

Effectiveness Of Virtual Recruitment – A Study On Commerce And Management Students' Perspective

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Abstract:

The effects of Covid-19 on corporate procedures, especially hiring, may be seen all over the world. Companies need to promptly and imaginatively alter their recruitment strategies in response to the epidemic. Businesses are reconsidering their hiring practices and shifting to remote work to mitigate the health hazards posed by the epidemic. Numerous companies have successfully made the transition from traditional recruiting methods to online platforms by implementing the necessary technological infrastructure. The trend toward virtual recruiting, which emerged in response to the recession, is gaining popularity. Some of the most important online recruiting strategies are online job portals, corporate career directories, data processing, candidate monitoring systems, business internal job posting platforms, social recruitment, smartphone recruitment, video conference conferences, and online examination, all of which have a significant impact on the recruitment process and on job-seekers in general. This study's overarching objective is to learn what makes Virtual Recruitment procedures successful from the applicants' point of view. An organized questionnaire was used to compile the descriptive data for this investigation. The survey's 18 questions were divided into five categories based on the results of a literature analysis spanning from 1999 to 2020: perceived effectiveness, user friendliness, information distribution, perceptions of objectivity, and firm perceptions. Convergent and discriminant validity were used to confirm the validity and reliability of the questionnaire's scales. Cochran's method for an unknown population with 95% confidence and 10% margin of error led to the selection of a

sample size of 110 respondents. According to the study's results, potential commerce and management job seekers are enthusiastic about virtual recruiting platforms and consider ease of use to be the most important factor in determining a platform's efficacy. The recent outbreak has renewed interest in this oft-repeated saying. The modern worker is more resilient and prepared to make the best of any situation, no matter how trying it may be. Technological progress has made it possible for businesses to rapidly adopt a virtual recruiting procedure, opening the door to a hybrid recruitment approach in the near future.

Keywords : Virtual recruitment, commerce and management, Student perspective.

I. INTRODUCTION

Companies all throughout the world have felt the effects of Covid-19. Among these is their method of hiring. Because of the pandemic, companies had to get creative with their hiring practices (Marr, E. R., 2007). Several companies have implemented a remote work model and are reevaluating their recruitment strategies in light of the health dangers posed by the outbreak. Through the use of currently accessible technologies, several companies have made the transition from traditional recruitment tactics to online ones with great success (Poorangi, M. M., Razavi, S., & Rahmani, N. , 2011). Virtual recruiting, which emerged out of necessity during the crisis and is rapidly becoming the norm for keeping the ball rolling, is one such example. For example: (Soek-Borowska, Celina, and Maja Wilczewska., 2018).

The term "virtual recruiting" is used to describe any step in the hiring process that is conducted remotely rather than in person. Video interviews, digital events, online polls, and proctored tests are just some of the ways in which recruiters assess potential candidates from afar. It has been shown that (Anderson, N., 2003) (Sahasrabudhe, S., Shaikh, N., & Kasat, K. , 2020).

In the end, both traditional and online recruitment strive to do the same thing: fill positions with competent candidates (Ghazzawi, K., & Accoume, A. , 2014).

Virtual hiring has three significant advantages, including adherence with recent public health regulations:

An Increase in Potential Candidates

Covid-19's most important lesson is that being present in person isn't as important as it once was. Capturing top talent is no longer

restricted to a specific region. Employers can choose from a larger pool of eligible candidates without as many geographical constraints (Okolie, U. C., & Irabor, I. E. , 2017) (Dhamija, P., 2012).

Less time spent in interviews

Candidates used to have to wait in line at the office of a potential employer for an interview before internet connections became popular in the recruiting process. Business leaders had to take time away from their busy schedules to meet with the candidates (Cavaliere, L. P. L., & et al, 2021). One advantage of conducting interviews through the internet is that participants can arrange a time that works for them. Recruiting in a digital sphere allows for greater scheduling flexibility, which is beneficial for both the candidate and the hiring manager (Maurer, S. D., & Liu, Y. , 2007).

Third, more participation from the Z-generation

Companies having a robust online presence are the ones preferred by Gen Z job searchers. Applicants from Generation Z (those born between 1995 and present) are less inclined to apply to a company if they believe it uses ineffective recruitment techniques, according to recent research. (Mittal, V., Mehta, P., Relan, D., & Gabrani, G., 2020)

Successful companies in the current economic climate know that they must tailor their marketing messages to the preferences of the modern workforce if they want to recruit and keep the best talent. (Kushwaha, P., Yadav, P., & Prasad, J. ,2018). Companies can demonstrate their familiarity with emerging technologies by using social media to build relationships with candidates and include cutting-edge tools into the recruitment and onboarding processes. As reported by (Kapse, A. S., V. S. Patil, & N. V. Patil, 2012) ; (Hada, B., & Gairola, S. , 2015).

The recent outbreak has renewed interest in this oft-repeated saying. The modern worker is more resilient and prepared to make the best of any situation, no matter how trying it may be (Lilly, A., Rajkumar, R., & Amudha, R. (2022). Technological progress has made it possible for businesses to rapidly adopt a virtual recruiting procedure, opening the door to a hybrid recruitment approach in the near future. (Blackman, A., 2006).

Some of the most important online recruiting strategies are online job portals, corporate career directories, data processing, candidate monitoring systems, business internal job posting platforms, social recruitment, smartphone recruitment, video conference conferences, and online examination, all of which have a significant impact on the recruitment process and on commerce and

management students in general (Breugh, J., & Starke, M., 2000). This study's overarching objective is to learn what makes Virtual Recruitment procedures successful from the applicants' point of view. (Kucherov, D., & Tsybova, V., 2021) ; (Tyagi, A. A. S. T. H. A., 2012).

II. REVIEW OF LITERATURE

While most businesses have used innovative online methods of recruitment, some are still struggling to cope with the challenges that have developed as a result of this breakthrough. To fully understand how applicants from underrepresented groups, such as ethnic minorities, experience and react to online assessment processes, much more research is needed (Sylva and Mol, 2009). To wit: (Anderson, 2002; Cober et al., 2003; Lievens and Harris, 2003). The lack of practical research that have looked at candidate reactions and decision-making, on the one hand, and the great number of studies that have taken an interpersonal perspective, on the other, have been one of the most baffling features of selection analysis over the years. Only about 5 percent of published series about selection actually focus on the applicants (Anderson et al., 2004). Researchers and practitioners must first show the continuous significance of applicants' perspectives, especially in developing sectors like e-recruitment. Online application systems for applied research are an emerging field despite their clear practical value. Recent research suggests that a variety of factors may influence candidates' expectations of a web-based recruitment technique.

Effectiveness, ease of use, information dissemination, objectivity, and legitimacy are all reflected in the company's online persona.

Researchers' preferences in terms of where to work are influenced by the quality and design of a company's website (in terms of compensation, workplace culture, and educational possibilities) (Cober et al., 2003). This research proves that a company's website's content and design are major factors in determining a user's interest in that company. The results of the related applicant response study demonstrate that many different characteristics, some of which have nothing to do with the nature of the position or the organization itself, can serve as predictors of an organization's attractiveness (Rynes, Bretz, and Gerhart, 1991; Turban, 2001). Job-seekers may be susceptible to bias of attribution or signalling (Cober et al., 2003) when making decisions based on the most visible indicators. If the site now shows correctly and is easy to navigate, the site's appeal could be increased.

Therefore, businesses may design user-friendly navigation structures to aid clients in locating the information they seek (Hannon, 1997; Zusman and Landis, 2002). Organizational websites that are of high quality but lack photos or a navigation bar are chosen above those that are merely interesting to look at due to their fonts, colors, and formats. In their study, Zusman and Lai found that.

The authors (Feldman & Klaas, 2002) polled job-seekers to learn how to make online recruitment more user-friendly. Two of the top five usability suggestions were from job-seeking users (i.e., improving procedures for submitting resumes; making website navigation more user-friendly). One of the major draws of online job ads, according to research, is the ease of access they provide (Braddy et al., 2003).

Consequently, numerous studies have shown that job-seekers care most about the availability of the tools on their preferred devices and the timeliness of the signals when using online recruiting and selection tools (Cober et al., 2003; Lievens et al., 2002). Experts agree that an applicant's image of an online application system is significantly influenced by factors such as the system's perceived reliability and user-friendliness. That candidates' hopes and expectations for utilizing a website to locate work are related to its usability and productivity was confirmed by an observational study (Cober et al., 2003; Liljander et al., 2002; Sinar et al., 2003; Thompson, Braddy and Wuensch, 2008). When participants were shown online recruitment materials, their interest in applying for jobs was influenced more by the presentation style than by the content itself (Thompson, Braddy and Wuensch, 2008).

Today's job-seekers, according to a number of studies, make a concerted effort to learn as much as they can about prospective employers and open positions (Cober et al., 2003). Knowledge sharing objectives and expectations of the candidate have long been recognized as an important factor in employment contexts (Deros, Born and De Witte, 2004).

Applicants who feel they were handled fairly during the hiring process are more likely to recommend the company to others, speak well about their experiences working there, and be interested in prospects with the firm. There have been a number of empirical studies demonstrating that providing data motivates fairness heuristics (Bell, Ryan and Wiechmann, 2004; Ployhart and Harold, 2004; Truxillo et al., 2002). It has been theorized in the literature on corporate justice that a candidate's feeling of fairness will influence their reactions even at the preliminary phases of the recruiting process. Perhaps having access to information about recruiting criteria prior to employment (Lievens, De Corte, and Bryssen 2003) is important, but

so is how those criteria are interpreted in the context of work contacts and interpersonal care. When employing new staff, companies have a moral need to consider how their actions might affect the psychological well-being of their employees.

As an example, rejected applicants who feel the screening process lacked objectivity may experience sentiments of hopelessness and low self-esteem as a result of the rejection (Robertson and Schmitt, 1989). The likelihood that a candidate will pursue a discrimination complaint may be influenced by the likelihood that they were treated fairly during the selection process (Gilliland, 1994). It was postulated that a claimant's satisfaction with the online application and their propensity to promote it to others would be influenced by their feeling of fairness (Bauer et al., 1998; Bell et al., 2004; Gilliland, 1994).

This notion was first proposed in 2003 by (Sinar et al.), who intended a nominee to represent businesses that conduct initial application reviews online. An international research team (Sinar et al., 2003) regarded this concept to be an outcome variable when discussing the impact of online selection process characteristics on the public face of firms. The selection process has a detrimental effect on candidates' impressions of the company because it is their first exposure to aspects of the company they may not have known existed before (Spence, 1973). Using an applicant's ability to rapidly and easily switch between numerous job prospects, image effects play a crucial role in online recruiting and selection.

Our literature assessment revealed that just three studies (Sambamoorthy, Mukundhan., 2019; B. Prathyusha, 2019; Sudhakar, Goparaju, 2018) have conducted any form of exploratory research into internet habits in India. While there has been some research on the topic of virtual recruitment in India, the majority of the available literature is based on descriptive data and anecdotal evidence rather than rigorous empirical analysis. Most studies conducted on a global scale have solely focused on how organizations perceive their own HR policies and procedures (Masa'd, Fawzieh, 2015; Florea, Nicoleta Valentina, and Badea, Mihaela, 2013; Bowen, Missy, 2013). This study, entitled "Effectiveness of Virtual Recruitment: A Study on Commerce and Management Students' Perspective," emphasizes the need of learning how prospective employees feel about the use of virtual HR recruitment procedures.

III. OBJECTIVES

- To understand the current comprehension of virtual recruitment among commerce and management graduates

- To analyse the factors affecting Recruitment effectiveness as perceived by the job seekers (Commerce and Management graduates)

IV. RESEARCH METHODS

The purpose of descriptive research is to provide a clearer picture of an undefined issue. This research is descriptive in nature and aims to provide a better knowledge of the present topic without providing any final answers. Users in their twenties and thirties looking for work provide the bulk of the primary data. Millennials, or members of Generation Y, are those people who were born between 1981 and 1996. Generation Y, defined as those between the ages of 25 and 40, was selected because they are the only age group in India to have lived through the dawn of the digital age. Since there is no way to tell how many students are currently jobless. In order to ensure a 95% confidence level and a 10% margin of error, a sample size of 110 people was calculated using the Cochran formula for a hypothetical population. The study's 110 samples were selected using the convenience sampling method, one of the Non probability sampling strategies. The variables chosen for use in the questionnaire are drawn from the research paper. The survey is broken up into two sections: demographic information on the respondents and their thoughts on how successful the virtual recruitment process was. The survey's Likert-scale questions have been subjected to convergent and divergent validity testing, and the survey's statistical results fall within acceptable margins. Dependent variables represent respondents' assessments of the recruiting effort's success, whereas independent variables include any other elements thought to have a role in that success. Data is analyzed using SPSS 25 and AMOS R 23 to visualize descriptive statistics and test hypotheses. The respondents are all Millennials looking for work, limiting the study's focus to the success of virtual recruitment in the aftermath of covid-19.

V. DISCUSSION AND RESULTS

Confirmatory Factor Analysis

To identify the various factors influencing virtual recruitment effectiveness as perceived by the jobseekers

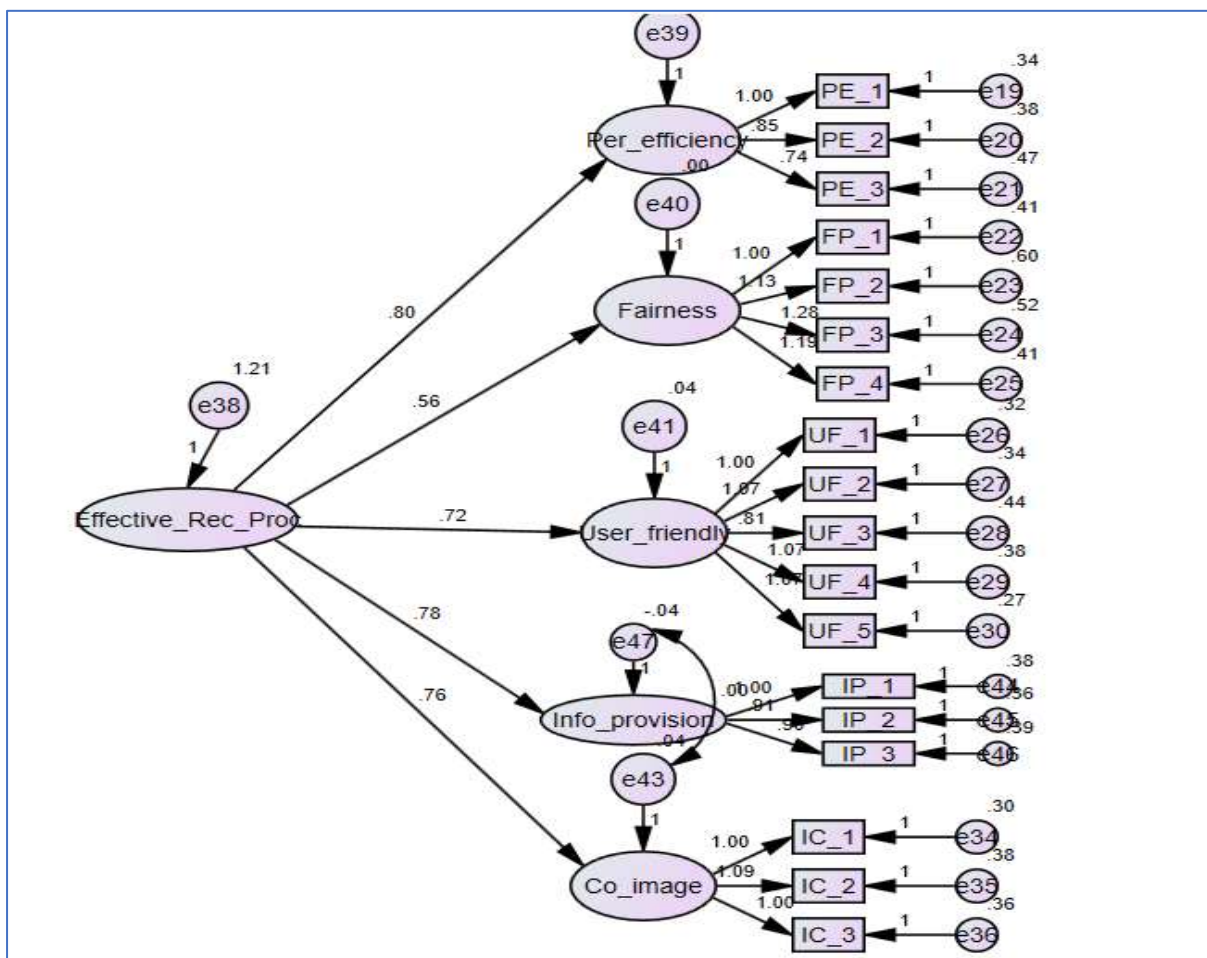
(A) Model fit

Chi-square / df (2 / df) is under the permissible range of 3 (2.970) and significant. The Goodness of Fit (0.855) is less than the suggested characteristics. RMSEA is 0.081 in the boundary estimation. The model is well known and comes with proper fit measures.

Table 1 – Model Structural relationship

			Unstandardised Estimate	Standardised Estimate
Per_efficiency	<---	Effective_Rec_Proc	0.811	0.868
Fairness	<---	Effective_Rec_Proc	0.562	0.896
User_friendly	<---	Effective_Rec_Proc	0.722	0.966
Co_image	<---	Effective_Rec_Proc	0.763	0.272
Info_provision	<---	Effective_Rec_Proc	0.778	0.328

Figure 1- Structural relationship showing various factors influencing Virtual recruitment effectiveness



The above Table shows the factors influencing the Effective_Recruitment_Process. It aims to find out which of the 5 elements chosen from literature review enhance / increase / effect the recruitment process.

From the above table it can be indicated that

When perceived efficiency positively goes up by 1, effectiveness of Recruitment Process goes up by 80 times which is statistically significant at 0.000 (Co-eff =0.811, Sig=0.000)

When user friendliness, Information provision and Company image positively goes up by 1, effectiveness of Recruitment Process goes up by 72, 78 and 76 times respectively which is statistically significant at 0.000

The analysis of standardised estimates enables ranking of the 5 elements and based on the standardised co-efficient is user friendliness is the most important criteria which measure the effectiveness of virtual recruitments.

V. CONCLUSION

Changes in our routines, diets, and ways of working have resulted from the COVID-19 epidemic. This development has also affected the hiring process and how top applicants are selected for open positions. Therefore, job searchers should monitor developments in the selection procedure. The global economic downturn brought on by COVID-19 has had an effect on the employment market, but as things begin to go back to normal, firms are beginning to hire again. In the wake of the Coronavirus outbreak, several companies have shifted to conducting all of their employment processes online. More often than ever before, technology is employed in the hiring process, including in the stages of screening, sorting, interviews, and offers. According to the results of the survey, job seekers are very interested in embracing virtual recruitment, and they rank ease of use as the most essential factor in determining the success of an online hiring campaign. Therefore, in order to stay up with the current trend in hiring caused by Covid-19, recruiters need make their virtual recruitment procedures more user-friendly.

VI. LIMITATIONS AND SCOPE FOR FURTHER RESEARCH

The results may have been influenced by socially desirable response patterns, despite the fact that respondents were guaranteed their remarks would be kept private and anonymous. Time constraints meant that only a small number of items were used to assess each component (Effectiveness of the Recruitment process), with the remaining items coming from previously reviewed scales. Both the confirmatory factor analysis and the reliability tests show that the scales have concept validity and are stable over time, indicating that they are valid and reliable. This study contains limitations due to the lack of mandatory requirements (such as application follow-up, selection decisions that have an impact on the candidate, or prior acceptances of job offers)

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