

Quality Of Applicants And Time Involved With Recruitment Process Impacted The Recruitment Practices During Covid-19

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ARTICLE INFO ABSTRACT

The purpose of this research is to characterize the impact of applicant quality and recruiting time on current practices in covid-19. The data for this research came from a questionnaire survey. Human resource (HR) specialists, HR recruiters, and talent acquisition specialists from 40 companies in the Noida area of the Indian state of Uttar Pradesh responded to the survey. In order to learn more about the role that applicant quality and recruiting time had in shaping recruitment strategies in covid-19, a questionnaire was developed. Smart-PLS was used for data analysis. (v. 3.3.9). Forty people from various companies participated in the survey. Ninety-two percent of interviewers said they thought candidates communicated well through video chat, and the same percentage said they thought virtual interviews should be given in the future. Smart-PLS (v. 3.3.9) software was used to analyse the responses of 25 executives, 10 managers, and 5 heads. Cronbach's alpha and composite reliability cutoffs for positive results are set at 0.7; this indicates that the Quality of Applicants (QA) and Time (T) Involved in the Recruitment Process significantly impacted Recruitment Practices (RP) in covid-19. During covid 19, participants noted that the virtual interview process allowed them to save time and choose candidates who were both qualified and efficient.

Keywords- Quality, human resource, covid-19, recruitment, Applicant

Introduction

As of October 2020, the widespread spread of Covid-19 (Coronavirus, SARS-CoV-2) has had a dramatic influence on the labor market. The corona virus (Sars-CoV-2) first appeared in country China in early January 2020 and then started spreading to the rest of the world. On 11 March 2020, it has been declared a pandemic by the World Health Organization (WHO) due to the spread of the corona virus in every country in the world. As of September 2020, it is known that over 31 million individuals have contracted the corona virus disease and over 10 lakh people have died as a result of it. The first case of Corona virus infection in Germany was verified in the end days of January 2020. The very first confirmed case were reported in the states of Baden-Württemberg and more cases in North Rhine-Westphalia a month later, and in all other states by the middle of March 2020. The first German fatalities occurred in North Rhine-Westphalia in the beginning of March 2020, and the total number of illnesses quickly climbed to over a thousand throughout the country by the end of the year [1]. At the same time, a lockdown was implemented, with businesses and public places including movie theaters, arenas, and music halls being shut down and interaction between citizens being strictly prohibited. Everything from colleges to kindergartens to daycares was shut down. Border controls were set up all throughout mainland Europe, and several countries were banned from entering or leaving the continent. Beginning in May of 2020, German states started loosening up the limitations. However, in October of 2020, the second wave was signaled when it has been found that there are the number of new infections throughout Germany which has been surpassed to 10,000 people in a single day. The retail, social, and recreational sectors were again restricted on November 2 as part of a second nationwide lockdown [2].

Public and commercial life in Germany, like in an increasing number of nations, was halted in an effort to stem the spread of the coronavirus. Many companies have moved as many employees as they can to remote

locations [3]. Workers had difficulties adjusting to the new setting, while employers faced difficulties providing the infrastructure necessary for workers to do remote work. However, it resulted in suspended or altered recruitment efforts. On the one hand, the global pandemic has been linked to a decline in employment opportunities. The global GDP is predicted to contract by 3%, which is "much worse than the financial crisis of 2008-09." Almost half of the workforce from all over the world is at risk of losing their jobs due to this covid situation, and hundreds of millions of businesses are facing insolvency, according to the International Labor Organization (ILO) [4].

Virtual interviews have replaced in-person ones in the recruitment process entirely, as has been studied in a number of research [5–11]. It is crucial to assess the perspectives of both programmers and candidates on utilizing virtual platforms, since remote interviews may become frequent after the epidemic has ended. Applicants may be able to save money and time by conducting interviews virtually instead of physically. However, a candidate's personality may not come over as well online as it would in person. Whereas it's possible that a computer programmer's portrayal of its qualities in a digital environment falls short of the mark. In order to assess the viability of using virtual platforms for the interviews in the coming future, this research surveyed human resources (HR) professionals, HR recruiters, and talent acquisition specialists from 40 different companies. Although online recruiting is relatively new, reputable businesses with well-established HR departments tend to choose it [12]. E-recruitment, on the other hand, has been shown to provide a number of advantages for both employers and job-seekers. Since the COVID-19 pandemic made online recruiting a viable option for businesses, it has been suggested that they use cutting-edge technology in order to improve their efficiency [13].

The Pros and Cons of Hiring New Staff Members Online

The internet is useful for a vast range and variety of jobs for everyone including corporate experts to human resources experts who are entrusted with locating and hiring fresh talent. Staff recruitment is one example of such work [14].

(A) Advantage:

1. Money saved

The human resources department can save a tonne of money by adapting the internet in its processes to find new employees. No additional manpower is required to handle the intake of applications, interviewee introductions, or administration of practise exams for potential employees. Since contributions will be made digitally, there will be less need for paper and ink, reducing costs [15].

2. Candidates Display Character on the Internet

Assessing a candidate's compatibility with established norms and practices within the organisation is crucial. The HR manager's ability to learn more about the candidate's online persona is the most significant use of utilising the internet in hiring process. Social media platforms like accounts on Facebook, Twitter, LinkedIn, and other sites provide recruiters and hiring managers a glimpse of personality and ideas of candidate. No psychological testing or filling out of questionnaires will be required for this [16].

3. Recruitment Keyword Scanning

With the use of the internet, recruiters may use keyword searches to sift through piles of applications and resumes in search of exceptional individuals. Those candidates that fulfil these criteria will likely be contacted for an interview. Because a single search may filter through thousands of applications and resumes, this strategy reduces costs while increasing efficiency [17].

More Potential Employees

Candidates from all over the globe may apply to a job posting thanks to the convenience of the internet. This expands the company's pool of potential candidates for a given job opening [18]. Recruitment processes are now more efficient than ever and thanks to technological advancements to make it possible. The term "online recruiting" refers to the use of the internet in recruitment processes and other electronic media to find and evaluate potential employees. Some examples of these include online databases including resumes, tests, and assessments, and job search engines. In order to simplify and improve the recruiting process, several software vendors provide solutions that include all of these technologies. Many organisation might use only one of these online tools for the whole hiring process, or combination of tools can be also used [19]. In most organizations, the cost of hiring new staff members is substantial. The total expenditure of recruitment includes not only the salary of the hired individual but it also includes the training and ongoing employment of the candidates. Each worker must be given a certain amount of time and a plan for training and orientation. Many businesses see this as an excellent investment opportunity. If an employee quits before the investment pays off, the company will incur new recruitment expenses. The return on investment could be improved via the efficient use of online recruiting and selection processes by decreasing expenses and raising staff retention rates.

Online recruitment has several advantages over traditional methods, including a larger potential pool of candidates, paperless record keeping, and digital access to screening tools. This lowers the overhead associated with storing materials and employing staff to manage the selection and hiring processes [20].

Recruiting online may reach a vast range or more specific required audience in comparison to traditional approaches. We may not only reach people from all over the world, but also hone down on those with very particular skill sets. Some online employment forums cater only to professionals in one field. In addition, the websites of many trade groups and societies have employment listings. This not only helps businesses locate applicants with the right set of talents, but it may also entice those who aren't actively seeking work [21].

Hundreds, if not thousands, of resumes will flood your inbox when you post a position online. Most of these applications will be from people who aren't qualified for the job, so they'll be tossed out right away. Someone in your firm, however, must analyse these resumes in order to weed out the qualified from the non-qualified candidate. Many businesses rely on automation to sift through applications and identify candidates, but this process might overlook highly competent applicants [22].

We may find and hire competent individuals that fit in well with your company's beliefs and culture with little human contact by using the tools available via online recruitment, like pre-employment screening, evaluation of personality, and testing. Numerous packages of recruiting software include a wide range of these functions, which may be adjusted to suit the unique requirements of each opening [23].

(B) Disadvantage:

1. Failing to Recruit Qualified Candidates

The most qualified and highly-valued applicants for a position may be overlooked if the HR division lacks web-savvy personnel. The long-term costs associated with human capital loss may easily surpass any money saved on recruiting in the short term [24].

2. Easily Obtain the Incorrect Image

The online persona of candidate might give the incorrect impression to the recruitment staff. Online identity of a person need not have any resemblance to her actual one. Pop culture references might be misunderstood by the HR department due to age differences [25].

3. Keywords Miss Valuable Talent

Competencies and norms in a certain field evolve throughout time. People of a certain age group may be excluded because they use a different term for a certain ability. A talented workforce may be lost as a result [26].

4. Low Quality of Applicants

Not all talent is equal due to different educational standards around the world, and a lax screening process approach might leave an organisation at risk of selecting workers of low quality. The process of recruitment and the workplace culture might be hampered by cultural differences when the new hires arrive [27].

Methodology:

On the basis of relevant literature review, it seems that many studies have been conducted on the issue of recruiting, both modern and traditional. This study sets out to assess how the Covid-19 epidemic has affected the hiring practices of IT firms in the Noida area, as well as the sentiments of those working in the industry. Since the selection process follows the recruiting process, if recruitment fails, then selection may also fail. E-recruitment practices are favoured by practically all types of organisations during a pandemic to ensure a sufficient quantity of human resources. Among the many advantages of e-recruitment, the saving of time stands out as particularly salient. Through this medium, businesses may also be able to synthesise applications and data in the necessary manner to deal efficiently with concerns relating to candidate quality and time savings [28].

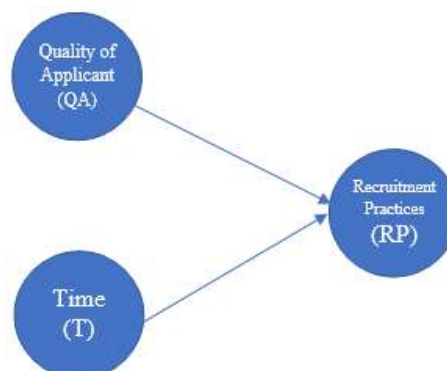


Fig.1: Conceptual Framework (Model)

The research used a quantitative strategy, with a questionnaire sent out to businesses in the Greater Noida Area. The first section of the questionnaire looked at the first aim, which was to determine how Covid-19 pandemic impacted the quality of candidates throughout the hiring process. The second section of the survey asks about how covid -19 impacted the time taken for the interview processes.

Statement 1:

H1= There is significant impact of the Covid-19 pandemic on the quality of applicants (QA) involved in the recruitment process (RP)

H0 = There is no significant impact of the Covid-19 pandemic on the quality of applicants (QA) involved in the recruitment process (RP)

Statement 2:

H2 = There is significant impact of the Covid-19 pandemic on time (T) involved with the recruitment process (RP)

H0 = There is no significant impact of the Covid-19 pandemic on the time (T) involved in the recruitment process (RP)

Statement 3:

H3= There is Positive impact of the Covid-19 pandemic on the recruitment process Data has been collected through questionnaire. Respondents are HR professional's/ HR recruiters/Talent Acquisition Specialist from 40 different company located in Noida city of State Uttar Pradesh, India. Questionnaire was prepared to know how Quality of Applicants and Time involved in recruitment process affecting the recruitment practices during covid-19.

Demographics

This includes the information of respondents that filled the questionnaire and participated in the research. All the respondents were HR professionals working in Noida, UP.

Table: 1. Gender Representation of Respondents

Gender	No. of Respondent
Male	09
Female	31
Total	40

Table: 2. Age of Respondents

Age	No. of Respondent
21-30	25
31-40	13
41-50	02
Total	40

Table: 3. Designation of Respondents

Designation (HR Specialist)	No. of Respondent
Executive Level	25
Manager Level	10
Head	05
Total	40

Table: 4. Experience of Respondents

Experience	No. of Respondent
2-5 years	25
5-10 years	10
10+ years	05
Total	40

Forty in all using a variety of questionnaires, we were able to compile a sample population consisting of 09 men and 31 women, aged 21 to 50, representing the 21–30, 31–40, and 41–50 age brackets, and with the requisite 2 to 5 years, 5 to 10 years, and 10+ years of relevant work experience. In terms of open debate, the majority of respondents indicate that covid-19 pandemic has an impact on the recruitment process. Since people from all over the globe may apply for a job, it's easier to find the right fit for the opening position. The firm now has more people from which to choose when trying to fill a vacant job. Since they may now fill the open position with a better competent candidate. Moreover, it helps save time by eliminating unqualified applicants from the pool of applicants.

Data was analyzed through Smart-PLS (v. 3.3.9). Below picture contains the information of Smart-PLS Software that has been used to analyzed the data collected through questionnaire.



Fig. 2 Smart-PLS Software.

Data Collection, Analysis and Interpretation:

Human resources data were collected to evaluate the study design. The survey is disseminated through digital channels. The Adapted Questionnaire collected 40 answers, which is sufficient to fulfil the minimal sample size for statistical significance. The research used a sample size that conforms with the acceptable sample size guidelines, even though the number of variables in the Model is set at 3, and the significance level is set at 0.05, requiring a minimum of 40 respondents. The figure 3 minimum sample size estimates. The PLS-SEM method is used for evaluating the models. The things' dependability is first inspected. As demonstrated in Table 5, this may be done by conducting a standardized loadings study. The total loading value of all items was larger than 0.70. The Model keeps all items except the bottom two, whose loadings were below the minimum threshold. Convergent and discriminant validity tests are used to evaluate validity. The next step is to evaluate the construct's internal consistency, which may be inferred from the composite reliability evaluation.

Table 5. Reliability & Convergent Validity Analysis

Constructs	Cronbach's Alpha	Composite Reliability	Average Extracted (AVE)	Variance
Quality of Applicant	0.920	0.930	0.633	
Time	0.926	0.943	0.769	
Recruitment Practice	0.636	0.807	0.593	

Cronbach's Alpha and Composite Reliability Test: If the outcome value is more than 0.7 then we take it as positive result, above table result shows that quality of applicant, time, recruitment practices has significant effect on recruitment practices during covid-19.

Note: Cronbach's Alpha value of Recruitment Practices is less than 0.7 but it is accepted because Nunnally & Bernstein has stated in their research that value above 0.6 is considered in high reliability & acceptable index.

For AVE: Value should be more than 0.5, it shows the convergent validity of the construct in model.

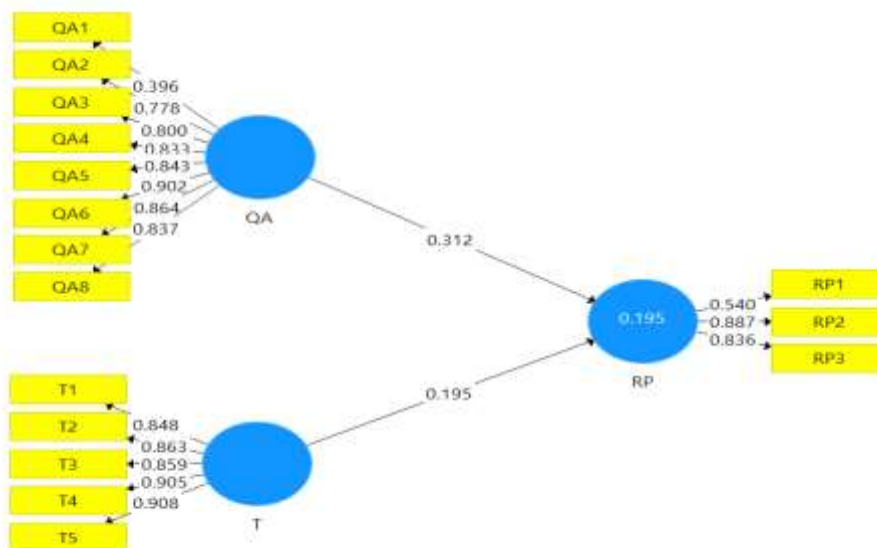


Fig3. Results of PLS algorithm after running the data in Smart – PLS a conceptual framework

Table 6. Cross Loading value

	QA	RP	T
QA1	0.425	-0.055	0.396
QA2	0.778	0.299	0.349
QA3	0.800	0.209	0.535
QA4	0.833	0.371	0.482
QA5	0.843	0.129	0.341
QA6	0.902	0.327	0.397
QA7	0.864	0.351	0.399
QA8	0.837	0.447	0.410
RP1	0.210	0.540	0.229
RP2	0.392	0.887	0.317
RP3	0.309	0.836	0.250
T1	0.447	0.328	0.848
T2	0.364	0.162	0.863
T3	0.386	0.356	0.859
T4	0.533	0.255	0.905
T5	0.417	0.336	0.908

Cross examine the various items to identify those who have high loadings on the same construct on the basis of Results of PLS algorithm.

Model assessment

Ability to discriminate to evaluate the Model's ability to discriminate, the Fornell-Larcker criteria [19] is used. When the variance across all constructs is less than the variance shared by each component with its components, the F-L criteria is satisfied, demonstrating discriminant validity. If the square root is greater than the correlation index, then we may assume that the test has discriminant validity. According to Table 6, all of the structures meet the F-L requirement. In addition, HTMT is used to check for discriminant validity. The HTMT method is a fresh technique to testing discriminating validity [20]. Using a stricter criterion, the HTMT index-derived scores should be less than 0.85. Possible HTMT value of 0.90. Table 8 shows that there is not a single pair of associations with a score higher than 0.85.

DISCRIMINANT VALIDITY

Discriminant Validity checks that one construct is different from another.

Table 7. Fornell-Larcker Criterion

	QA	RP	T
QA	0.796		
RP	0.407	0.770	
T	0.492	0.348	0.877

Results for the Fornell-Larcker Criterion are presented in a diagonal format, with the expectation being that one number is larger than the other. Value of T, for instance, is higher than both RP and QA. The data mentioned in above table indicates that the recruiting practices used during covid-19 were significantly influenced by time, recruitment techniques, and candidate quality.

Table 8. Heterotrait-Monotrait Ratio (HTMT)

	QA	RP	T
QA			
RP	0.467		
T	0.468	0.431	

The value of Heterotrait-Monotrait Ratio (HTMT) is correct and acceptable because value less than 0.85 is considered as accepted result.

Table 9. Hypotheses testing

Hypothesis	Original Sample	Sample Mean (M)	Standard Deviation (Stdev)	P value	Decision
H1 = QA	0.796	0.798	0.023	0.00	Supported
H2 = T	0.770	0.774	0.012	0.00	Supported
H3 = RP	0.492	0.493	0.034	0.00	Supported

At the 1% level of significance, P Values are calculated to test each of the three hypotheses. The effect size for applicant quality is 0.796, and the corresponding P-value is 0.00, suggesting that VMH use has a significant impact on selecting applicants with a high level of quality in line with H1. The effect size for time is 0.770,

and the corresponding P-value is 0.00, suggesting that VMH use has a positive impact on the amount of time it takes to hire a candidate and a recruiter. The given results mentioned in above table provide strong support for H2 and H3.

After reviewing the existing literature and taking into account the use of technology in recruitment and other human resource practice, three new components were added to the technology acceptance model. Applicant quality, hiring cycle, and rehiring policies are all modelled. Putting virtual mode to use has a notable beneficial impact on all three.

CONCLUSIONS

The researchers conclude that the covid 19 pandemic condition has a major effect on the recruiting process, slowing it down and decreasing the quality of candidates. recruiters may locate highly qualified, bright applicants from anywhere in the globe because to the internet's ability to facilitate global job applications. In the year of our Lord 2019, the Internet has made it feasible for recruiters to reach out and search the suitable candidates through databases of resumes available on online platforms and applications in search of exceptional prospects using just keywords. By doing a search, rather than going through each application and resume individually, both time and money may be saved. Companies may save time and money with E-recruitment during covid19 because to its efficient procedure, high-quality applicants, and customizable options. The motive of the research is to know how using virtual Hiring affects the quality of applicants chosen and the time spent during the covid situation on the recruitment process. The Model is updated by include just those structures that make the most sense in light of the present state of affairs. The hypothesis was examined using the Partial Least Squares - Model. In this paper, all three assumptions were verified. The majority of companies now use online resources to seek for and interview prospective workers. According to the research presented in the paper, factors such as quality assurance (QA) and time (T) directly affect whether or not users adopt virtual platforms for processing hiring during the current pandemic. This mode of hiring saves time, attracts higher-quality applicants, and reduces costs. Positive and statistically significant influence is present in each of these factors. After the government instituted a countrywide lockdown, more people started looking for work online because of the time savings it offered. The second major result of such technology utilization is a higher caliber of application. Most businesses relied on Zoom for interviewing and hiring purposes. Since environmental concern was proven to be a key factor in connection to these online communities, it was included into the Model as an outcome variable.

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