

PROJECT DISSERTATION REPORT
ON
A STUDY ON EMPLOYEE PERCEPTION
ABOUT ONLINE RECRUITMENT PROCESS

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DECLARATION

I declare that this report is entirely my own work. It is being submitted to the Delhi School of Management, Delhi Technological University, in partial completion of the Master of Business Administration degree. It is my original research work, not copied from any source. It has never been submitted to any other university for any degree or examination.

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(2K20/DMBA/08)

CERTIFICATION OF ORIGINALITY

This is to certify that the project report entitled, “A Study on Employee Perception about Online Recruitment Process” by Aditi Upadhyaya is submitted to Delhi School of Management, Delhi Technological University in partial fulfilment for the requirement for the award of degree of Master of Business Administration.

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It gives me incredible pleasure to present my project report on " Recruitment Practices Post Pandemic Era". It has been my privilege to have a team of project guides who have assisted me from this project's commencement. This project's success results from sheer hard work and determination put in by my project guide. I now take this opportunity to thank **Dr. Rajan Yadav**, who acted as my mentor despite his many academic and professional commitments. His wisdom and insight inspired and motivated me. Without his understanding and support, this project would not have been exciting, and neither would have reached productivity.

TABLE OF CONTENTS

S.No	Chapter	Page No.
1	Introduction	1
	1.1 Background	1
	1.1.1 Importance of Recruitment in an Organisation	1
	1.1.2 Impact of COVID19 on Employment	11
	1.1.3 New Age Recruitment for the new Era: Online Recruitment	14
	1.2 Problem Statement	15
	1.3 Objectives of the Study	16
	1.4 Scope of Study	16
2	Literature review	17
3	Research Methodology	21
	3.1 Research Design	21
	3.2 Data Collection	21
	3.3 Hypothesis Testing	22
4	Analysis, discussion and recommendations	23
	4.1 Data Analysis	23
	4.1.1 Participant Details	25
	4.1.2 Multiple Linear Regression	25
	4.1.3 Employee Experience	30
	4.2 Findings and Recommendations	41
	4.3 Limitations of the study and future scope	41
5	Conclusion	42
6	References	43
7	Annexure	45

TABLE OF FIGURES

S.No	Chapter	Page No.
1.1	Steps of recruitment	3
1.2	Elements of a job description	4
1.3	Factors considered for designing recruitment strategy	5
1.4	Procedure of candidate shortlisting	6
1.5	Purpose of Shortlist Scorecard	8
1.6	Advantages and Disadvantages of ATS	10
1.7	Aspects of Recruitment affected by COVID19	13
1.8	Conceptualisation of Online Recruitment	15
4.1	Gender of Participants	25
4.2	Highest Educational Qualification of Participants	26
4.3	Age of Participants	26
4.4	Years of Experience of Participants	27
4.5	Location (State) of Participants	28
4.6	Chart of Experience with Online Recruitment of Participants	30
4.7	Histogram of Participants' response to 'Online Recruitment is as effective as Offline recruitment Process'	31
4.8	Histogram of Participants' response to 'Online Recruitment Process helped assess my potential rightfully'	32
4.9	Histogram of Participants' response to 'Technological glitches like internet connectivity does not affect my possibility of selection'	33
4.10	Histogram of Participants' response to 'Online Recruitment has helped speed up the recruitment process'	34

4.11	Histogram of Participants' response to 'Online Recruitment helps remove recruiter's bias during selection process'	36
4.12	Histogram of Participants' response to 'Online Assessments are run smoothly during online recruitment process'	37
4.13	Histogram of Participants' response to 'Online Recruitment is free of human errors and fair for all'	38
4.14	Histogram of Participants' response to 'I am satisfied with the online recruitment process'	39

TABLE OF TABLES

S.No	Chapter	Page No.
4.1	Regression Statistics	23
4.2	Coefficients table for the factors	23
4.3	ANOVA	24
4.4	Table of Participants' response to 'Online Recruitment is as effective as Offline recruitment Process'	31
4.5	Table of Participants' response to 'Online Recruitment Process helped assess my potential rightfully'	32
4.6	Table of Participants' response to 'Technological glitches like internet connectivity does not affect my possibility of selection'	33
4.7	Table of Participants' response to 'Online Recruitment has helped speed up the recruitment process'	34
4.8	Table of Participants' response to 'Online Recruitment helps remove recruiter's bias during selection process'	35
4.9	Table of Participants' response to 'Online Assessments are run smoothly during online recruitment process'	36
4.10	Table of Participants' response to 'Online Recruitment is free of human errors and fair for all'	38
4.11	Table of Participants' response to 'I am satisfied with the online recruitment process'	39

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EXECUTIVE SUMMARY:

Recruitment is a part of the Human Resource management of an organisation which is of major importance as it helps an organisation in finding suitable candidates to work towards a common goal. The HR departments of organisations continuously work towards optimising current recruitment practices to source, screen and onboard the best fits for their teams while attempting to reduce the cost, time to hire and provide flexibility to the candidates to ensure their retention within the organisation.

The COVID pandemic is having a considerable influence on the business sector and also offices. The effect might be seen in several sectors, ventures, and employment settings. COVID-19 has actually led to considerable changes in our modes of communication, the way we work, transport, as well as other everyday activities, along with changes in the basic principles and practises of staff recruiting. It has forced us to adapt to and concession with the situation throughout. Whatever the conditions, the globe and also its organizations need to continue to function. Business today are hectic creating novel methods of hiring while maintaining social range criteria in mind in order to achieve their organisations' recruitment objectives while continuing to work as usual.

As a consequence of the crisis, organisations adopted online-recruitment process for continuing with their recruitment practices and integrating it with the work-from-home model of the organisation. Even though it was the need of the hour, it is important for candidates to have faith in the new process since it affects their possibility to selection in their dream organisations. Thus this study is targeted at the working professionals who have undergone the process of online recruitment and to understand their perspective towards the successful administration of online practices to analyse their skill, knowledge and fitment in the organisation.

With the help of this study, we found that there is a general positive outlook of candidates towards online-recruitment process and they have confidence in

the same. Owing to this, it can be thought of as a process which can be adopted by the organisations even after the pandemic ends.

1. INTRODUCTION

1.1 Background

1.1.1 Importance of Recruitment in an Organisation

Recruitment is crucial in HR management since it ensures that employees that look for to join the organisation are a great match for the company, while additionally exhibiting the professionalism of the entire organisation from the moment a prospective worker chooses to sign up with. Moreover, hiring advertises a selection of considerable benefits such as getting certified employees, guaranteeing social fit, saving time and money, boosting employee happiness, and ensuring a solid business image.

Locating the appropriate individual for the appropriate position is essential in today's transforming environment. Firms rely upon competent resources, yet finding them may be costly. Many businesses use a basic hiring procedure that includes evaluating resumes, group discussions, interviews, and psychometric screening. Firms are shifting and adopting technology, according to researches. Without deserting the idea of being global in social aspect, an e-recruitment system can minimize recruiting prices. Most organisations need to concentrate on creating an on the online recruitment method that enables the establishment of concrete pre-made profiles.

HR managers can successfully ensure that they are able to hire gifted team throughout the recruiting procedure. This implies that business will certainly hire people whose capacities are a great suit for the company's present demands. Moreover, via recruiting, organisations obtain the possibility to acquire new capabilities that possible workers possess that do not currently exist within the organisation.

This is important since human resource monitoring might flourish by means of recruiting considering that they can lead the organisation in situating skill that will certainly be incredibly helpful to the whole organisation. Additionally,

abilities required to fill jobs in teams to ensure that a group strives for high productivity degrees to obtain desired outcomes as well as work successfully in the direction of goals may be quickly obtained with a HR department performing recruiting processes.

HR Managers can successfully ensure that they can save time and money for the organisation through the recruiting process. This is evident when HR managers guarantee that during the hiring process, they will successfully hire the proper person fit to fulfil organisational objectives in order to prevent spending time and money hunting for another employee if the recruited employee does not meet expectations.

There are 7 action in the recruitment cycle:

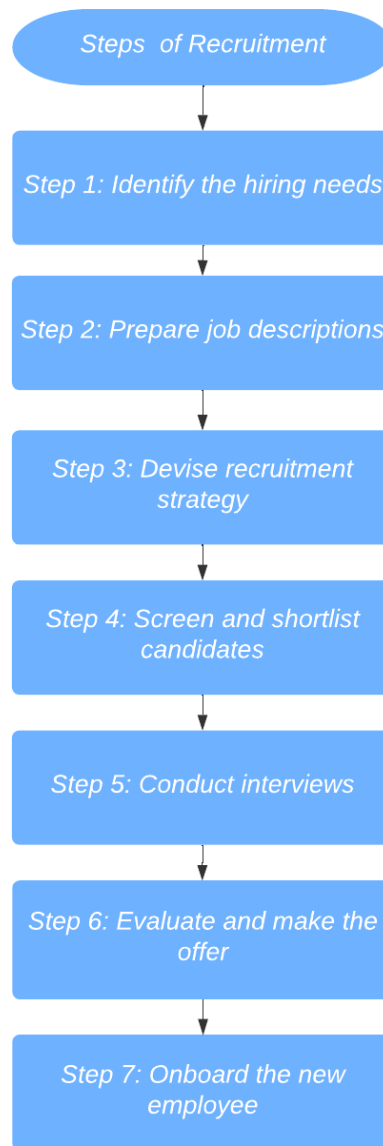


Figure 1.1 Steps of recruitment

The first step to an effective employment procedure is the identification of the business's existing hiring-needs. Recognizing the kind as well as reason for openings can be done by taking a look at for any performance voids, skill-fitment as well as proficiency problems that require to be covered, excessive workload provided to a team bring about need of new hires or job developed by a worker retiring or leaving the organisation. Article recognition of openings,

job definition can be started with which includes describing the certain work skills needed consisting of the years and type of experience needed, technological abilities as well as understanding etc.

Specifying the work placement, responsibilities, and also duties as soon as one has identified the abilities, expertise, and experience spaces that should be loaded con law as the 2nd step of employment procedure. A complete task summary notifies you of what to search for in possible prospects. It also serves as a checklist for candidates to complete prior to determining if they are qualified for the blog post and applying-- resulting in even more appropriate prospects.

A job description ought to consist of the list below elements:

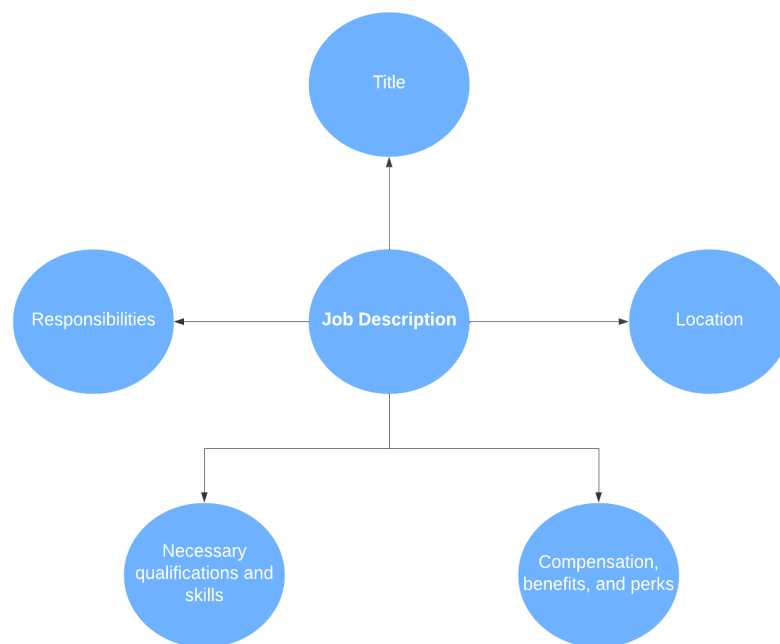


Figure 1.2 Elements of a job description

When the JD is prepared, the 3rd step is to specify the strategy for recruitment. This is the stage at which you figure out exactly how to hire as well as maintain the best leads. You must examine if you can situate an appropriate prospect within the organisation or whether you require to employ from outside. Factors to consider to be made prior to decision of the method are as follows:

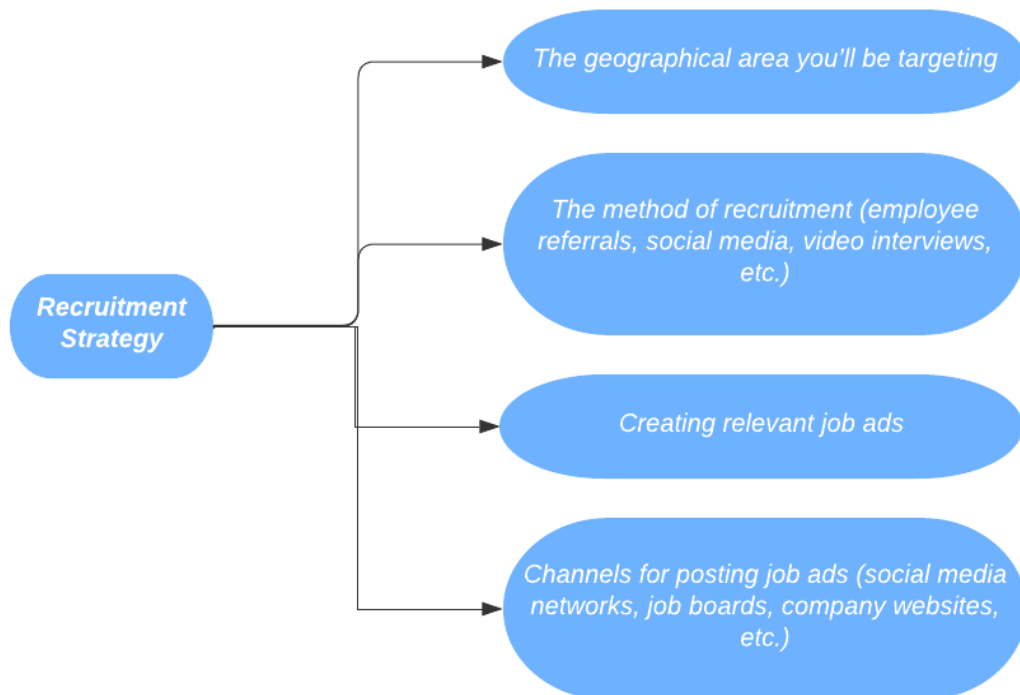


Figure 1.3 Factors considered for designing recruitment strategy

After creating the recruitment strategy comes the fourth step, candidate shortlisting. Deloitte's Human Funding Trends Record finds that as organisations begin to embrace the suggestion that recruiting and maintaining gifted employees represents a competitive advantage, HR departments are being tasked with revamping everything they do in order to alter the way organisations employ, handle, as well as sustain their people. Nonetheless, the more things alter, the even more they remain the same. Despite these adjustments, the traditional problems of recruiting continue, such as how to find, draw in, screen, and choose potential customers. Shortlisting is occasionally one of the most difficult and lengthy stage of the recruiting process.

Shortlisting is the procedure of choosing candidates from your candidate pool that ideal satisfy the required as well as preferred criteria for the open req and that you intend to ahead to the next stage of your recruiting procedure, which

is usually some type of meeting. Simply put, make a "list" of potential customers with whom you wish to talk. Shortlisting takes place after sourcing (recognizing as well as hiring candidates) and before talking to and also further examining prospects in the employment process. Screening and also shortlisting are often carried out simultaneously: when you screen resumes from prospects, you shortlist the leading ones to continue better. A detailed shortlisting treatment involves a number of technical as well as lawful concerns. The procedure of shortlisting has actually been enveloped in the flow chart listed below:



Figure 1.4 Procedure of candidate shortlisting

Step 1: Establish the standards for shortlist.

These are the basic as well as optimal job demands, in addition to the very little degree that the shortlisted applicant ought to have. These factors need to be connected to on-the-job efficiency and needs to preferably be consisted of in the job summary.

Creating the proper criteria needs striking an equilibrium between requirements that are high sufficient to guarantee outstanding high quality applicants advancement, but not so stiff that you are screening out a lot of skilled people.

- The shortlist standards ought to be based upon the attributes and also characteristics of top-performing people presently in the feature.
- The shortlist standards need to not consist of own judgement or digestive tract sense on what supervisors believe are needed for success as well as individual similarities between candidates and also employers or working with supervisors.

Essential Criteria Vs Desirable Criteria:

The distinction in between essential and desirable criteria: Essential criteria are those that a candidate must meet in order to be thought about for the setting. A basic instance of a required condition is whether the prospect is lawfully allowed to operate in the country. These type of standard are typically referred to as "knockout inquiries" because either the candidate possesses it and might proceed, or they do not and are quickly removed.

Desirable criteria, on the other hand, are those that would certainly make a person a far better fit for the placement. These are regularly viewed as nice-to-haves. An expert qualification is an instance of a wanted criterion.

Step 2: Make a scorecard for shortlist.

Produce a shortlist scorecard for your applicants utilizing the necessary and also wanted requirements you specified above. The goal of this scorecard is to information each requirement so that you might provide a rating to each prospect who has actually been evaluated in. To begin with, ensure that your criteria do not bias against any type of lawfully

shielded categories. The trick right here is to use your standards regularly, equitably, as well as fairly to all prospects.

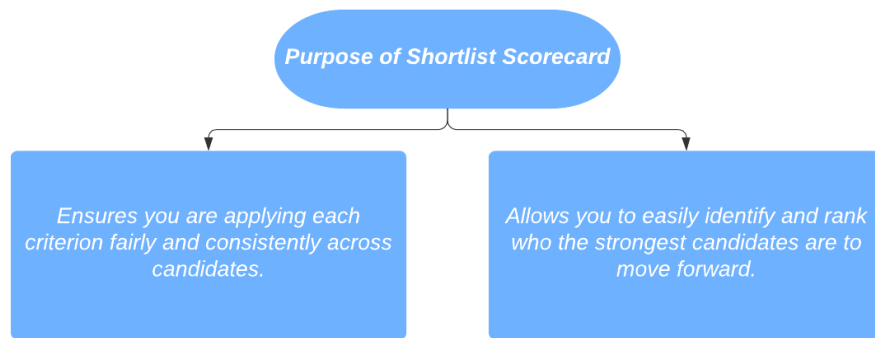


Figure 1.5 Purpose of Shortlist Scorecard

Step 3: Establish the size of shortlist.

It refers to the number of people must one shortlist in order to make an effective hire. Most people have a fixed number in mind when it concerns figuring out the size of their shortlist. As an example, talking to 4 to six leads in order to work with one.

One may shortlist any kind of prospect that satisfies your demands for high-volume recruiting settings such as customer support representatives, when you require to work with thousands of individuals.

Working in reverse from the typical conversion rates in your very own employment process is the most effective method to establish the size of your shortlist. As a point of comparison, the market average application to talk to conversion rate is 13%, interview to provide conversion price is 17%, as well as deal to accepted conversion rate is 89%.

Step 4: Shortlisting prospects by screening resumes.

According to research data, 75% of candidates are usually unqualified, and 88% are not strong sufficient to head to an interview. When one has to screen away 75 to 88 percent of the resumes you receive for an open req, it's simple

to see why shortlisting is one of the most taxing element of recruitment. Generally, testing and shortlisting candidates was done by hand. A common work uploading obtains 250 applications, which can occupy to 23 hours per hire simply to check resumes, examine each possibility utilizing your scorecard, and also decide your last candidate shortlist.

Employers as well as talent acquisition professionals recognised this was a huge issue a long period of time earlier, so they turned to technology: the Application Tracking System (ATS) was developed. ATS software has been a true blessing in several methods. An ATS boosted the working with process for 94% of the companies that make use of one.

Traditional ATS software program was not planned to improve exactly how it shortlists candidates by learning which ones achieved success and also fell short workers. That indicates that any kind of brand-new req has to re-invent the wheel, even if you have actually already filled up the similar job. While ATS software application is nearly a demand these days for recruiting as well as ability acquisition groups, its restricted ability is understandably irritating.

Yet, like with the creation of the ATS, innovation is once more stepping in to make it possible for the next generation of prospective candidate shortlisting.

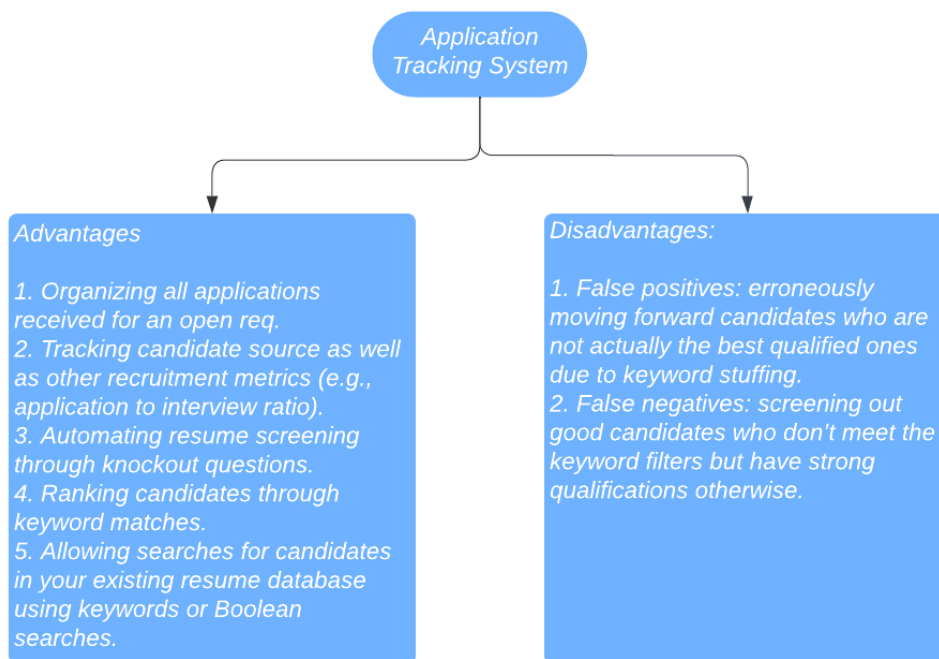


Figure 1.6 Advantages and Disadvantages of ATS

The talking to process is where your possible candidate will make direct contact with you after completing the application form or replying to the work advertisement. So currently it's up to you to make a strong impression on them as a feasible company. And this is when you need to be most worried concerning applicant experience. The candidate meeting is an important part of the employment process. To hire the most effective candidates, human resource professionals as well as hiring supervisors have to be well-versed in interview techniques. This web page provides an introduction of a number of arranged and also unstructured talking to strategies. It takes a look at one of the most common forms of interviewing-- telephone pre-screening, straight one-on-one meetings, and also panel meetings-- as well as the goals and strategies of behavioural, competency-based, and situational interviewing strategies.

Companies should be aware of federal and state laws prohibiting certain sorts of inquiries from being asked during job interviews. This write-up provides some essential principles for job interviewers to follow in order to prevent fees

of working with discrimination or bias, in addition to instances of questions not to ask job candidates.

When the interview process moves than with, we move ahead with the sixth step, making an offer. Now is the time to speak to the candidate's references. And if everything checks out, you're ready to make a deal. However, there is a capacity that the initial encouraging candidate you selected may decline the setting. In that scenario, you should agree to extend the offer to the 2nd or 3rd best prospect.

As the last step of employment, there's employee orientation. This is the stage at which you make the new staff member feel secure. This includes greater than simply revealing the brand-new employee around the workplace as well as presenting them to others. This includes aiding them in recognizing their commitments in addition to supplying the essential devices and training to assist them in discovering. This concern is explored in further deepness in these sites.

1.1.2 Impact of COVID19 on Employment:

Covid-19 has had an incredible impact on business world's recruiting market around the world. Big losses were sustained by well established firms, some enterprises were compelled to close, discharges and also discontinuations came to be the standard, the unemployment price climbed, and so forth. As a result of the COVID-19 pandemic, working with processes all across the world are facing unmatched difficulties. Organizations are concerned about their employees' safety and security, while workers are attempting to adjust to the new task need, i.e. working from home in the middle of various other tasks such as school closures and cancelled/deferred tasks. Given the current scenarios, brand-new job searchers as well as laid-off employees are not sure if they will be able to find appropriate work.

Given that December 2019, the advancement of COVID-19 has trembled the world and all aspects of life. Companies are shutting down, frequent lock-

downs, terrifying events, rising illness rates, as well as other elements have made it tough for individuals to live a typical life. Numerous individuals have lost their work, and they are fed up with the many pressures as well as concerns of how to continue living in the face of dangerous dangers. According to the International Labor Company (ILO), 400 million tasks were shed worldwide in the second quarter of 2020, with Africa seeing 400 percent work losses in just the initial 3 months (April-June 2020) given that the commencement of the COVID-19 epidemic. Consequently, the Asia-Pacific area has in charge of about 59 percent of employment losses for permanent wage workers, leading to 110 million task losses out of an overall of 235 million across the area. In terms of modifications throughout working hours as a result of the COVID epidemic, the ILO records that in Southeast Asia, functioning hrs have lowered start in March 2020, causing permanent job losses. Similarly, Latin America has had the greatest drop in working hrs, with a price of 20%, slightly greater than Southeast Asia, which has a rate of 18% in the second fifty percent of 2020.

Battles have actually brushed up business sector, specifically the financial facets and also the boosting damaging company problems, which have caused unmatched job losses, income cuts, the loss of crucial workers and also knowledgeable personnel, and also the problem in hiring new workers, especially foreigners. None besides the United Nations provided concerns about the rapid decrease in functioning hrs enforced worldwide as a result of the extensive lockdown policies established to fight COVID-19 (UN Information, 2021). Prevalent task losses were likewise observed in Africa as well as India, where an approximated 45 million full time work were shed throughout the continent, in addition to an increase in India's joblessness rate from 8.74 percent in March of 2020 to 23.52 percent in April of the very same year.

Its implications for business are concerning, particularly for little and also medium-sized organizations. The failure to pay workers on time, less working hrs as well as an absence of work, underutilization of the workforce, as well as worsening functioning problems have all been connected to increasing unemployment circumstances.

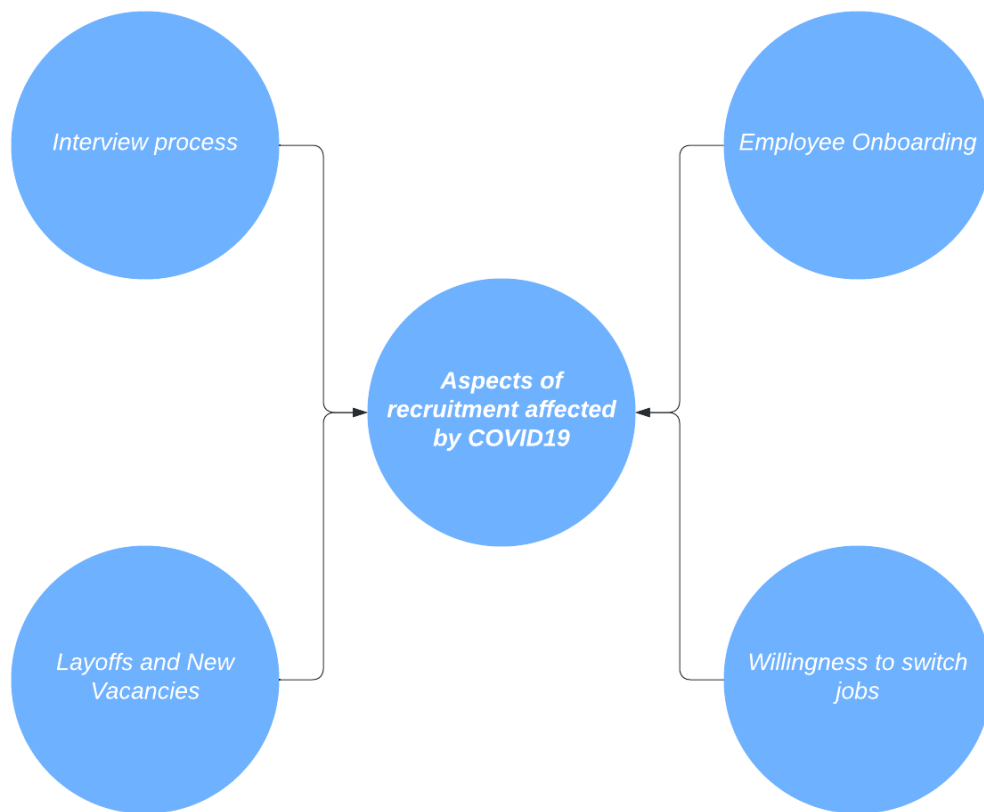


Figure 1.7 Aspects of Recruitment affected by COVID19

1. The in-person interview process could not take place:

Firms all over the world are creating plans for their workers to function remotely from residence. The suggestion is to avoid unnecessary travel and in person engagement. Therefore, employment interviews could not be kept in the office.

2. New staff members were to be onboarded via remote procedure:

We are staying in amazing times, yet our firms still have brand-new workers that need to be onboarded. It is tough to deliver a positive onboarding experience without meeting in person or giving an excursion of the company. It is, nonetheless, workable.

3. Increase in number of discharges and also decrease in openings:

Layoffs cause a rise in the number of unemployed persons, which is a very unpleasant condition. Therefore, even more people will get work. Prospects will certainly send a lot more open applications when organisations make less vacancies obtainable.

4. Reduction in readiness to transform jobs:

Candidate sourcing may come to be progressively difficult. If an individual is under contract with their present employment on a permanent basis, their disposition to change will decrease. Throughout the dilemma, people will certainly prioritise protection over unpredictability. At the same time, leading performers who are worried concerning prospective layoffs at their existing employment might be much more receptive to other task prospects.

1.1.3 New Age Recruitment for the new era: Online Recruitment

Online recruitment is understood by many other names, including net recruitment, E-recruitment, web-recruitment, and also much more. In contrast to typical recruiting, e-recruitment use infotech to handle the recruitment process. Breugh et al. established a recruiting design that shows the employment procedure at a high level and consists of the complying with tasks: setting recruitment purposes, developing an approach, performing the recruitment activity, as well as getting and also examining employment end results. Recruiters defend applicants (jobseekers that are suitable for available settings), while jobseekers complete for employment, which leads both teams to accept information technology at fast rates in order to relieve several of the stress of recruiting initiatives. "For most work applicants, the Net is where the activity is".

There are 5 conceptualisations of online recruitment, which cover a varied sight of this type of recruitment among organisations.

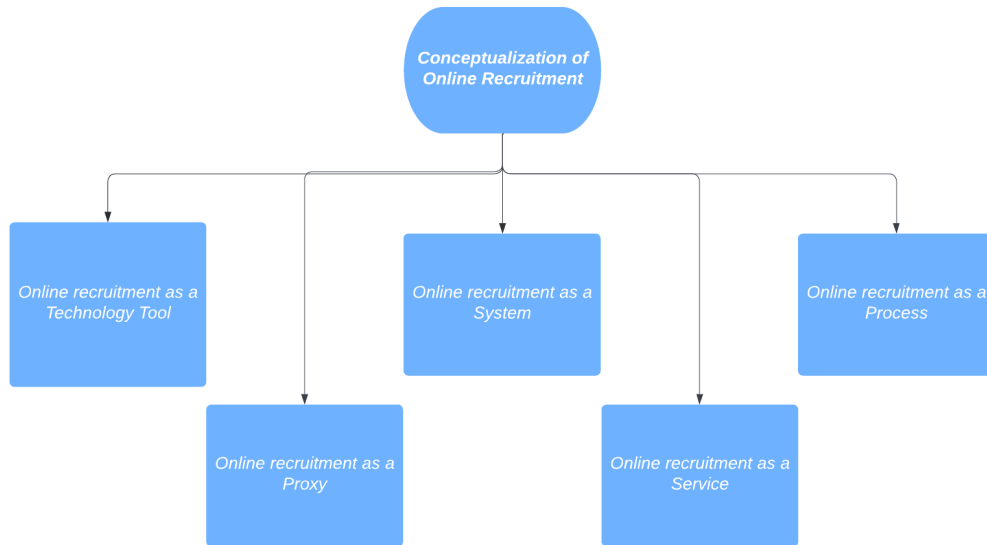


Figure 1.8 Conceptualisation of Online Recruitment

Advantages of E-Recruiting:

- a. Inexpensive per candidate as contrasted to the traditional recruitment treatment; wide geographical coverage, i.e. prospects might be worked with from throughout the globe.
- b. Beneficial for both the employer and also the task seeker, organisations might locate possible candidates with their CVs linked to the internet, and individuals can proactively preserve looking for their optimal company while seeking work.
- c. Much less time is required to employ a suitable candidate for the company.
- d. With E-Recruiting, the ideal individuals for the ideal setting might be readily located by comparing the prospect's Curricula vitae with the task profile, making the employment procedure a lot more efficient and also making it easier to videotape the applicant's data.

1.2 Problem Statement

Recruitment is considered to be one of the most important aspect of human resource management as it is the source of bringing right talent into the

organisation. Every organisation focuses on optimising the overall recruitment cycle in order to make it more efficient, cost effective and reduce time to hire as much as possible. The onset of COVID19 pandemic disrupted the functioning of all the organisations and the department that took the brunt of it the most was human resource management since this department was responsible for taking care of all employees in the system. Increase in the number of layoffs, salary cuts, decrease in employment opportunities, provisions for physical and mental health of employees and ensuring proper technical support while shifting to work from home model was looked over by the human resource department. With organisations shifting to work from home, the recruitment processes had to be updated and adapted in accordance to the demand of the situation. All organisations took to online recruitment as a retort to the crisis and designed the whole recruitment cycle around it.

Since the process of online recruitment is new to organisations and candidates alike, it is necessary to understand the perception of the candidates towards online recruitment as to whether it helps in accessing the skills rightfully and do they have confidence in the online recruitment process or not.

1.5 Objectives of the Study

This study has been conducted to understand the perspective of the employees towards online recruitment process.

1.6 Scope of Study

The scope of study is to understand whether candidates have confidence in the online recruitment process and whether they would like any specific changes in the same. The existing literature addresses how employers have planned to switch to the e-recruitment processes but very less literature exists addressing the perspective of the candidates which has been attempted to be covered in the given study.

2. LITERATURE REVIEW

According to **Breaugh's** article, working with skilled employees is important to a company's profitability and also better efficiency, however in order to draw in one of the most skilled workers, a reliable recruitment procedure must be dealt with. This author contends that there is no optimum technique to hire the finest talent, however that the scenario at the time dictates the most effective technique to utilize.

Anna B Holm has submitted a research job labelled 'E-recruitment: Towards an Ubiquitous Recruitment Process as well as Candidate Connection Management.' This study post focuses on the influence of e-recruitment on total recruitment. In the year 2008-2010, three essential study for 3 huge enterprises in Denmark were taken into consideration. E-Recruitment is a time and area independent means of working with that achieves success. In addition, an updated job website is an essential part of E-Recruitment. The various actions of recruitment might be carried out and also documented in an effective and organized manner. Preserving a current company work web site is also a vital element of the online recruitment process.

According to **Abia, M., and Brown, I. (2020)**, e-recruitment is understood by numerous other names, consisting of web employment, on the internet recruiting, and web recruitment. E-recruitment, instead of conventional recruiting, makes use of information technology and also software program to handle the company's recruitment procedure. A recruiting version that depicts the recruitment process makes up activities such as specifying employment objectives, intending recruitment techniques, carrying out employment tasks, as well as examining recruitment output. Employers complete for the best-fit candidates (work applicants that are a great suitable for the available job), whereas job seekers compete for tasks to obtain picked; this encourages both the organisation as well as the candidate to rapidly take on information technology to minimize some of the challenges in the recruitment efforts.

Simón, C. and Esteves, J. (2015) mentioned that solid institutional variables may encourage business to pick the aspects of the company's recruiting sites

that are based upon duplicating and also showcase the associates in their referral, networks, and teams. To summarise, digital recruiting has the prospective to become an essential device as well as technique for business as well as human resources specialists in looking and finding leading ability while decreasing costs related to the screening of global applicants. Although e-recruitment deals clear benefits for any type of business, it additionally creates a variety of obstacles for business.

Dr. Bhupendra Singh Hada and Swati Gairola offered the subject 'Opportunities & Challenges of E- Recruitment.' This research paper mainly helped in understanding the concept of E-Recruitment, as well as the obstacles, extent, as well as advantages of E-Recruitment. Poaching, social networking, and also on the internet screening of a Company's website are the foundations of E-Recruitment. E-Recruitment benefits consist of: time and also expense financial savings, the capability to search for applicants swiftly as well as successfully using search phrases, as well as advertising and marketing benefits. Some of the difficulties connected with e-recruitment are as follows: Not proper for many type of professions, impersonal, and privacy issues.

Prof. Priya Unadkat supported the 'Need for E-Recruitment Strategies in the Arising Circumstance.' This research study short article focuses on successful E-Recruitment, which is required for hiring qualified individuals. Data was collected utilizing a mix of primary and additional resources. It covers the primary sorts of E-Recruitment, their advantages, discoveries, and also determining the future and scope of E-Recruitment. Outsourcing, E-Recruitment, and also Raiding are several of the concepts of recruitment.

Organizations might leverage settlement, brand name acknowledgment, reference, and employment security as substantial aspects in bring in and also employing outstanding individuals, according to **Adeosun, O. T. and OHIANI, A. S. (2020)**. Furthermore, digitization is a key strategy for attracting, hiring, and also choosing one of the most competent individuals. Using social networks, standard media, on the internet meetings, and also in-person meetings has been shown to aid in the selection of top staff.

Gignac et al. (2021) investigated the impact of COVID-19 on health and wellness, financial resources, and also organisational assistance. According to the data, those with physical as well as psychological health and wellness problems showed extra fear and much less support than various other groups throughout the early stages of the COVID-19 outbreak. The searchings for additionally emphasised the value of workplace conditions in understanding COVID-19, along with the demand to examine differences in COVID-19 assumptions and also comprehend just how work effects point of views and can contribute to inequalities that may develop as a result of a pandemic. Moreover, the importance of functioning conditions is not limited to COVID-19. It requires greater research focus in the future and also highlights the significance of supplying much more comprehensive work choices for those with physical and mental health problems.

Al-Zagheer, H. and S. Barakat (2021) investigated and introduced the concept of electronic recruiting, along with its benefits for both business and also work applicants. The complying with are a few of the benefits of online employment: Bringing the company's expenses down. Additionally, producing employment info online is cheaper than advertising it in newspapers since there are no middlemen. On top of that, the time required for recruiting is reduced. E-recruitment sustains and helps in the hiring of the most effective candidate with the best capabilities, increasing the effectiveness of the employment process and also giving 24 * 7 accessibility to a great deal of online returns to for both candidates and also companies. E-recruitment has its very own set of pros and also disadvantages, several of which are taxing, such as screeing and verifying capabilities. B. A defect is also a slow net link, a lack of on-line accessibility, or a lack of understanding. C. Organizations can not count just on on-line employment strategies. D. In India, both the recruiter and also the interviewee choose to meet personally as opposed to communicate over email.

Dr. Vashisthaa, Goelb, and Dhiman discovered that the Covid-19 pandemic circumstance has a significant influence on the recruiting process, influencing both the standard employment process and also the e-recruitment procedure

in their research study. According to the report, e-recruitment has a considerable impact on IT company personnel. E-recruitment benefits companies in a selection of means, consisting of time savings, minimized recruiting expenditures, an efficient employment process, as well as the ability to choose.

3. RESEARCH METHODOLOGY

3.1 Research Design

The framework within which a study is carried out is referred to as the research design. This enables the researcher to utilise a research instrument that is appropriate for the study topic and difficulties.

Data for the study was collected through primary research or questionnaires, as well as secondary research for the acquisition of relevant information that complements and enhances the study. Convenience sampling was used to collect information from participants.

The research design used was cross sectional descriptive research design. Tools used for data analysis was Microsoft Excel and technique used was Multiple linear regression and descriptive analysis.

The questionnaire collected data using a 5-point Likert scale.

3.2 Data Collection

The data was collected through a Google form administered between 3rd March to 3rd April, 2022 amongst working professionals throughout different states of India.

Variables needed to conduct the study were as follows:

- a. Age
- b. Highest Educational Qualification
- c. Sex
- d. Years of experience
- e. Location
- f. Experience with online recruitment
- g. Suggestions on improving online recruitment

A total of 137 responses were collected, but due some incomplete responses we considered only 119 responses.

3.3 Hypothesis Testing

Statement: To understand employee satisfaction towards online recruitment process.

Where, H_0 = Factors like age, gender, effectiveness of process, potential assessment, technological glitches, recruitment process speed, recruiter's bias, online tests have no significant impact on employee satisfaction with online recruitment process.

H_1 = Factors like age, gender, effectiveness of process, potential assessment, technological glitches, recruitment process speed, recruiter's bias, online tests have a significant impact on employee satisfaction with online recruitment process..

4. ANALYSIS, DISCUSSION AND RECOMMENDATIONS

4.1 Data analysis

4.1.1 Participant Details:

At the beginning of the survey, a set of questions were administered in order to understand the demographics of the participants. Following is the result of the same:

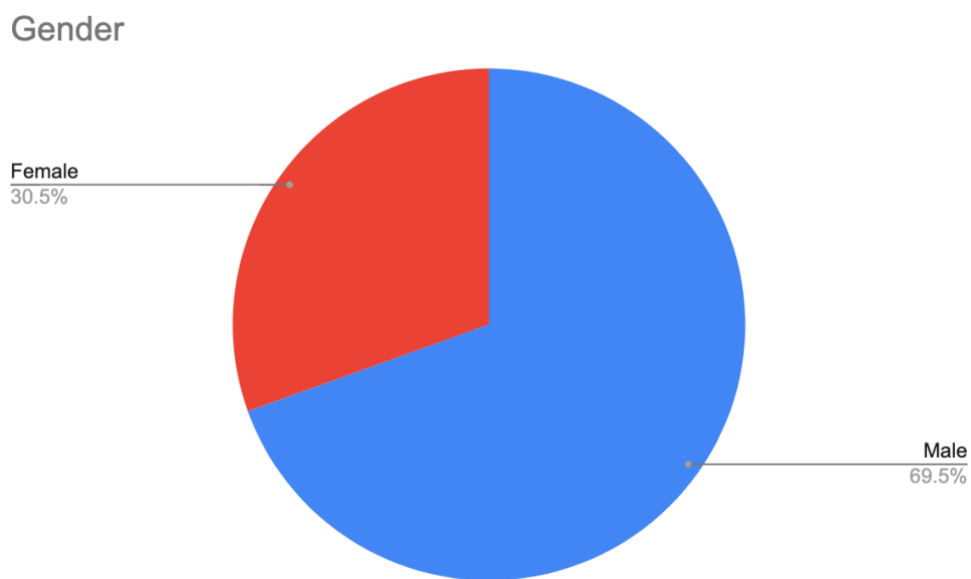


Figure 4.1 Gender of Participants

Interpretation: Majority of the participants were male, which constituted for about 69.5% and rest 30.5% participants were females.

Highest Educational Qualification

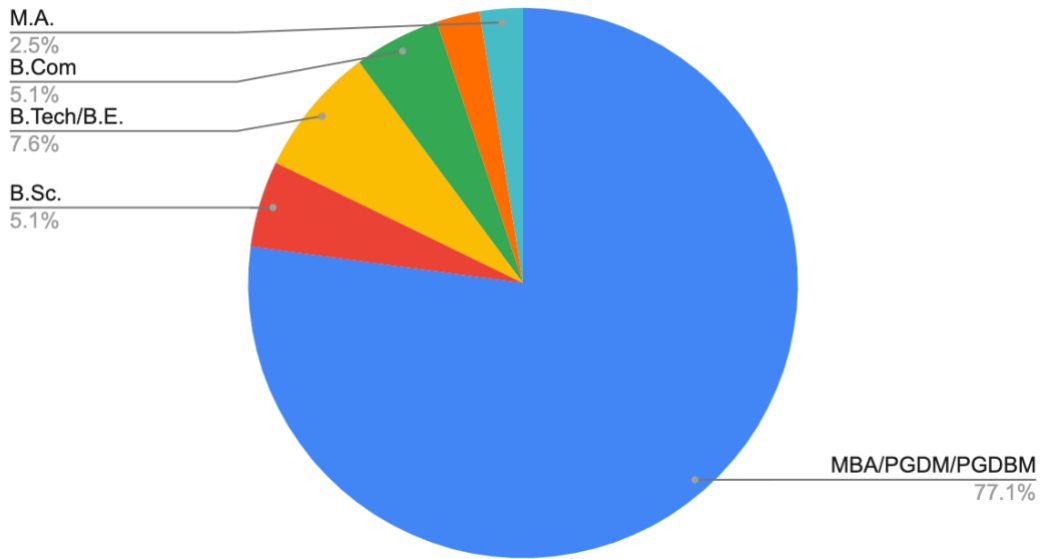


Figure 4.2 Highest Educational Qualification of Participants

Interpretation: For majority of participants, the highest educational qualification was post-graduation in MBA/PGDM/PGDBM (77.1%), followed by B.Tech/B.E. (7.6%), B.Com (5.1%), B.Sc. (5.1%) and M.A.(2.5%).

Age

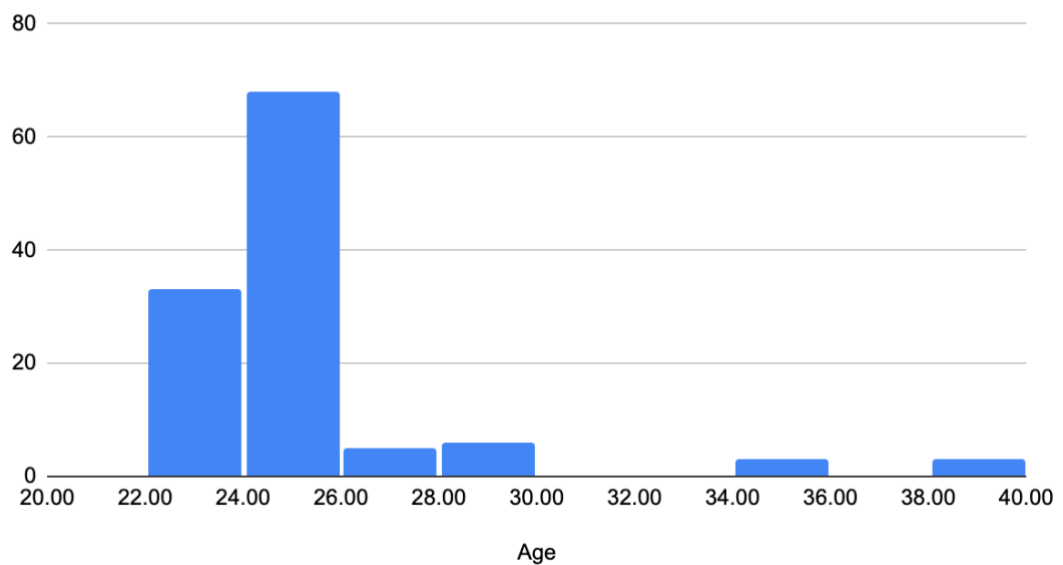


Figure 4.3 Age of Participants

Interpretation: The participants in terms of age are in the range of 22 years to 40 years, with majority of them being aged 25 years (33%), followed by 24 years (25%), 23 years (21%) and 22 years (7%). Rest of the 14% participants were of the age 26 years, 28 years, 29 years, 34 years and 40 years.

Years of Experience

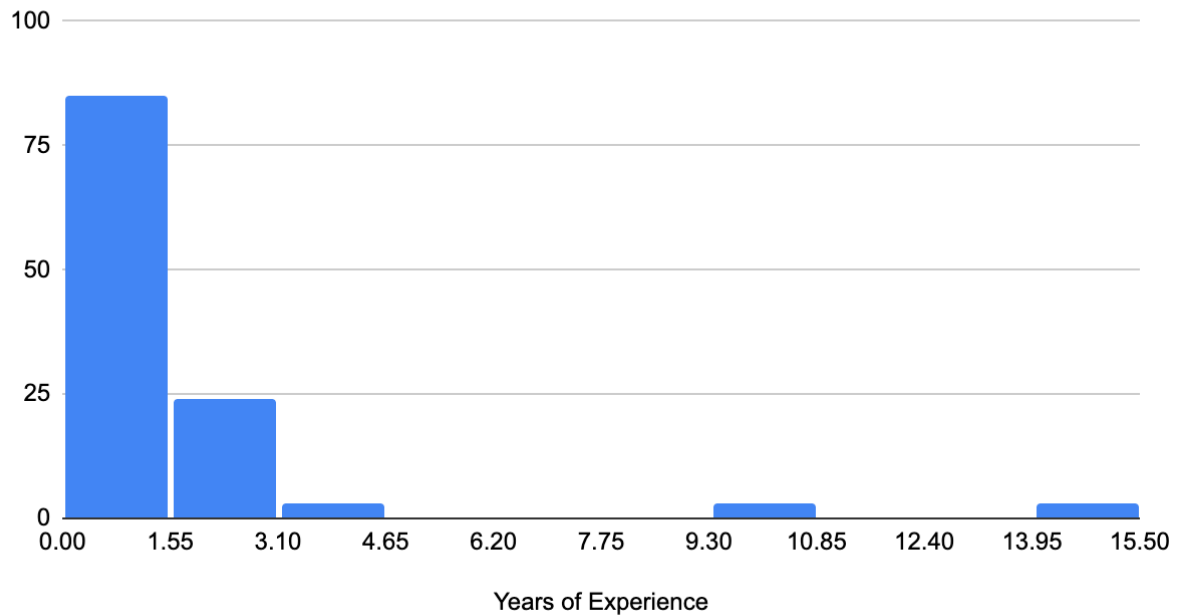


Figure 4.4 Years of Experience of Participants

Interpretation: Majority of the participants are of experience 0-1 years (65%), followed by 2-4 years (16%). 6% of the participants are have an experience 10-15 years.

Location (State)

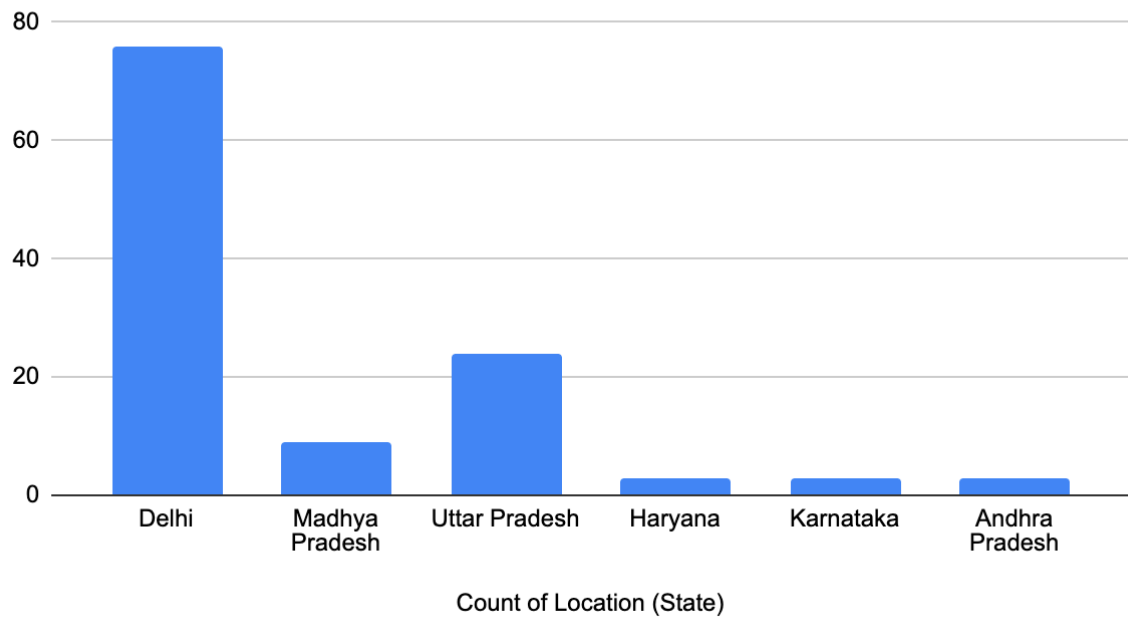


Figure 4.5 Location(State) of Participants

Interpretation: 64.4% of the participants are located in Delhi, followed by Uttar Pradesh (20.3%) and Madhya Pradesh (7.6%). Rest 7.7% participants were located in Haryana, Karnataka and Andhra Pradesh.

4.1.2 Multiple Linear Regression:

From the form responses received, multiple linear regression was performed by taking employee satisfaction as the dependent variable and gender, highest qualification, age, years of experience, effectiveness, potential assessment, technological glitches, process speed, recruiters' bias, online assessment and fairness as independent variables.

<i>Regression Statistics</i>	
Multiple R	0.886670707
R Square	0.786184943
Adjusted R Square	0.763996588
Standard Error	0.4521586
Observations	118

Table 4.1 Regression Statistics

The regression analysis is helping in understanding the relationship between the factors given above and employee satisfaction. In this case the Multiple R shows that the variables are 88% predicting the Employee satisfaction. The value of R² is 0.78. This means the factors are able to explain 78% variation in the dependent variable employee satisfaction.

	<i>Coefficients</i>	<i>Standard Error</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	2.751901528	1.104837657	0.56192162	4.941881436	0.56192162	4.941881436
Age	-0.066804162	0.040711372	-0.147501164	0.013892841	-0.147501164	0.013892841
Years of Experience	0.027473406	0.043341113	-0.0584362	0.113383011	-0.0584362	0.113383011
Effectiveness	0.352960555	0.059013208	0.235986138	0.469934972	0.235986138	0.469934972
Potential assessment	0.442761307	0.057033081	0.329711847	0.555810768	0.329711847	0.555810768
Technological glitches	-0.034997507	0.03710366	-0.108543399	0.038548385	-0.108543399	0.038548385
Process speed	-0.081125235	0.064412407	-0.2088018	0.046551329	-0.2088018	0.046551329
Recruiter's bias	-0.219062622	0.053708363	-0.325521916	-0.112603329	-0.325521916	-0.112603329
Online assessments	0.028936565	0.055246	-0.080570591	0.13844372	-0.080570591	0.13844372
Fairness	0.333063322	0.041853204	0.250103011	0.416023634	0.250103011	0.416023634

Table 4.2 Coefficients table for the factors

The coefficients table shows the regression line that will be formed based on the data that has been analysed. All the independent factors are contributing towards the dependent variable, employee satisfaction. According to the above table, factors with the highest t-stat value, i.e., Fairness (t-stat value= 7.82, p-value=0.00%) potential assessment (t-stat value= 7.30, p-

value=0.00%) and effectiveness (t-stat value= 6.11, p-value=0.00%) are highest contributors and their p-value is also the least. The factors for which the p-value is more than 0.05 are unable to impact the employee satisfaction well.

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	9	79.18292055	8.798102284	42.85367552	0.00%
Residual	108	22.17301165	0.205305663		
Total	117	101.3559322			

Table 4.3 ANOVA

The ANOVA table is explaining the variance that Employee satisfaction has with the independent factors. According to it, the variance of 79.68 out of 101.35 is explained. The significance F value is below 0.05 and f-value which is the ratio of mean square is good which shows that the model is a good fit for explaining the relationship that is present among the variables. On the basis of the above findings, we reject the null hypothesis and accept the alternate hypothesis.

Regression Model:

$$Y=2.6725289-0.0692227x_1+0.0323737x_2-0.0662868x_3+0.026022x_4+0.3617842x_5+0.4244676x_6-0.0347924x_7-0.1025165x_8-0.2132954x_9+0.0233484x_{10}+ 0.3356671x_{11}$$

Where,

X₁=Gender

X₂=Highest Qualification

X₃=Age

X₄=Years of Experience

X₅=Effectiveness

X₆=Potential Assessment

X₇=Technological Glitches

X₈=Process Speed

X₉=Recruiters' bias

X_{10} =Online Assessment

X_{11} =Fairness

4.1.3 Employee experience:

For this, a mix of yes-no, 5-point likart scale and descriptive questions were used to understand the opinion of the individuals about online recruitment:

Question 1:

Have you experienced an online recruitment process?

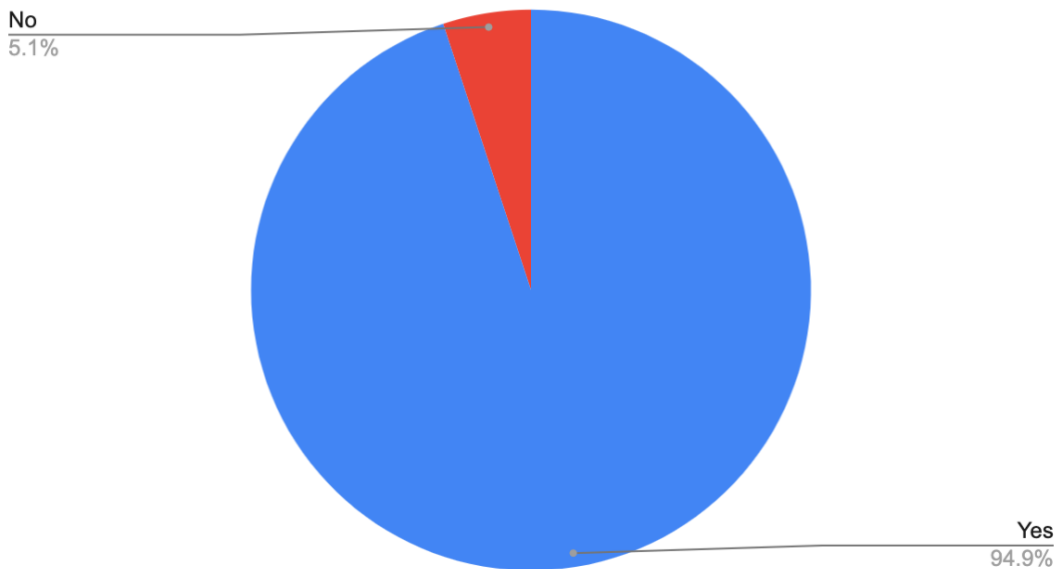


Figure 4.6 Chart of Experience with Online Recruitment of Participants

Interpretation:

Looking at the number of years of experience from the demographics study, majority of the participants have years of experience between 0 to 4.5 years. This shows the prevalence of the online recruitment process in the current scenario.

Question 2:

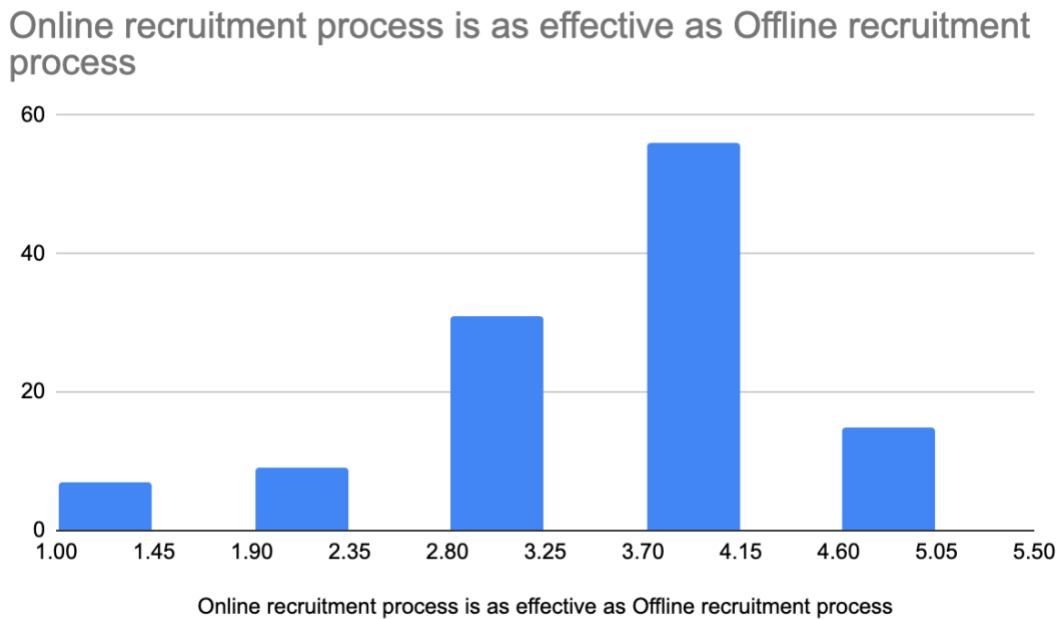


Figure 4.7 Histogram of Participants' response to 'Online Recruitment is as effective as Offline recruitment Process'

<u>S.No</u>	Response	Percentage
1	Strongly Disagree	6%
2	Disagree	8%
3	Neutral	26%
4	Agree	47%
5	Strongly Agree	13%

Table 4.4 Table of Participants' response to 'Online Recruitment is as effective as Offline recruitment Process'

Interpretation:

60% of the participants are of the opinion that online recruitment and offline recruitment processes are equally effective. This shows the success of the HR departments of various organisations in adapting to the crisis situation that dawned upon due to the COVID19 pandemic.

Question 3:

Online recruitment process helped assess my potential rightfully.

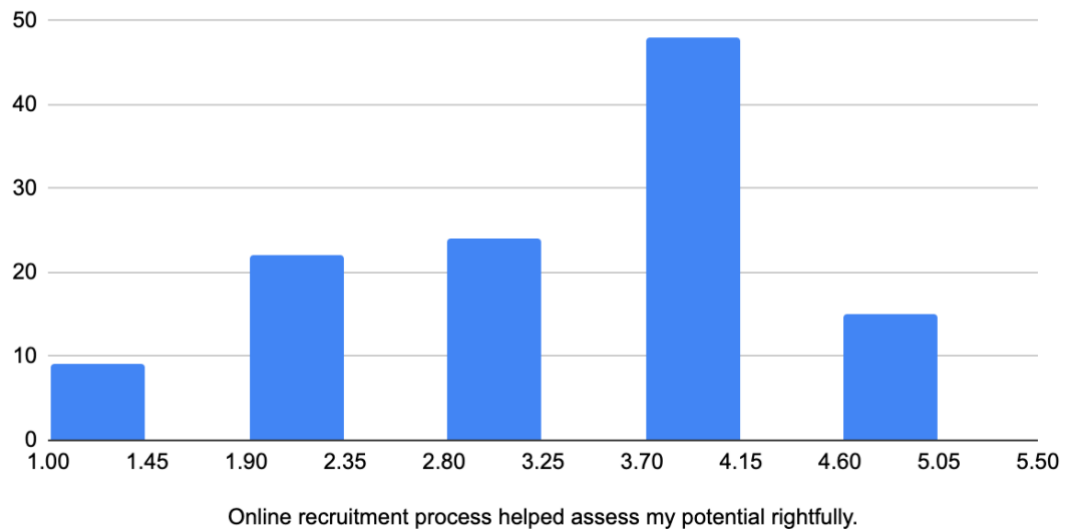


Figure 4.8 Histogram of Participants' response to 'Online Recruitment Process helped assess my potential rightfully'

<u>S.No</u>	Response	Percentage
1	Strongly Disagree	8%
2	Disagree	19%
3	Neutral	20%
4	Agree	41%
5	Strongly Agree	13%

Table 4.5 Table of Participants' response to 'Online Recruitment Process helped assess my potential rightfully'

Interpretation:

54% of the participants are of the opinion that online recruitment process has aided in assessing their potential rightfully. This indicates that the processes have been designed in a way that cover all the possible aspects of understanding the candidate fitment even with the restrictions caused by the lack of physical setting. This can be done through including various e-recruitment tools, providing the ease of appearing for different rounds of

recruitments from the comfort of their homes and providing flexibility to the recruiter and the candidate throughout the process.

Question 4:

Technological glitches like internet connectivity does not affect my possibility of selection

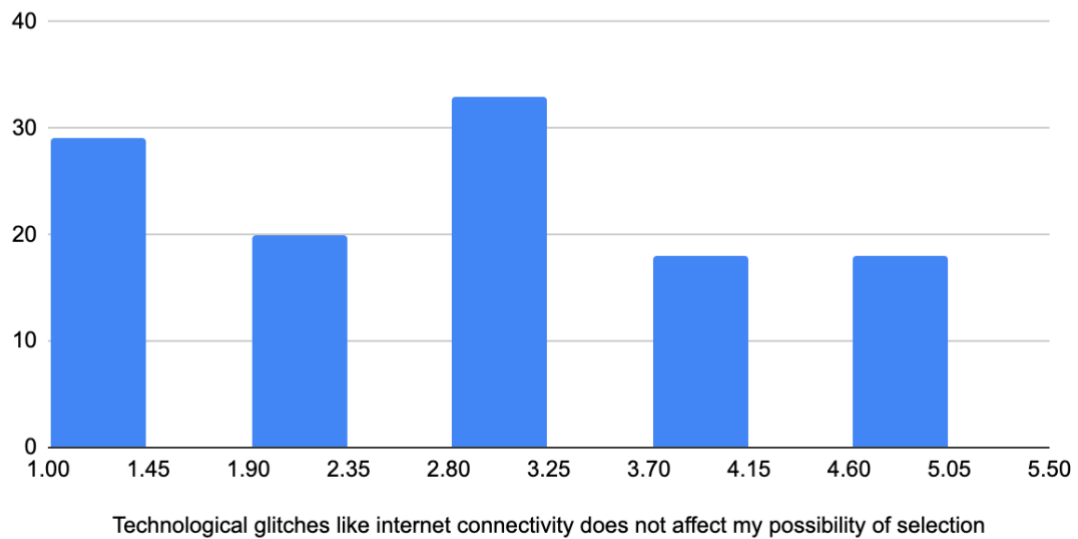


Figure 4.9 Histogram of Participants’ response to ‘Technological glitches like internet connectivity does not affect my possibility of selection’

<u>S.No</u>	Response	Percentage
1	Strongly Disagree	25%
2	Disagree	17%
3	Neutral	28%
4	Agree	15%
5	Strongly Agree	15%

Table 4.6 Table of Participants’ response to ‘Technological glitches like internet connectivity does not affect my possibility of selection’

Interpretation:

42% of the participants believe that technological glitches can affect their selection possibility. These glitches may include unstable internet connectivity, system hanging, web-camera and microphone issues system compatibility

with e-recruitment softwares or platforms used by the company etc. These may hinder the flow or communication between the two parties and may give an undue advantage to another candidate. Sometimes it may create a negative impression resulting in recruiter's bias.

Question 5:

Online recruitment has helped speed up the recruitment process.

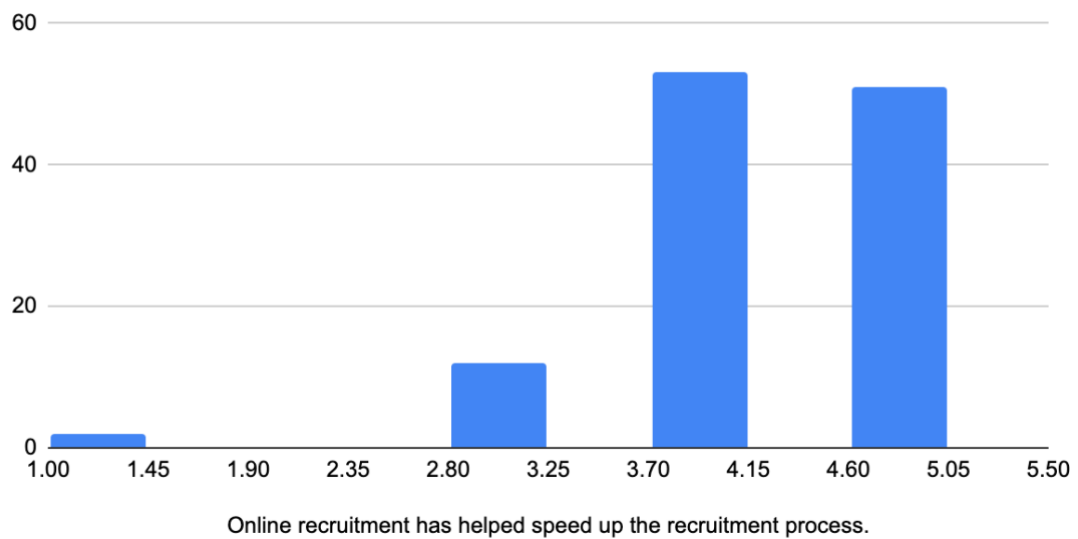


Figure 4.10 Histogram of Participants' response to 'Online Recruitment has helped speed up the recruitment process'

<u>S.No</u>	Response	Percentage
1	Strongly Disagree	2%
2	Disagree	0%
3	Neutral	10%
4	Agree	45%
5	Strongly Agree	43%

Table 4.7 Table of Participants' response to 'Online Recruitment has helped speed up the recruitment process'

Interpretation:

88% of the participants believe that the online recruitment process has sped up the whole recruitment cycle. Possible causes for the same can be possibility

of conducting more than one round of selection in a single day, automation of the process and accessibility of the candidates and visibility of the whole process to the candidates. For example, if an recruitment process consists of an aptitude test and 3 interviews to be taken by different panelists, the availability of the interviewers in the office cannot be constraint in case of online recruitment process since the interviews can be taken through a video platform.

Question 6:

Online recruitment helps remove recruiter's bias during selection process.

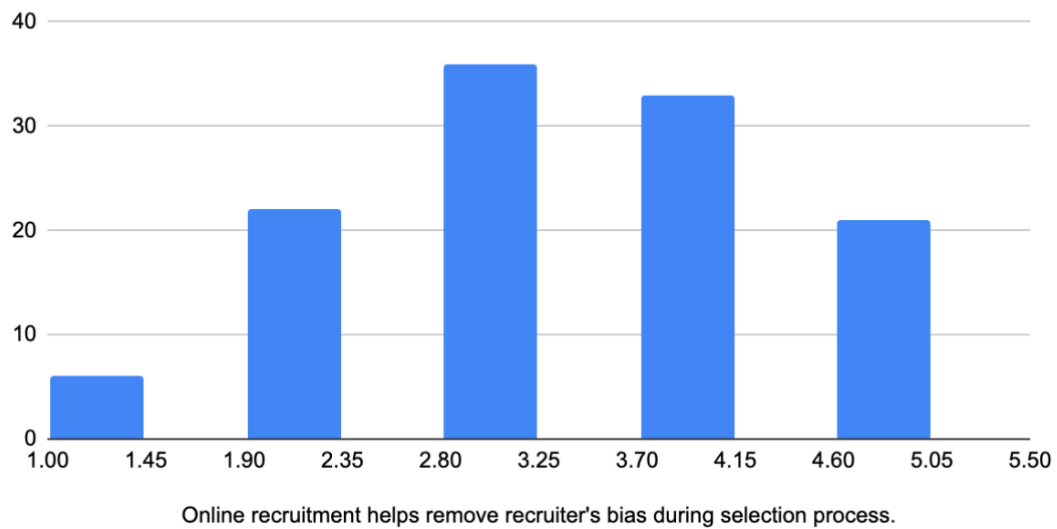


Figure 4.11 Histogram of Participants' response to 'Online Recruitment helps remove recruiter's bias during selection process'

<u>S.No</u>	Response	Percentage
1	Strongly Disagree	5%
2	Disagree	19%
3	Neutral	31%
4	Agree	28%
5	Strongly Agree	18%

Table 4.8 Table of Participants' response to 'Online Recruitment helps remove recruiter's bias during selection process'

Interpretation:

46% of the participants are of the opinion that recruiter's bias is reduced through online recruitment process. This may be due to blind resume screening, use of AI and use of ATS for shortlisting candidates. Since the screening takes place purely on the basis of skills without showing the gender, caste, race, socioeconomic status etc of the candidate, the online modes of screening and shortlisting may considered to be more fair and free from bias.

Question 7:

Online assessments are run smoothly during online recruitment process.

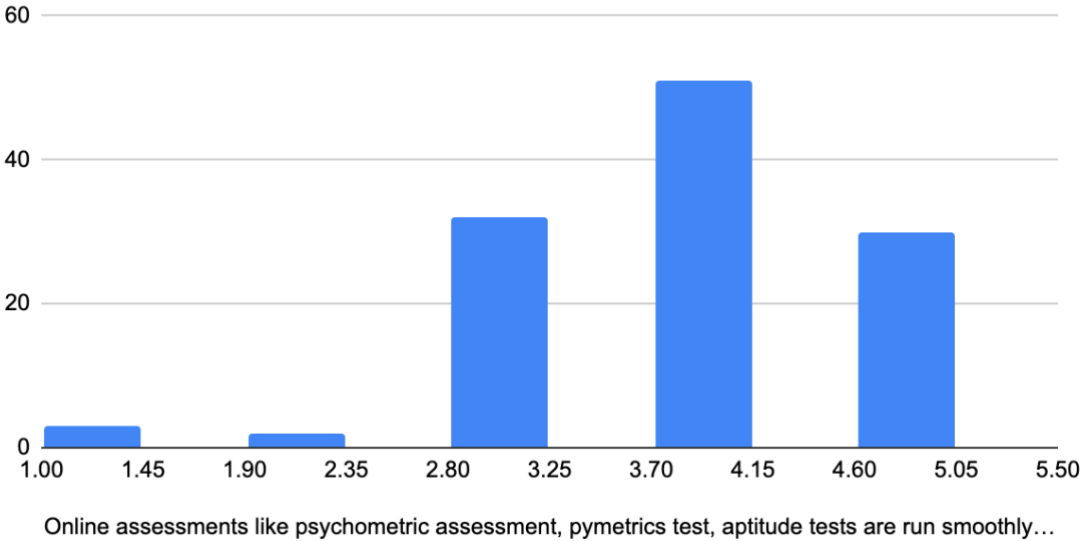


Figure 4.12 Histogram of Participants’ response to ‘Online Assessments are run smoothly during online recruitment process’

<u>S.No</u>	Response	Percentage
1	Strongly Disagree	3%
2	Disagree	2%
3	Neutral	27%
4	Agree	43%
5	Strongly Agree	25%

Table 4.9 Table of Participants’ response to ‘Online Assessments are run smoothly during online recruitment process’

Interpretation:

68% of the participants are of the opinion that online tests like aptitude tests, psychometric tests, pymetrics tests etc are run smoothly during online recruitment process. The possible reasons for the same can be flexibility of time as companies usually give 12-24 hours slot to complete the assessment considering the technical glitches, appearing for the assessment from the comfort of their homes, etc. The process also helps cut down time and money invested both from the organisation’s side and the candidate’s side.

Question 8:



Figure 4.13 Histogram of Participants' response to 'Online Recruitment is free of human errors and fair for all'

<u>S.No</u>	Response	Percentage
1	Strongly Disagree	14%
2	Disagree	22%
3	Neutral	31%
4	Agree	23%
5	Strongly Agree	10%

Table 4.10 Table of Participants' response to 'Online Recruitment is free of human errors and fair for all'

Interpretation:

36% of the participants disagree with the statement that online recruitment is free of human error while 33% of the participants agree to the same. There is a good mixture of opinion for this statement. Possible reason for the same could be subject to personal experience of the participants with different organisations' processes.

Question 9:

I am satisfied with the online recruitment process.



Figure 4.14 Histogram of Participants' response to 'I am satisfied with the online recruitment process'

<u>S.No</u>	Response	Percentage
1	Strongly Disagree	3%
2	Disagree	8%
3	Neutral	17%
4	Agree	54%
5	Strongly Agree	18%

Table 4.11 Table of Participants' response to 'I am satisfied with the online recruitment process'

Interpretation:

72% of the participants believe that online recruitment process is satisfactory to them. This can be owed to the overall design of the recruitment process in online more. This includes less time to hire, improved communication, easy accessibility to the tools, quick and smooth running rounds of interviews, increased reach to applicants across the internet etc.

Question 10:

How can the online recruitment process be improved?

Interpretation:

The purpose of this question was to understand from the employee's perspective as to what measures can be taken to improve the online recruitment process. There was a mix of opinion in terms of responses received and the most common responses received are as follows:

1. Increasing transparency of the results.
2. Process should be a mix of online and offline rounds.
3. Coordination and proper communication can be improved from the organisation's side.
4. Usage of technology can be improved to help in anti-cheating measures during online assessments.
5. Consideration for internet connectivity especially in the remote location shall be considered.
6. Planning proper slots and panels to maintain schedules and order. This can make the process hassle free for both recruiter and candidate.
7. Recruitment shall be designed well while recruiting for higher positions.
8. Real office scenarios should be included in the recruitment process.
9. Useful and specific details about the open roles should be given beforehand.
10. Overall refining of recruitment process required.

This shows specific complaints which are more or less dependent on the personal experience of the participants with online recruitment process.

4.2 Findings and Recommendations

Through the above analysis, it can be seen that majority of the participants have a positive outlook towards online recruitment process. Close to 95% of the participants have experienced online recruitment which shows the prevalence of this mode of recruitment amongst the organisations. The positive perception of candidates in terms of analysing their potential, reduced time to hire and smooth running of assessments was observed while negative perception towards recruitment bias and technical glitches hindering the process of recruitment is visible from the responses collected. A clearer insight into the possibility of improvement can be seen through the responses collected in the last subjective question. It indicates the shortcomings of the process which, if taken into consideration, may help organisations build a more comprehensive recruitment workflow.

4.3 Limitations of the study and future scope

The major limitation to the study was limited reach of the questionnaire. The questionnaire was shared with working professionals from across the country to get a holistic view of the recruitment practices but turned out to be limited to Delhi NCR, Madhya Pradesh, Uttar Pradesh, Haryana, Karnataka and Andhra Pradesh. The study can further be done to include all the states and diversified amongst different industries.

4 CONCLUSION

The above study shows how organisations moved towards online-recruitment as a solution to their recruitment in the times of crisis and how it may be the future of recruitment needs. Online recruitment has proven to be time-effective, cost-effective, smoother and over time has also gained confidence of the candidates in understanding and judging their skills and competencies legitimately.

As mentioned by some participants, some aspects of online-recruitment can be worked upon like consideration for technical glitches, recruiter bias, improved communication etc. Due to the absence of physical work environment, new employee may not be judged properly in terms of alignment with work culture of the organisation which can be included in the recruitment process for profiles where collaboration and team work is an important aspect of the job role. In terms of technology, the use of AI can be enhanced in order to improve the proctoring of assessments, blind screening and removing bias and error from the recruitment process.

While there are some cons attached to the online-recruitment process, most organisations have successfully administered their E-recruitment practices in their HRM departments due to some major perks associated with it. Flexibility of time and location provided by the online-recruitment is one of the most beneficial pros of the same.

To sum up, we can say that even though online-recruitment became relevant due to the crisis but given its acceptance amongst the organisations and candidates alike, it is here to stay.

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ANNEXURE:

Questionnaire: Recruitment Practices post Pandemic era: Employee Experience

Question	Responses									
Part I										
Sex	Male			Female			Others			
Highest Educational Qualification	B.Tech/ B.E.	BBA	B.Com	B.A.	B.Sc.	M.Tech.	MBA/ PGDM/ PGDBM	M.A.	M.Sc.	
Age	(Descriptive)									
Years of Experience	(Descriptive)									
Location (State)	(Descriptive)									
Part II										
Have you experienced an online recruitment process?	Yes					No				
Online recruitment process is as effective as Offline recruitment process	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
Online recruitment process helped assess my potential rightfully.	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
Technological glitches like internet connectivity does not affect my possibility of selection	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
Online recruitment	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	

has helped speed up the recruitment process.					
Online recruitment helps remove recruiter's bias during selection process.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Online assessments like psychometric assessment, pymetrics test, aptitude tests are run smoothly during online recruitment process.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Online recruitment is free of human errors and fair for all.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am satisfied with the online recruitment process.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
How can the online recruitment process be improved?	(Descriptive)				