the candidates can be hired from any part of the world.

- Beneficial for both the employer and the job seeker, the corporations can find the prospective candidates through their CVs attached to the world wide web, and similarly, the candidates can actively keep searching for their desired employer while looking for their desired jobs.
- Less time required in hiring the potential candidate for the firm.
- Right people for the right job can be easily found through E-Recruitment, by matching the candidate's CVs with the job profile.
- The recruitment process becomes more efficient and easier to record details of the applicant.

OBJECTIVES-

- a) To study the Virtual process of Recruitment at a renowned Recruitment Process Outsourcing agency.
- b) To study the Challenges, advantages, difficulties, and outcomes of Virtual Recruitment.
- c) To understand the Effectiveness of E-recruitment in the current pandemic situation.

PURPOSE-

Recruitment process Outsourcing agencies use e-recruitment methods mainly for recruiting candidates for their client companies, especially during this current pandemic situation.

SECTOR PROFILE-

The three-sector model in economics mainly includes extraction of raw materials (primary), production (secondary), and services provided (tertiary). In highly developed countries with a high income, the tertiary sector dominates the entire output of the economy. The tertiary industry is that the segment of the economy that gives services to its consumers, including a good range of companies like financial institutions, schools, and restaurants. It is also referred to as the tertiary sector or service industry/sector. The tertiary sector is mainly responsible for providing employment opportunities and is solely focused on providing services. Examples of tertiary industries may include:

- Hospitality industry/tourism
- Mass media
- Healthcare/hospitals
- Public health
- Information technology
- Consulting
- Education
- Financial services
- Professional services

The service sector cares about the intangible aspect of offering services to consumers and businesses. It involves the retail of manufactured goods. It also provides services, like insurance and banking.

LITERATURE REVIEW-

- ❖ *Anna B Holm* has proposed a study on '*E-recruitment: Towards a Ubiquitous Recruitment Process and Candidate Relationship Management*'. This research paper mainly deals with the impact of e-recruitment on recruitment as a whole. Three major case studies were taken into consideration for three large organizations in Denmark in 2008-2010. E-Recruitment is an effective method of hiring that is both time and space independent in nature. Also, an updated career website is an integral part of E-Recruitment. The different stages of Recruitment can be carried out and documented in an effectively and sequentially. Also maintaining an updated corporate career website is an integral part of the virtual recruitment process.
- ❖ *Yioula Melanthiou* has proposed a study on '*The Use of Social Network Sites as an E-Recruitment Tool*'. This research paper mainly focuses on an initial exploratory investigation of e-recruiting mainly carried out through Social media platforms. The major objective of this article is to find out the organizations which use social media as a platform to screen potential and competent candidates. This research paper mainly focuses on three major objectives:
 - a) Use of Social media as a platform to attract and screen competent applicants.
 - b) Legal implications of E-recruitment and social network screening.
 - c) Use of e-Recruitment as a major hiring strategy.

Developing a well-structured system and the use of information of competent candidates in the right manner to hire talented candidates who possess the most suitable skillsets and competencies.

- ❖ *Dr. Bhupendra Singh Hada* and *Swati Gairola* have proposed '*Opportunities & Challenges of E-Recruitment*'. This research paper mainly helped in understanding the concept of E-Recruitment, challenges, scope and benefits of E-Recruitment. The fundamentals of E-Recruitment include Poaching, Social networking, online testing an Employer's website. Advantages of E-Recruitment include: Time-saving and cost-saving, helps in searching for candidates faster using search words easily, advertising benefits. Some of the challenges of E-Recruitment include: Not suitable for all types of jobs, impersonal, privacy issues.
- ❖ *Ashutosh Kar* and *Siddhartha Bhattacharya* have proposed '*E-Recruitment and Customer Satisfaction: An Empirical Study in and Around Kolkata*'. This research paper mainly deals with businesses and organizations that deal with the use of the internet to provide services. It could be in the form of providing information, or facilitating transactions, or attending to the basic customer service function. Starting from sourcing of input material to selling it to the target customers, along with post-purchase service, total supply chain management is being done with help of a computer system via the Internet. Virtual recruitment or online recruitment is one such service. The research paper is basically a summary of how employees are considered as assets of the company. Mr. Narayan Murthy had stated that his company's assets walk out of the door every evening. With the emphasis on Human Resources, is very necessary to have a systematic and quality Recruitment solution process that helps in hiring candidates that fit the right parameters, are competent and talented, and possess the essential skills required for the vacant job position. Also, it is equally essential to pay employees highly competitive salary packages or there could be high chances of

Raiding where another company of the same industry may offer a much better salary package that would lead the employee to work for our competitors and it could be a major loss to the Organization.

- ❖ *Prof. Priya Unadkat* has proposed '*Need of E-Recruitment strategies in emerging scenario*'. This research paper deals with effective E-Recruitment essential for hiring competent candidates. Data was collected by the combination of both primary and secondary data. It includes major kinds of E-Recruitment, advantages, findings of E-Recruitment, and also determining the future and scope of E-Recruitment. Some of the fundamentals of Recruitment are as follows: outsourcing, E-Recruitment, and Raiding.
- ❖ *Avinash S. Kapse, Vishal S. Patil, Nikhil V. Patil* have proposed a research paper on '*E-Recruitment*'. This Research paper includes study of E-recruitment used to attract, and source candidates and aid the recruitment process. Distinguishing factors between Tradition Recruitment and E-Recruitment process, process, advantages and disadvantages, sources and factors affecting recruitment. Job Portals are extremely popular and largely used tools by companies and recruitment teams also to facilitate the smooth functioning of the recruitment process in the competitive world. Job Portals are a platform that helps employers meet their prospective employees.

RESEARCH METHODOLOGY-

- **Statement of Problem:**

This study was intended to understand the Virtual Recruitment process at a renowned Recruitment Process Outsourcing (RPO) agency. Also, tried to understand the challenges, advantages, disadvantages, and outcomes of the Virtual Recruitment process. This research was intended to understand the Effectiveness of E-Recruitment in the current pandemic situation.

- **Research design:**

Type of research: Quantitative research

This research is a quantitative research method as it helps us in providing statistical data obtained from HR professionals and HR interns regarding various challenges, advantages, disadvantages, and outcomes of the Virtual Recruitment process. This quantitative data has helped in understanding the effectiveness of the E-Recruitment process.

Type of research design: Descriptive Research design.

Here the Research Design is the Descriptive method. The Descriptive Method describes the characteristics of the population or phenomenon studied. Descriptive Research Design includes Observational studies, developmental design, and research surveys. The Descriptive Research method can be carried out by collecting data with the help of Surveys as well.

- **Population/Universe:**

The data has been collected by carrying out two surveys:

- a) HR interns interning in the RPO (age group of 20-25 years)
 - b) HR professionals working in the RPO (age group of 28-40 years).
- **Sampling Technique:** The sampling technique that has been used for the research is Simple Random Sampling technique. The Simple random sampling is a sampling technique where every item present in the population has an equal and even chance of being selected in the sample. In this sampling technique, the selection of items is entirely dependent on luck or probability, and thus this sampling technique is also known as a method of chances.
 - **Sampling Unit:** The sampling unit in this research includes two categories of individuals:
 - a) HR interns interning at the RPO agency.
 - b) HR professionals working at the RPO agency.
 - **Sampling size:**

Two surveys- The total sampling size taken for the collection of data is 51 where: 20 Human Resource Professionals and 31 Human Resource interns interning at the renowned RPO were selected for the two surveys.

- **Age group:**

The data collected for the research paper includes:

1. HR interns interning in the RPO agency (age group of 20-25 years)
2. HR professionals working in the RPO agency (age group of 28-40 years).

- **Data collection**

Data was collected by using a combination of Primary and Secondary data.

Primary data:

The Primary data was collected by carrying out two surveys via Google forms: one among Human Resource professionals working at the RPO and the other, among Human Resource interns interning at the RPO. The Survey acts as an essential tool for obtaining Primary data. Surveys are a popular market research tool to collect feedback from respondents that helps us in obtaining a much wider perspective regarding the concept among the population studied.

Secondary data:

Secondary data is the data available on research papers, magazines, newspapers, etc. Secondary data for the research was acquired from research papers published in journals.

ANALYSIS AND INTERPRETATION:

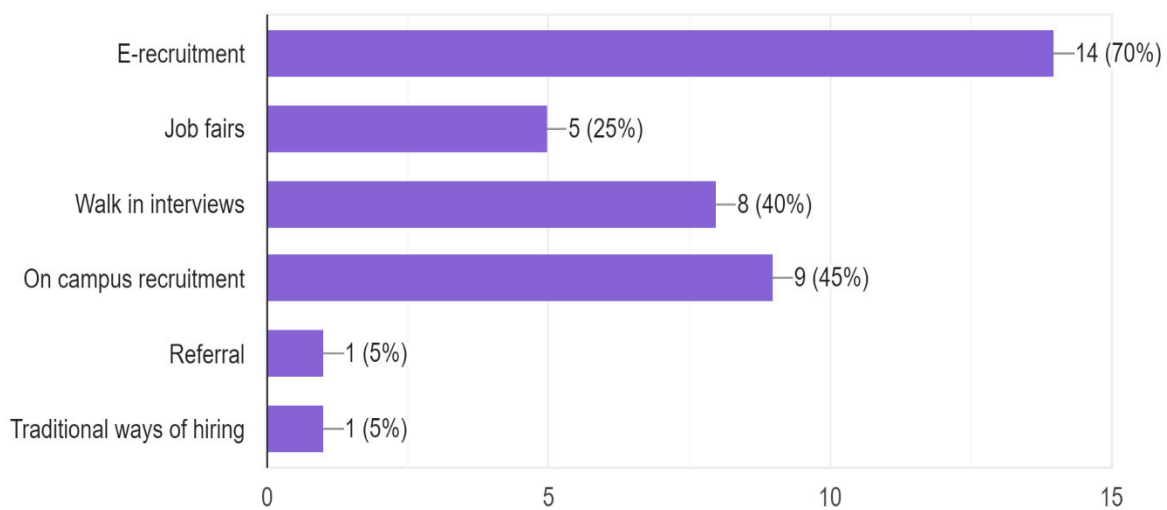
SURVEY NO.1

- These are some of the major observations noted after surveying HR Professionals at the renowned Recruitment Process Outsourcing agency:

1.) Which method of Recruitment helps in generating a competent pool of candidates?

Which method of recruitment helps in generating a competent pool of candidates?

20 responses



Interpretation:

- ❖ **E-Recruitment** is the most effective method of generating a competent pool of candidates (70%)

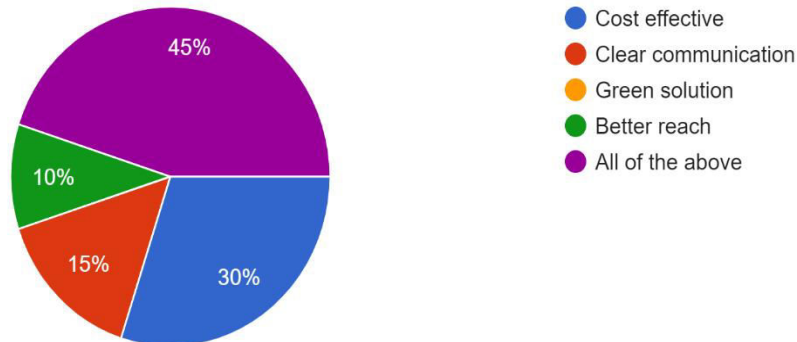
and also **referrals** are the least effective method of generating a competent pool of candidates

(5%). More than a single option could be chosen as the answer to the question.

2.) Which are the major benefits of E-Recruitment, according to HR Professionals?

According to you, which is/are the major benefits of E-recruitment

20 responses



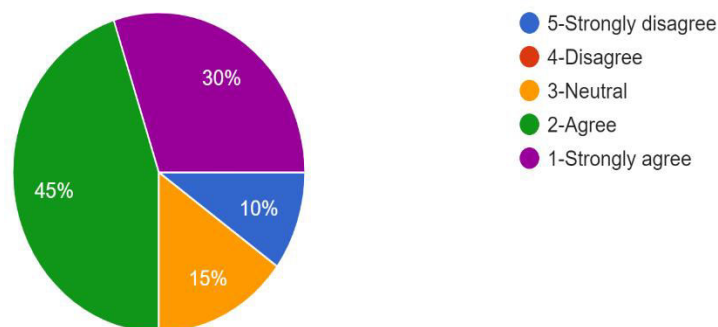
Interpretation:

- ❖ 9 respondents out of 20 respondents (45%) believe that major benefits of E-Recruitment mainly include all of the following: Cost-effectiveness, clear communication, green solution and it helps in creating a better reach among interested applicants. 6 respondents out of 20 respondents (30%) believe that the major benefit of E-Recruitment is cost-effectiveness, 3 respondents out of 20 respondents (15%) believe that clear communication is a major benefit. 2 out the 20 respondents (10%) believe that better reach is the major benefit of E-Recruitment.
- ❑ More than a single option could be chosen as the answer to the question.

3.) Do you agree that Virtual Recruitment is beneficial in the pandemic situation?

Do you agree that virtual recruitment is beneficial in the pandemic situation?

20 responses



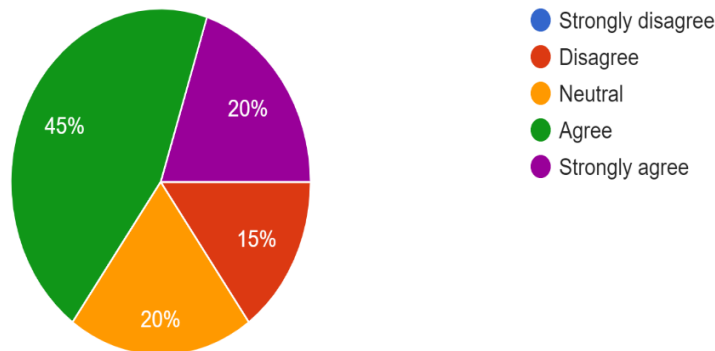
Interpretation:

❖ 9 respondents out of the 20 respondents (45%) who were surveyed agree that the virtual Recruitment process is beneficial in the current pandemic situation. 6 respondents out of the 20 respondents (30%) Strongly agree with the usefulness of Virtual Recruitment in the current pandemic situation. 3 respondents out of the 20 respondents (15%) have a neutral opinion whereas 2 respondents out of the 20 respondents (10%) strongly disagree with the same.

4.) Do you agree that E-recruitment reduces the recruitment and selection cost and increases the pool of resumes?

Do you agree that E- recruitment reduces the recruitment and selection cost and increases the pool of resumes?

20 responses



Interpretation:

❖ 9 respondents out of the 20 respondents (45%) who were surveyed agree that the virtual Recruitment process reduces the recruitment and Selection cost and does increase the pool of resumes. 4 respondents out of the 20 respondents (20%) Strongly agree that Virtual Recruitment process reduces the recruitment and Selection cost and does increase the pool of resumes. 4 respondents out of the 20 respondents (20%) have a neutral opinion whereas 3 respondents out of the 20 respondents (15%) strongly disagree to the same.

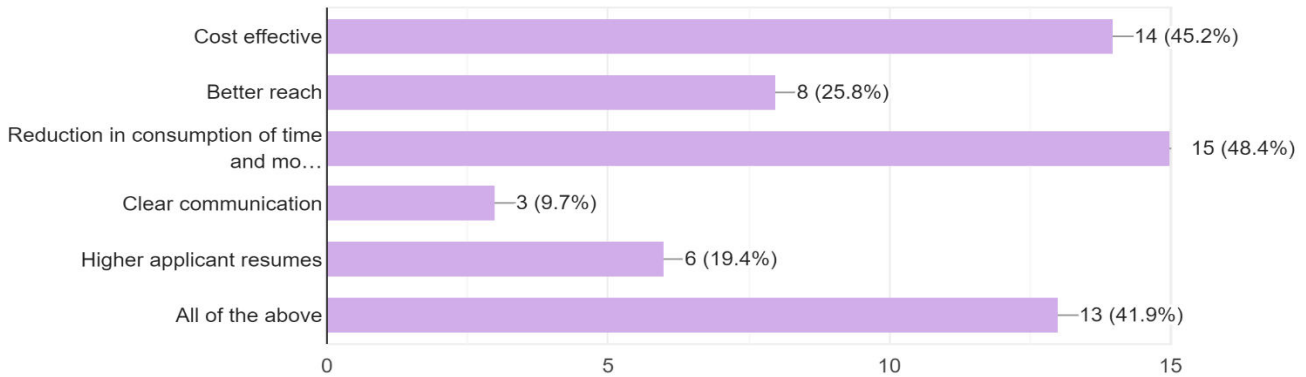
❑ SURVEY NO.2

▪ These are some of the major observations noted after surveying HR Interns at the renowned Recruitment Process Outsourcing agency:

1.) According to the interns, which are the major benefits of E-recruitment?

According to you, which are the major benefits of e-recruitment?

31 responses



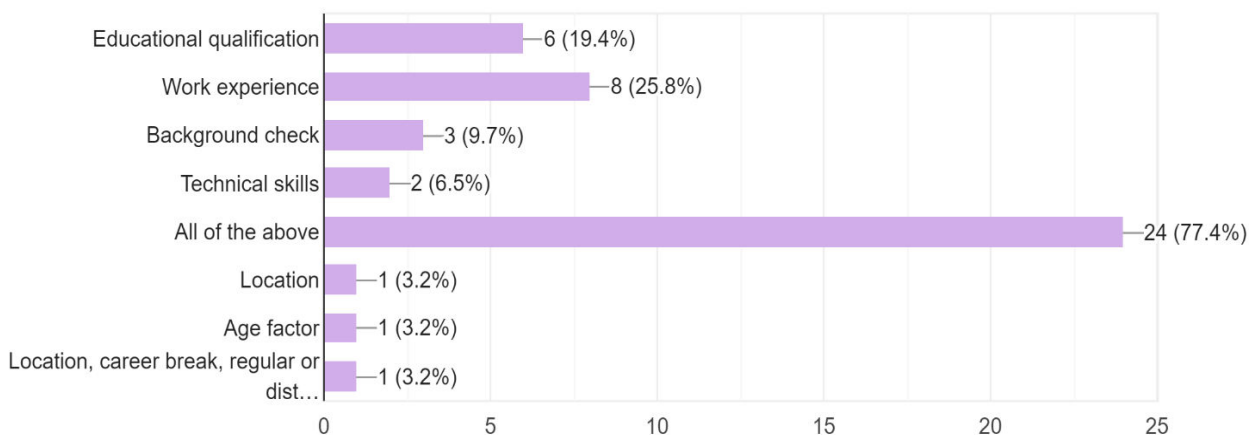
Interpretation:

- ❖ Some of the major benefits of Virtual Recruitment observed after the survey include- Reduction in consumption of time and money (48.4%) and Cost-effectiveness (45.2%). Also, clear communication, better reach and availability of higher applicant resumes. More than a single option could be chosen as the answer to the question.

2.) In order to carry out an effective E-Recruitment process, what are the parameters taken into consideration while recruiting candidates?

Which are the parameters you were told to take into consideration while recruiting candidates?

31 responses



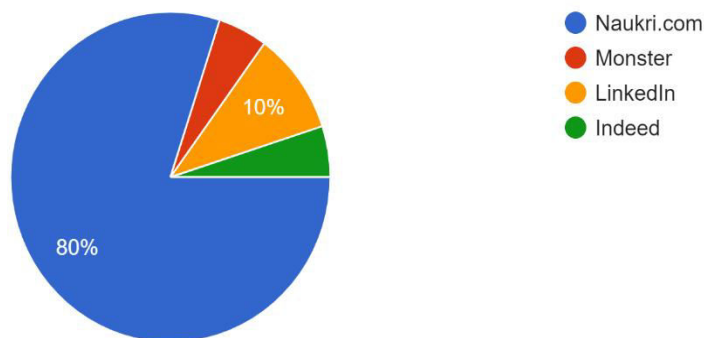
Interpretation:

- ❖ All of these are the important parameters taken into consideration while recruiting candidates mainly include:
 - a) Educational qualification.
 - b) Work experience
 - c) Background check
 - d) Technical skills.
 - e) Age factor.
 - f) Location/Career break.
- ☐ More than a single option could be chosen as the answer to the question.
- Some other discussions about e-recruitment while surveying HR Professionals include:

1.) Which job portals do HR recruiters use commonly?

Which job portals do you use mostly?

20 responses



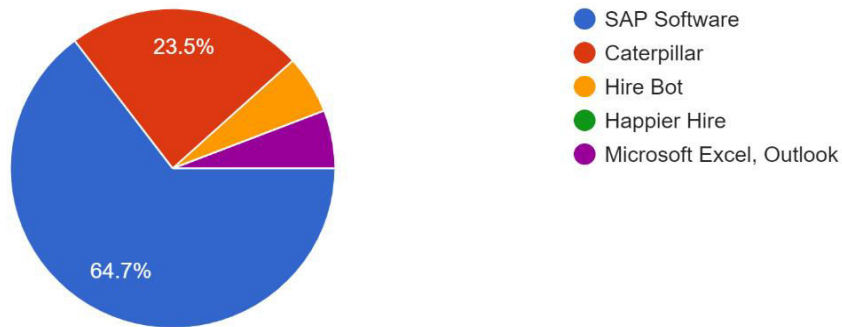
Interpretation:

- ❖ 16 out of 20 respondents (80%) prefer the use of Naukri portal to LinkedIn, Indeed and Monster. 2 out of 20 respondents (10%) use LinkedIn for searching applicants for job positions. While 1 out of the 20 respondents (5%) each use Indeed and Monster for searching applicants for job positions.

2.) Most commonly used Software in Recruiting agency?

Which is the most commonly used software in Recruiting agency?

17 responses



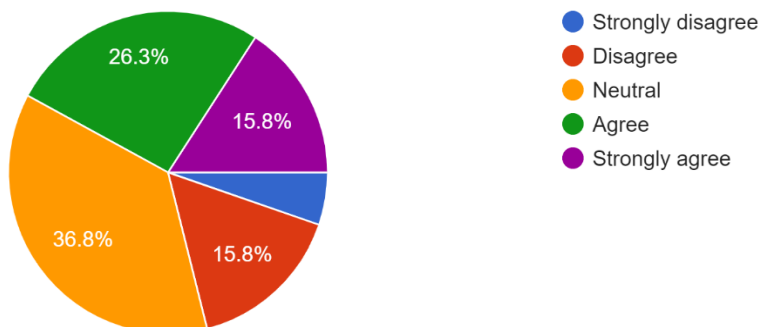
Interpretation:

- ❖ Recruiting Agency commonly uses SAP Software (64.7%) as compared to various software like Caterpillar, Hire Bot, Happier Hire, or Microsoft Excel or Outlook. Hire Bot is the least used HR software (5.9%).

3.) Do Organizations necessarily require a third-party agency to check references of employees?

According to you, do organisations necessarily require a third party agency to check references of employees?

19 responses



Interpretation:

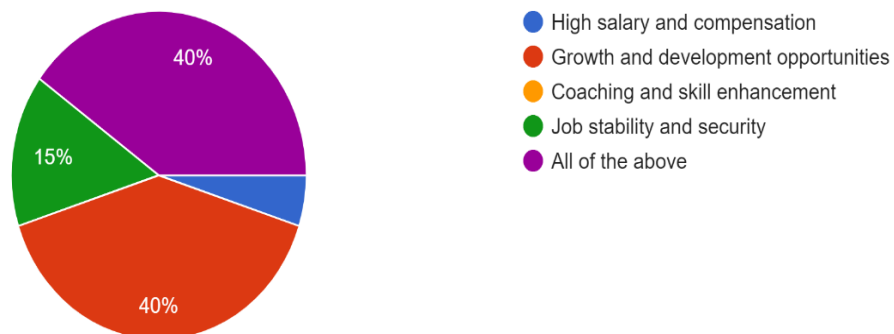
- ❖ About 15.8% of the total population of HR professionals, who were surveyed strongly agree that Organizations necessarily require a third-party agency must be hired for a background check of

employees, whereas 5.3% of the total population of HR professionals who were surveyed strongly disagree with the same. Around 36.8% of the total population of HR professionals have a neutral opinion on the same.

4.) What do the employees/new hires expect from the Organization?

According to you, what do the employees/new hires expect from their current organisation?

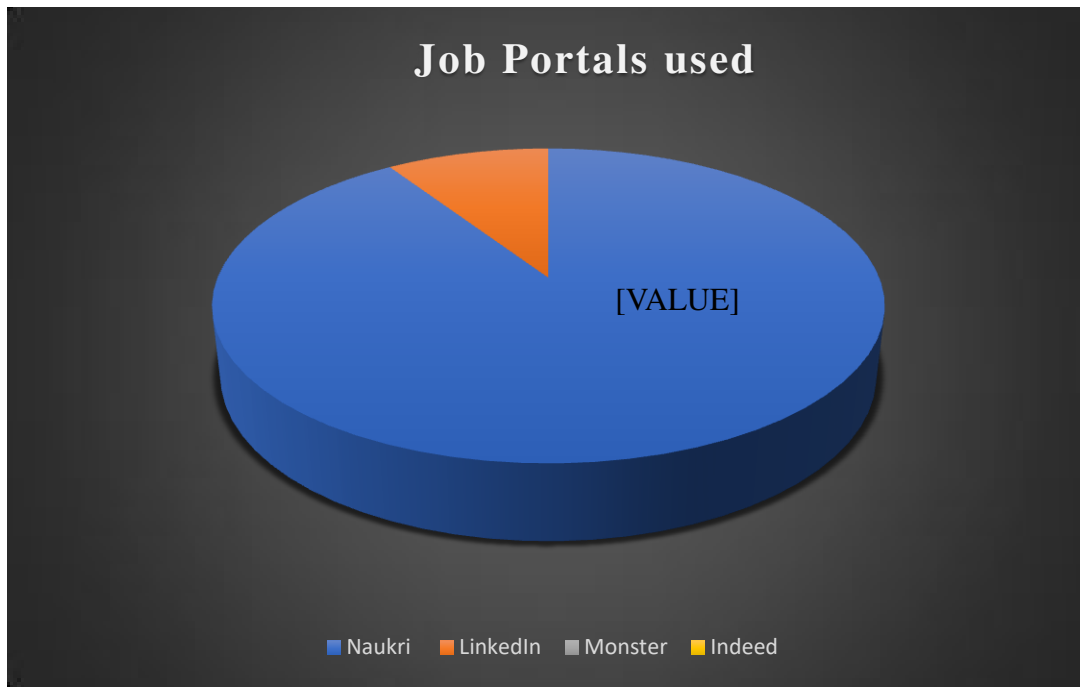
20 responses



Interpretation:

- ❖ 8 respondents out of the 20 respondents (40%) who were surveyed believe that employees/new hires expect all the following parameters from their current Organization:
 - a. High Salary and compensation
 - b. Growth and development opportunities.
 - c. Coaching and Skill enhancement.
 - d. Job stability and security.
- ❖ 8 respondents out of the 20 respondents (40%) believe that employees/new hires majorly expect Growth and Development opportunities from their current Organization. 3 respondents out of the 20 respondents (15%) majorly expect Job stability and job security, whereas 1 respondent out of the 20 respondents (5%) majorly expect a High Salary and compensation from their current Organization. More than a single option could be chosen as the answer to the question.
 - Some other discussions about e-recruitment when surveying HR interns include:

1.) While interning at the RPO, which were the job portals that were used for sourcing and recruiting candidates?



Interpretation:

- ❖ 28 respondents out of the 31 respondents (90.7%) used the Naukri portal to source and recruit candidates for the RPO’s client company. 3 respondents out of the 31 respondents (9.3%) majorly used LinkedIn to source and recruit candidates for the same.

2.) What are the major challenges faced while the HR interns worked at the RPO?

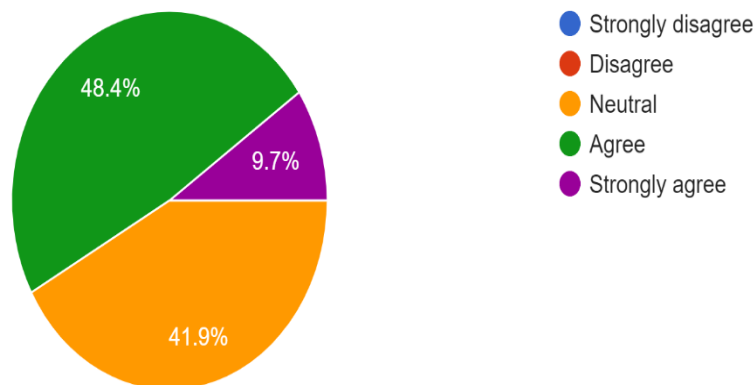
Challenges faced	Percentage	Number of respondents
Lack of communication between interns and supervisors	35.5%	11
Difficulty in understanding job description	22.6%	7
Reluctance by candidates to change jobs	61.3%	19
Fraudulent resumes	29%	9

- ❖ The major challenge faced by interns while working there was that candidates were reluctant to change jobs (61.3%). Various other challenges faced by HR interns in the RPO include:
 - a) Fraudulent Resumes.
 - b) Lack of communication between interns and supervisors.
 - c) Difficulty in the understanding job description.
- More than a single option could be chosen as the answer to the question.

3.) Are candidates reluctant to change their job, making E-Recruitment harder?

While sourcing for candidates, did you experience reluctance for job change from the candidates end making e-recruitment harder?

31 responses



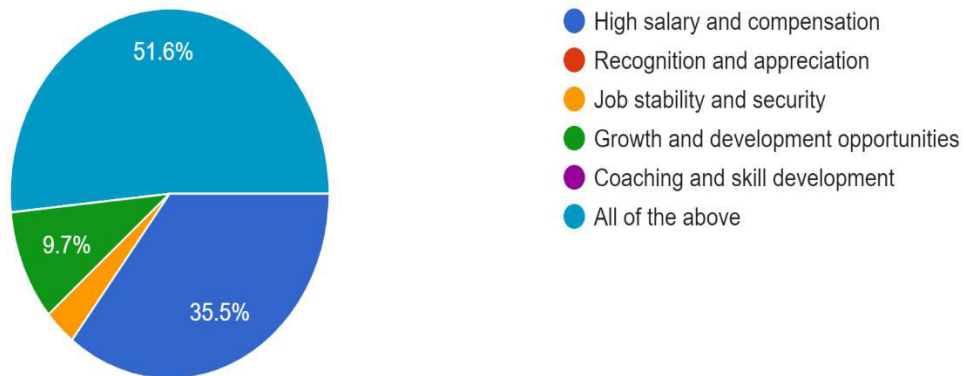
Interpretation:

- ❖ 15 respondents out of the 31 respondents (48.8%) agree that they have experienced a reluctance from the candidates' end which made Virtual Recruitment harder, 13 respondents out of the 31 respondents (41.9%) have a neutral opinion for the same. 3 respondents out of the 31 respondents (9.7%) Strongly agree that they have experienced a reluctance from the candidates' end which made Virtual Recruitment harder.

4.) What do the new hires expect from the Organization?

According to you, what do the new hires expect from the organization they interview for?

31 responses



Interpretation:

- ❖ 16 out of the 31 respondents (51.6%) believe that new hires expect all of the following from the Organization they interview for:
 - High salary and Compensation.
 - Recognition and appreciation.
 - Job stability and security.
 - Growth and Development opportunities.
 - Coaching and skill development.
- ❖ 11 respondents out of the 31 respondents (35.5%) majorly believe that new hires expect a high salary and compensation package from the Organization. 3 respondents out of the 31 respondents (9.7%) majorly believe that new hires expect Growth and Development opportunities from the Organization. 1 respondent out of the 31 respondents (3.2%) majorly believes that new hires expect Growth and Development opportunities from the Organization.

Observation	High salary and compensation	Growth and development opportunities	Job safety and stability	All of these (Also includes Recognition and skill development)
What do the new hires expect from the organization they interview for	35.5% (11)	9.7% (3)	3.2% (1)	51.6% (16)

4.) According to interns, which are the major learnings from their internships?

- a. Conceptual knowledge of recruitment process (45.2%)
- b. Business communication skills (29%)
- c. Negotiation and Convincing skills (32.3%)
- d. The Clear understanding of various job description (29%)
- e. Technical training (6.5%)

More than a single option could be chosen as the answer to the question.

FINDINGS:

Some of the major findings from my Internship include:

- About 70% of the total HR professionals who were surveyed, believe that E-Recruitment is a effective approach to generate a competent pool of candidates.
- About 75% of the total HR professionals agree that Virtual Recruitment is beneficial in the pandemic situation.
- About 65% of the total HR professional believe that E-recruitment reduces the recruitment and selection cost and increases the pool of resumes.
- The advantages of E-Recruitment include:
 - a. Reduction in consumption of time and money
 - b. Cost-effectiveness
 - c. Clear communication
 - d. Better reach
 - e. Availability of higher applicant resumes.
- The major parameters are taken into consideration while recruiting candidates are as follows
 - a. Educational qualification
 - b. Work experience
 - c. Background check
 - d. Technical skills.

- e. Also, various other parameters taken into consideration are location, age factor, career break, etc.
- ❑ Also, new hires expect high salary and compensation, Recognition and appreciation, Job stability and security, Growth and development opportunities, and Coaching and skill development for their career growth from the Organization, they would be working for.

PRACTICAL IMPLICATIONS:

- The research and its findings help in understanding the use of the Virtual process of Recruitment to attract a competent and talented pool of candidates.
- The research and its findings help in understanding the challenges, advantages, difficulties, and outcomes of Virtual Recruitment.
- It also helps in determining the Effectiveness of E-recruitment in the current pandemic situation.
- Also, in this situation, it helps us realize the cut-throat competition in the market as many individuals have lost their job and are ready to take up a job that offers a salary much lesser than their previous one.
- Also, virtual recruitment helps in finding a competent person for the right job vacancy and thus reducing unemployment.

LIMITATIONS:

- As the sample size was small, it cannot represent the entire population, therefore some results might be incorrect.

CONCLUSION:

This research helps in determining that E-Recruitment is a successful and effective method to carry out recruitment of competent employees during the pandemic situation.

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