



Study of Modifications in Recruitment and Selection Process Post COVID

A. R. Behade

Research Scholar

Department of Commerce and Management,
Shankarlal Khandelwal Arts, Science and Commerce College, Akola

Dr. A. P. Khandelwal

Research Supervisor and Associate Professor,
Head Faculty of Commerce, Department of Commerce and Management,
Shankarlal Khandelwal Arts, Science and Commerce College, Akola

ABSTRACT

COVID 19 has impacted both personally and professionally to the human mankind. Business faced variety of challenges and adapted to survive in dynamic situations for pandemic. In order to adjust to the new normal businesses are diligently attempting to reform their labour strategy and workplace dynamics. Thus, it is important to study and define pre and post recruitment process and suggest the scopes considering the efficiency of the business. A Study of Modifications in Recruitment and Selection Post COVID study focuses on changes happened in recruitment and selection post COVID 19 pandemics. It includes changes such as process change, remote working, and emerging changes in technologies, diversity and increase in employment irrespective of geographical differences. Virtual platforms and virtual way of working has increased the moral of the male and female associates to balance their work life with personal life.

Though HR fraternity has evolved in terms of evolution with COVID 19. It also has benefitted the environment by less pollution, saving energy, cost cutting, and digitalization of on boarding process by less use of paper. This study also highlights complications in terms of credibility of employees, security, cultural differences, and loss of human touch. However, recommendations are made to overcome the challenges.

Keywords: Recruitment and selection, remote working, work from home, virtual hiring, digital on boarding, diversity, emerging technology.

I. INTRODUCTION

COVID 19 facilitates new style of working for all most every organisation to service and sustain in competition. Organizations have taken drastic yet challenging initiatives like working methods, emerging technology and digital hiring, remote communications. HRs has taken variety of decisions to continue like video interviews, digital channels, distribution of virtual procedure. Companies has managed to service various challenges such as WFH, modifications in complete recruitment and selection procedure, digitalization and implementation. HR department had to make several changes in their approach. Remote working is one of the important components of new culture post COVID. It has not only provided flexibility to the associates but reduced huge amount of money spent on commutation, organizational infrastructure, hiring cost. It also has impacted in better work-life balance as employees were able to spend most of time with their families. Thus, it can be considered as feasible and successful model.

The paper therefore evaluates the measures adopted by the talent acquisition leaders in the time of pandemic which will help in attaining sustainability in the future. However, with every measure and practice come certain challenges for which suitable recommendations have been provided.

II. REVIEW OF LITERATURE

- Vashisthaa *et al.*, (2021) stated that Covid-19 pandemic situation is having a major impact on hiring A process that impacts the traditional hiring process uses the electronic hiring process. E-recruitment has a great impact on employees of IT companies such as saving time, minimizing recruitment costs, effective recruitment processes, and flexibility for decision.
- Nivetha and Prasanth (2022) stated that, entire hiring process can be automated. All thanks to the e-recruiting technologies and frameworks that are already available. The Recruiting Management System, a platform that allows candidates to be hired online and automates every step of the recruitment process, is one of the structures. With the development of technology, internet recruiting has gained popularity on a global scale. Technology has made communication simpler through official corporate websites or job referral sites.

- Ahmad (2022) suggested that changes in COVID-19 have been made to the fundamental principles and methods of hiring new employees. It has forced us to adjust to and make concessions to the circumstances on all fronts. Whatever the circumstances, the globe and its economy must continue to function. In order to reach their organisations' recruiting targets and carry on with business as normal, corporations are scrambling to develop inventive recruitment strategies while keeping in mind the social distancing laws.
- Mythili Kolluru *et al.*, (2021) provide insights into the Indian IT market and post-COVID-19 job methods and repercussions. Post-COVID-19 work techniques used by top Indian IT organizations and the ramifications has impact on both individuals and institutions. According to the survey, the chosen IT businesses were adopting work-from-home or work-from-anywhere policies as part of their work strategies. They ensured minimal interruption and provided employees with a variety of technological tools that enabled them to quickly adapt to new work norms. The study concludes that the new work norm has numerous consequences, one of which is that it has no detrimental effects on the profitability and client deliverables of the organizations. The study demonstrates how the remote working strategy has improved work-life balance, de-urbanization, and carbon footprint reduction.

III. OBJECTIVES

- To study modifications in recruitment and selection process post COVID
- To study positive and negative impacts of modifications in recruitment and selection process post COVID
- To study contribution of social media and digitalization in recruitment and selection post COVID
- To suggest recommendations on post COVID recruitment and selection for sustainability.

IV. RESEARCH METHODOLOGY

The information/data is collected from secondary sources like research papers, various informative platforms articles, blogs, and project reports and analysed here in the findings, conclusions, and recommendations.

V. RESEARCH ANALYSIS, FINDINGS & RECCOMENDATIONS

A). Research Analysis, Findings -Current trends in recruitment and selection process.

a) Work from Home Culture/ Remote working:

Remote working has become a significant trend in the HR arena, with more than 70% of various organizations planning to permanently shift their employees to remote work. Startup and other flexible companies like Twitter, Square, Face book, Cognizant, Amazon have already requested remote work, as it requires less office space and allows access to new candidate pools in multiple locations. Research by McKinsey shows that 80% of employees enjoy working from home and over 40% feel they have better productivity due to the reduced travel and commute time. Remote working also has positive environmental impacts, as it reduces electricity demand, fuel supply, and harmful emissions. It also helps in better sustainability management by reducing electricity demand and traffic congestion. However, hiring remote employees and on boarding them has challenges, including screening candidates, interviewing, and assessing skills, and ensuring cyber security, credibility. Organizations must strategically invest in cyber security investments to protect data, workers, and equipment. Also continuous sitting as overall, remote working is a significant shift in the HR landscape.

b) Digitalization in recruitment:

Social hiring is a technique that uses social media to reach a wider talent group and amplify a company's message through professional connections and employees. Employers are using platforms like Naukri, Monster, Indeed, LinkedIn, Facebook, Twitter, and Instagram to recruit job vacancies. Job portals such as Naukri, Indeed, Monster are the most trusted and used platforms by employers and candidates. Apart from these job portals, there is huge significance of social networking websites in job-seeking activities of applicants, focusing on LinkedIn, Glassdoor, and Facebook. LinkedIn is considered the primary recruitment network, while Facebook has also provided such activities post-pandemic. These websites have become opportunities for candidates and their families to start online businesses, providing opportunities for those who want to work with them. The development of technology and increasing use of social networking websites simplifies job seekers' search for job and organization attributes from various sources.

Social media has proven beneficial for recruitment, providing a platform to effectively communicate a brand's message to the right people at the right time, ensuring better job visibility, higher-quality applicants, increased company brand awareness, reduced hiring costs, efficient vacancy filling, reduced hiring time, and easier screening of applicants.

Social media offers numerous advantages for job search, but it also has disadvantages like fraud recruitment ads, missed talented candidates, lack of awareness, trust, and effectiveness for all job types. Negative comments from rejected candidates, unnecessary online traffic, and decreased face-to-face communication can also hinder its effectiveness.

c) People-Centric Approach with Diversity: Companies are increasingly utilizing freelance and contingent employment, allowing for increased flexibility and reduced budgets. This shift towards diversity, equity, and inclusion (DE&I) has become a top priority for many organizations. Studies show that diverse teams outperform homogeneous groups, generate 20-30% more revenue, and generate 35% more profit. This approach also fosters innovation, creativity, and flexibility, enabling organizations to acquire the best talent and improve problem-solving.

A multi-generational workforce is crucial for organizations to achieve better productivity and sustained goals. Older employees, who may be less innovative, are loyal, reliable, and open-minded, while millennials are tech-savvy and eco-aware, giving them a competitive advantage. Women in C-suite or on boards have shown to contribute to more profitable businesses. However, organizations face challenges such as ethnic and cultural differences, generation gaps, and communication issues. Unconscious

bias is still prevalent, and AI and chat bots can help identify conflict and inequality, potentially reducing discriminatory challenges and hiring bias. Adapting AI-based algorithms and modifying data preparation processes can also help avoid biases during the selection process, promoting sustainability.

d) Normalizing New Normal for virtual hiring:

Employers are increasingly adopting videoconferencing and digital collaboration platforms like Teams, Zoom, and Google Hangouts to streamline job interviews and streamline assessments. Video interviewing has become more common during the pandemic, providing efficiency and convenience for both employers and employees. Recorded videos shared among teams can eliminate scheduling delays and enhance collaboration. Organizations are also rethinking traditional career fairs, which used to be costly and consumed a significant portion of promotional budgets. Virtual fairs enable employer and candidate branding, psychometric tests, and live interactions through conferencing software.

Virtual hiring technology enhances work processes, making them paperless and more sustainable. It reduces hiring bias, maintains equity, and saves cost, time, and energy. This approach also saves time and energy, making virtual fairs a more efficient and ethical practice.

e) Social media and Post COVID Recruitment Process: Social media recruitment has proven to be effective in providing better job opportunities and hiring better employees. Companies are increasingly using platforms like Naukri, Monster, Indeed, LinkedIn, Facebook, Instagram, Twitter, YouTube, WhatsApp, Glassdoors, for recruitment. The Covid-19 pandemic has significantly increased social media recruitment across all companies, making it an opportunity for developing strategies. Therefore, increasing awareness about social media recruitment and effective utilization of social media is necessary in this growing social media world.

B) Recommendations: Virtual Working /WFH is affecting company culture thus policies should be modified accordingly. Most of the companies have started asking for 2-3 days per week's work from the office. Also arranging programs like team outings, family day, and health checkup campaigns, annual gatherings can enhance team bonding and help employees understand company culture.

Security can be compromised due to digitalization. Organizations should implement multi-factor authentication, use encrypted network connections in VPN solutions, protect their passwords, and install anti spam and antivirus software for enhanced security.

Organizations should conduct strict evaluations as there are lots of chances where associates can use unfair means to clear evaluation. Background verification should be thoroughly conducted to maintain the credibility and quality of associates.

VI. CONCLUSION

There is huge shift in businesses post COVID. Initially when there were strict guidelines, it was really very difficult for business to implement policies and new culture for recruitment. It turned out to be favorable to employers and employees. It has helped employers to save cost on hiring, infrastructure, electricity, cleaning, guarding, security services, and other indirect costs. Similarly, it has saved commutation, accommodation, food and other costs involved for employees. Digitalization has introduced artificial intelligence and chat bots, resulting in increased efficiency and time savings. The pandemic has heightened diversity, inclusion, and equity practices, providing employers with increased flexibility due to remote work, allowing hiring irrespective geographies. It has increased the women employments as they are able to manage work life balance working from home and managing families. Virtual hiring is transforming HR by utilizing advanced tools like video conferencing, digital collaboration, and virtual fairs, promoting sustainability, equity acquisition, and a better economy.

Social media has a major impact recruitment and selection post COVID-19, with companies utilizing platforms like Naukri, Monster, Indeed, LinkedIn, Facebook, Instagram, Twitter, YouTube, WhatsApp, Glassdoors for effective recruitment.

Virtual work is affecting company culture, necessitating modifications to policies. Companies are now acquiring 2-3 days per week's work from the office, and implementing programs like team outings and health check-ups can enhance employee bonding. To protect security, organizations should implement multi-factor authentication, VPN solutions, password protection, and anti-spam and antivirus software. Strict evaluations and background verification are also crucial to maintain associate credibility and quality.

VII. REFERENCES

Research Papers:

1. Agrawal, Shipra. (2023). Recruitment and Selection Practices Post Covid-19: a step towards sustainability. Volume 8, Issue 2 (III) April - June 2021 Part - 2
2. Ahmad, S. (2022) : Impact on Recruitment Processes. In *Navigating the New Normal of Business With Enhanced Human Resource Management Strategies* (pp. 191-211). IGI Global.
3. Chaturvedi Pooja. (2022): Role of Social Media in Recruitment and Selection Post Covid-19. *Journal of Research in Business and Management*, Volume 10 ~ Issue 5 (2022) pp: 83-90,ISSN(Online):2347-3002
4. Kolluru, M., Krishnan, K., & Kolluru, S. K. (2021): Post COVID-19 work strategies and implications: insight on Indian IT sector. *Economics*, 9(2), 49-72.

5. Nivetha, P., & Selvam, P. (2022). Efficiency of Recruitment and Selection Process Due to the Effect of COVID Period. Available at SSRN 4123138.
6. Vashistha, N., Goel, A., & Dhiman, A. (2021) : A Study on the Impact of COVID-19 Pandemic in the Recruitment Process: With Special reference to IT companies of Noida Region. *Turkish Online Journal of Qualitative Inquiry*, 12(7).

Books:

1. Aswathappa k; "Human Resource Management"; Publisher, McGraw Hill Education (India) Pvt. Ltd.,2010,ISBN,0070682135433;Edition 6
2. A.M.Sharma; "Human Resource Management"; Publisher, Himalaya Publishing House, Edition, 2002

Websites:

1. <https://standout-cv.com/social-media-recruitment-statistics> <https://www.moonlyte.com/blog/67/The-Future-of-Recruitment-PostCOVID-19>
2. <https://www.mckinsey.com/featured-insights/future-of-work/the-future-of-work-after-covid-19>
3. <https://www.vskills.in/certification/tutorial/human-resources/human-resource-acquisition/>
4. <https://www.studyandexam.com/sampling/>
5. <https://www.eyeonasia.gov.sg/india/know/selected-india-states/pune-profile/#fn:10>
6. https://www.researchgate.net/publication/358596968_COVID19_Impact_on_Recruitment_Processes
7. <https://www.igi-global.com/book/navigating-new-normal-business-enhanced/270788>
8. <https://www.talentlyft.com/en/blog/article/401/3-ways-covid-19-has-changed-the-recruitment>
9. https://read.oecd-ilibrary.org/view/?ref=1071_1071334-wh692jshet&title=An-assessment-of-the-impact-of-COVID-19-on-job-and-skills-demand-using-online-job-vacancy-data
10. https://www.researchgate.net/publication/358596968_COVID19_Impact_on_Recruitment_Processes
11. <https://www.sciencedirect.com/search?qs=covid>
12. https://www.researchgate.net/publication/358596968_COVID19_Impact_on_Recruitment_Processes%2019%20and%20recruitment
13. <https://talentadore.com/blog/how-the-covid-19-pandemic-affects-recruitment>
14. <https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/2021-recruiting-trends-shaped-by-covid-19.aspx>
15. <https://elearningindustry.com/covid-19-impact-recruitment-operations>
16. <https://www.igi-global.com/chapter/covid-19/297408>