Project Dissertation Report on

POST GRADUATE STUDENTS' PERSPECTIVE TOWARDS ONLINE RECRUITING PROCESS

Submitted By

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2K21/DMBA/95

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CERTIFICATE

This is to certify that Mr. Ranjit Ganesh G K, have completed the project titled "**Post Graduate students' Perspective towards Online Recruiting Process**" under the guidance of Dr. Vikas Gupta as a part of Master of Business Administration (MBA) curriculum of Delhi School of Management, New Delhi. This is an original piece of work and has not been submitted elsewhere.

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DECLARATION

I hereby declare that the project report entitled "**Post Graduate students' Perspective towards Online Recruiting Process**" submitted by me to Delhi School of Management, DTU in partial fulfilment of the requirement for the award of the degree of Master of Business Administration is a record of bonafide project work carried out by us under the guidance of Dr. Vikas Gupta.

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EXECUTIVE SUMMARY

The administration of an organization's human resources includes recruitment, which is crucial since it aids in locating qualified personnel to collaborate towards a common objective. Organizational HR departments continuously strive to improve current hiring procedures in order to find, evaluate, and onboard the best candidates for their teams while attempting to cut costs, shorten the hiring process, and give candidates more flexibility to ensure their retention within the company.

The COVID pandemic is significantly affecting workplaces and the business world. The impact could be felt across a range of endeavors, industries, and work environments. In fact, COVID-19 has caused significant changes in the way we communicate, how we work, how we travel, and other aspects of daily life. It has also altered the fundamental ideas and procedures of hiring new employees. Throughout, it has compelled us to make accommodations and adjust to the situation. The world and its organizations must work no matter the circumstances. Businesses are rushing to develop unique hiring techniques while keeping social range parameters in mind in order to meet their organizations recruitment goals while carrying on with business as usual.

In response to the crisis, organizations began using online recruitment methods to carry on with their hiring operations and include them into their work-from-home business model. Although it was necessary at the time, candidates must have confidence in the new procedure because it would affect their chances of being chosen for employment at the organizations of their dreams. This study aims to explore the perspectives of working professionals who have gone through the online recruitment process on the effective administration of online practices to analyze their ability, knowledge, and organizational fit.

With the aid of this investigation, we discovered that candidates have an overall favorable attitude on the online recruitment process and they have confidence in really similar. As a result, it can be considered a technique that organizations can continue to use long after the pandemic has ended.

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1.1 Background

1.1.1 Importance of Recruitment in an Organization

Recruitment is important in HR management because it guarantees that potential employees are a good fit for the firm while also highlighting the professionalism of the entire organization from the minute a potential employee decides to sign up with. Additionally, hiring touts a variety of noteworthy advantages like obtaining certified workers, assuring social fit, saving time and money, enhancing employee contentment, and ensuring a positive business image.

In today's dynamic world, it is imperative to find the right person for the right job. Companies depend on qualified resources, yet it can be expensive to find them. A common hiring process used by firms includes reviewing resumes, participating in group discussions, conducting interviews, and administering psychometric tests. Researchers have found that businesses are changing and implementing technology. An e-recruitment system can reduce hiring costs without abandoning the notion of becoming global in social aspects. The majority of firms should concentrate on developing an online recruitment strategy that enables the creation of precise pre-made profiles.

During the hiring process, HR managers may successfully ensure that they are able to hire talented employees. This indicates that companies will hire people whose skills are a perfect fit for their current needs. Additionally, hiring gives businesses the chance to gain new skills that potential employees have that aren't already part of the workforce.

This is crucial since recruiting may assist human resource management flourish because they can guide the company in identifying skills that will be very beneficial to the entire organization. Additionally, skills needed to fill positions in teams that ensure a group strives for high productivity levels to achieve desired outcomes as well as work

successfully towards goals may be swiftly gained with an HR department conducting recruiting operations.

Through the hiring process, HR managers may successfully make sure that they can save time and money for the company. This is clear when HR managers promise that, during the hiring process, they will successfully hire the right person capable of achieving organizational goals in order to avoid wasting time and resources looking for a replacement worker in the event that the hired employee falls short of expectations.

There are 7 actions in the recruitment cycle:

Figure 1.1 Steps of recruitment (Compiled by author)

Finding the company's current hiring needs is the first step in creating a successful hiring procedure. Finding the type and cause of openings can be done by looking for any performance gaps, skill-fitting and proficiency issues that need to be fixed, excessive workload given to a team leading to need for new hires, or job created by an employee retiring or leaving the company. It is possible to begin an article by identifying job opportunities and defining the position, which includes detailing the specific work skills required, such as the years and types of experience required, technological aptitudes and

comprehension, etc.

The next phase in the hiring process is to specify the position, duties, and responsibilities after determining the knowledge, skill, and experience gaps that must be filled in accordance with the law. A detailed work summary informs you of the qualities to look for in potential candidates. It also acts as a checklist that applicants must complete before deciding whether they are qualified for the blog post and applying, producing even more qualified candidates.

A job description needs to consist of the list below elements:
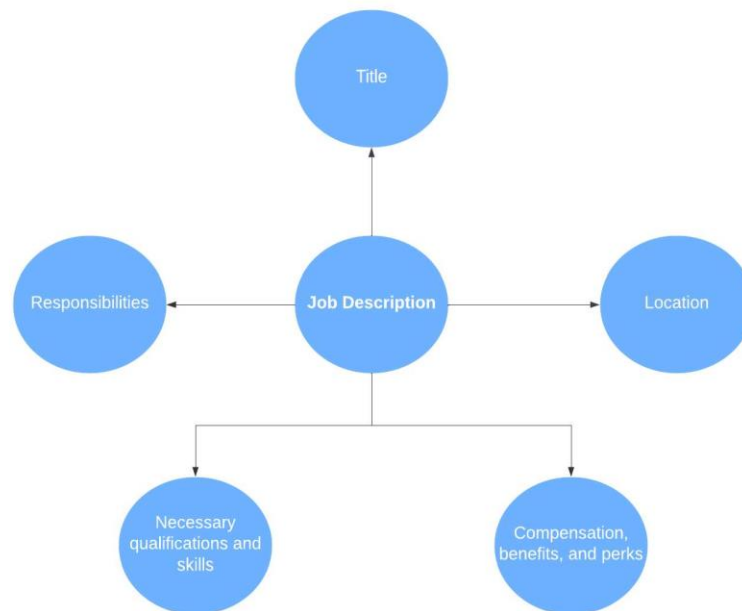
Figure 1.2 Elements of a job description (Compiled by author)

The third step is to specify the recruitment strategy after the JD has been prepared. It's at this point that you learn exactly how to find and keep the top leads. You must determine whether you can find a suitable candidate within the organization or if you need to hire from outside. Before choosing a method, the following considerations should be made:
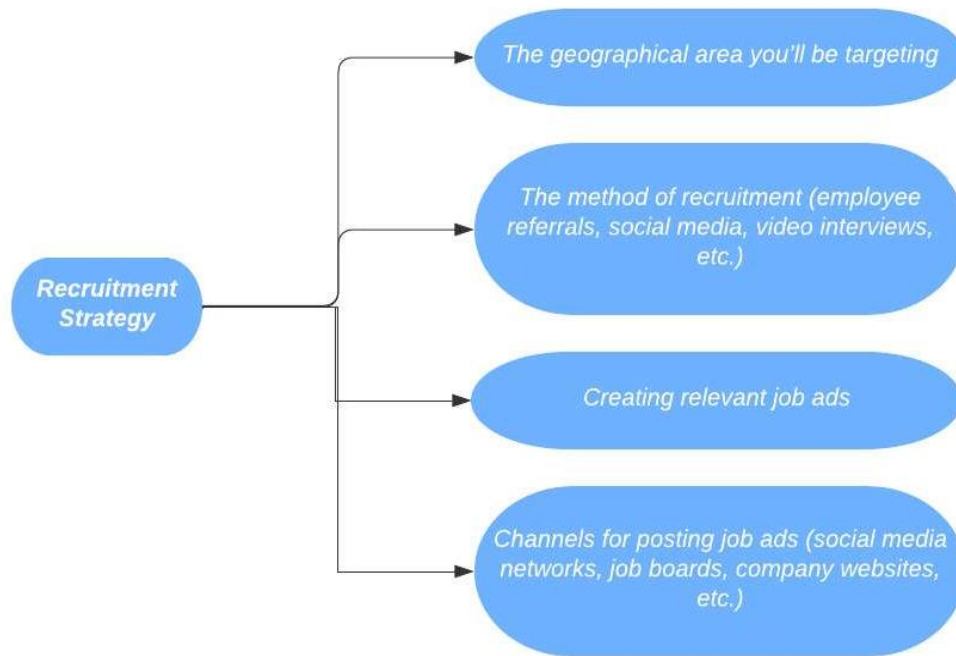
Figure 1.3 Factors considered for designing recruitment strategy (Compiled by author)

The fourth step, candidate shortlisting, comes after the recruitment plan has been created. According to Deloitte's Human Funding Trends Record, as businesses accept the idea that finding and keeping talented employees gives them a competitive advantage, HR departments are being asked to overhaul every aspect of their operations in order to change the way businesses hire, manage, and sustain their employees. But the more things change, the more they also stay the same. Despite these modifications, the standard recruiting issues—such as how to locate, attract, screen, and choose potential clients—remain. The shortlisting phase of the hiring process can occasionally be the most challenging and time-consuming.

In order to move on to the next level of your hiring process, which is typically a meeting, you must select people from your candidate pool that best satisfy the needed as well as recommended criteria for the open req. Simply put, create a "list" of possible clients you want to contact. Prior to speaking with and further vetting individuals in the hiring process, shortlisting happens after sourcing (identifying and hiring people). Shortlisting and

screening are frequently done at the same time. For example, after screening resumes from prospects, you shortlist the best candidates. A thorough shortlisting process comprises a variety of technical and legal considerations. The procedure of shortlisting is shown in flow chart.

How to shortlist Candidates?

Step 1: Determine your shortlist criteria

Step 2: Create a shortlist scorecard

Step 3: Determine the length of your shortlist

Step 4: Screening resumes to shortlist candidates

Figure 1.4 Procedure of candidate shortlisting (Compiled by author)

Step 1: Determine the standards for shortlist.

These are the minimal requirements for the job, along with the minimum degree that the shortlisted candidate must possess. These elements must be related to on-the-job effectiveness and should ideally be mentioned in the job summary.

Finding the right balance between requirements that are high enough to assure excellent high quality applicants' development and not too onerous that you are excluding many qualified people is necessary when developing the suitable criteria.

The criteria for the shortlist should be based on the qualities and traits of high performers who are currently employed in the feature. The criteria for the shortlist should not take into

account one's own assessment or gut instinct for what managers believe is necessary for success, as well as individual similarities between candidates and also employers or dealing with managers.

The difference between mandatory and desirable requirements: The requirements that an applicant must satisfy in order to be considered for the position are known as the essential criteria. Whether the potential customer is legally permitted to operate in the nation is a fundamental example of a necessary condition. These kinds of questions are sometimes referred regarded as "knockout inquiries" because either the applicant has it and can move on, or they don't and are promptly eliminated.

Desirable criteria, on the other hand, are those that would undoubtedly make a person a considerably better fit for the placement. These are typically thought of as nice-to-haves. An example of a desired criterion is an expert qualification.

Step 2: Make a scorecard

Create a shortlist scorecard for your applicants using the above-mentioned essential and desirable requirements. This scorecard's objective is to present each requirement's information so that you may rate each candidate who has actually been given a chance to be considered. Start by making sure that none of your criteria discriminate against any legally protected categories. The key in this situation is to consistently apply your standards to all clients in an equitable and fair manner.

Figure 1.5 Purpose of Shortlist Scorecard (Compiled by author)

Step 3: Establish the size of shortlist.

7

It speaks to the quantity of candidates one must shortlist in order to make a successful hire. When it comes to determining how many items to include on their shortlist, most people have a certain number in mind. For instance, speaking with four to six leads before working with one.

When you need to work with thousands of people, such as when recruiting customer service reps, you can shortlist any kind of candidate who meets your requirements.

The best way to determine the size of your shortlist is to work backwards from the normal conversion rates in your own hiring process. Comparatively, the market average conversion rates for applications to interviews are 13%, for interviews to yield results are 17%, and for offers to be accepted are 89%.

Step 4: Shortlisting candidates by screening resumes.

Research indicates that 88% of applicants are not strong enough to proceed to an interview, and 75% of applicants are often unqualified. It's straightforward when you have to reject 75 to 88 percent of the resumes you receive for an open position.

To understand why shortlisting is one of the most difficult aspects of hiring. Candidates were often evaluated and shortlisted by hand. A typical job posting receives 250 applications, and it might take up to 23 hours per hire just to review resumes, rate each prospect using your scorecard, and select your final candidate shortlist.

Long ago, employers and talent acquisition experts realised this was a major problem, so they turned to technology and created the Application Tracking System (ATS). In many ways, ATS software has been a tremendous blessing. For 94% of organisations that utilise one, an ATS improved the hiring process.

Traditional applicant tracking systems (ATS) were not designed to enhance how they shortlist candidates by learning which ones were successful and which ones were unsuccessful. This means that any new requirement must reinvent the wheel, even if a

similar position has already been filled. Although applicant tracking systems (ATS) are practically a requirement these days for recruiting and talent acquisition departments, their limited functionality is understandably frustrating.

However, innovation is once again stepping in to enable the next generation of prospective candidate shortlisting, much like with the development of the ATS.

Application Tracking System

Advantages

1. Organizing all applications received for an open req.
2. Tracking candidate source as well as other recruitment metrics (e.g., application to interview ratio).
3. Automating resume screening through knockout questions.
4. Ranking candidates through keyword matches.
5. Allowing searches for candidates in your existing resume database using keywords or Boolean searches.

Disadvantages:

1. False positives: erroneously moving forward candidates who are not actually the best qualified ones due to keyword stuffing.
2. False negatives: screening out good candidates who don't meet the keyword filters but have strong qualifications otherwise.

Figure 1.6 Advantages and Disadvantages of ATS (Compiled by author)

After submitting an application or responding to the job posting, your potential candidate will get in touch with you directly during the talking to process. So, your present task is to leave a lasting impression on them about your company's viability. And this is the time when you should be most concerned with candidate experience. An essential step in the hiring process is the candidate interview. Both hiring managers and human resource specialists need to be skilled interviewers if they want to select the best prospects. A number of formal and unstructured communication techniques are introduced on this website.

It examines one of the most popular interviewing techniques, including telephone prescreening, one-on-one appointments, and panel discussions, as well as the objectives and tactics of behavioral, competency-based, and situational interviewing techniques.

Federal and state regulations barring some types of questions from being asked during job interviews should be known by employers. This article offers some crucial guidelines for interviewers to abide by in order to avoid charges of working with bias or discrimination, as well as examples of questions to avoid asking job prospects.

Making an offer is the sixth step we do after the interview process is finished. The time has come to contact the applicant's references. If everything is in order, you are prepared to close the deal. There is a chance that the initially supportive candidate you chose will turn down the opportunity. In that case, you ought to consent to making the offer to the second or third-best candidate.

Employee orientation is the penultimate phase of employment. At this point, you should help the new employee feel secure. This goes beyond merely showing the new employee around the workplace and introducing them to others. This entails helping them understand their obligations in addition to giving them the tools and instruction they need to learn. These websites go into greater detail about this issue.

1.1.2 Impact of COVID 19 on Employment

The recruiting industry in the corporate sector has been greatly impacted by Covid-19. Established businesses suffered significant losses, some were forced to close, terminations and discharges became the norm, the unemployment rate increased, and so on. The COVID-19 epidemic has caused unprecedented difficulties for those managing processes worldwide. While workers are attempting to adapt to the new task need, i.e., working from home in the middle of numerous other jobs such as school closures and cancelled/deferred tasks, organizations are worried about their employees' safety and security. New job seekers and laid-off employees are unsure if they will be able to find suitable employment given the current circumstances.

Since COVID-19's progress in December 2019, the entire planet and every part of life have shaken. Businesses closing, frequent lock-downs, horrific incidents, an increase in disease rates, among other factors, have made it difficult for people to lead regular lives. Many people have lost their jobs, and they are tired of the numerous pressures and worries about how to survive in the face of grave risks. The International Labor Organization (ILO)

estimates that 400 million jobs were lost globally in the second quarter of 2020, with Africa seeing 400 percent job losses in just the first three months (April–June 2020) following the start of the COVID-19 epidemic.

Consequently, out of a total of 235 million tasks across the region, 110 million have been lost in the Asia-Pacific region, which is responsible for around 59 percent of job losses for permanent wage workers. The ILO reports that throughout Southeast Asia, working hours have decreased beginning in March 2020, resulting in the loss of permanent jobs. This is due to changes in working hours brought on by the COVID epidemic. Similar to Southeast Asia, Latin America has had the highest reduction in working hours, with a rate of 20%, slightly higher than Southeast Asia's rate of 18% in the second half 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. Only the United Nations expressed worries about the abrupt reduction in working hours imposed globally as a result of the strict lockdown measures put in place to combat COVID-19 (UN Information, 2021). There were also widespread job losses in Africa and India, with an estimated 45 million full-time jobs lost throughout the continent and a surge in India's unemployment rate from 8.74 percent in March of 2020 to 23.52 percent in April. Its implications for business are concerning, particularly for little and also medium-sized organizations. The failure to pay workers on time, less working hours 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.
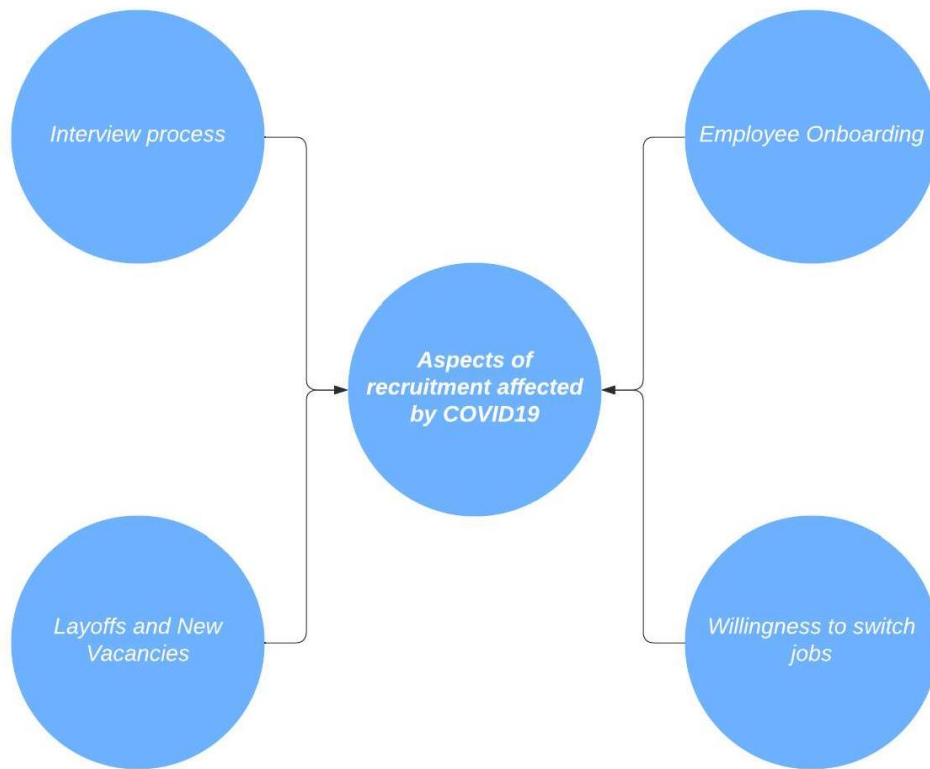
Figure 1.7 Aspects of Recruitment affected by COVID-19 (Compiled by author)

1. The in-person interviewing process was unable to occur:

Companies all around the world are developing strategies to allow their employees to work remotely from home. The recommendation is to prevent needless travel and in-person interactions. As a result, job interviews couldn't be held at the workplace.

2.A remote approach was to be used to onboard new employees:

Even if we live in fantastic times, our businesses still need to onboard new employees. It is challenging to provide a successful onboarding experience without a face-to-face meeting or a tour of the business. Nevertheless, it is feasible.

<u>3. A rise in discharges and a concurrent decline in openings:</u>

The number of unemployed people increases as a result of layoffs, which is a very terrible situation. Consequently, even more people will find employment. When employers provide fewer available positions, candidates will undoubtedly submit more applications.

<u>4. A decrease in the ability to transform jobs:</u>

Candidate sourcing might become more and more challenging. An individual's propensity to change will lessen if they have a permanent contract with their current employer. People will undoubtedly favor protection over unpredictability throughout the dilemma. At the same time, top performers who are concerned about potential layoffs at their current job may be more open to other job opportunities.

1.1.3 New Age Recruitment for the new era: Online Recruitment

The term "online recruitment" is also known as "net recruitment," "E-recruitment," "web-recruitment," and many other variations. E-recruitment uses information technology to manage the recruitment process, in contrast to traditional recruiting. Breaugh and colleagues created a recruiting model that depicts the hiring process at a high level and includes the following tasks: establishing recruitment goals, devising a strategy, carrying out the recruitment activity, as well as getting and analysing employment outcomes.
While job searchers compete for work, recruiters defend applications (job seekers who are suitable for available settings), which forces both teams to use information technology quickly in order to reduce some of the tension associated with recruitment initiatives. "The Internet is where the activity is for the majority of job applicants."

There are 5 conceptualizations of online recruitment, which cover a different picture of this sort of recruitment among firms.
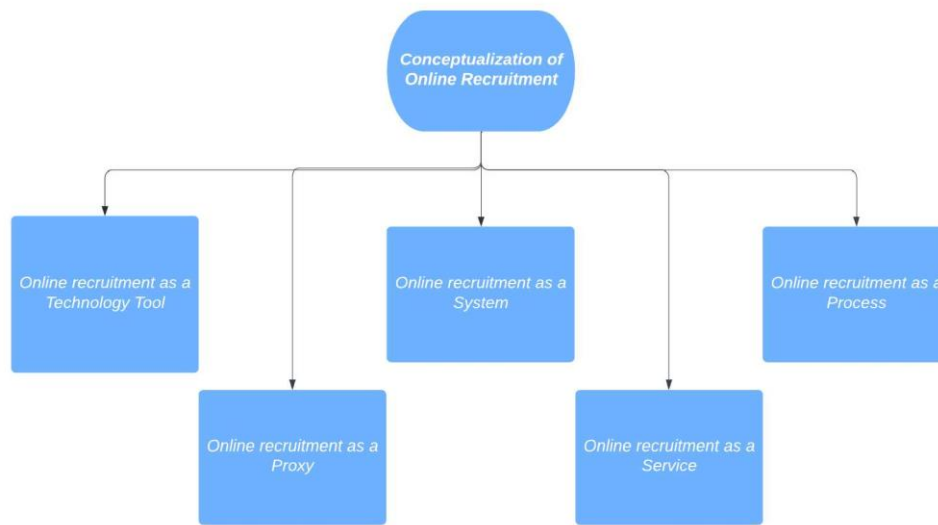
Figure 1.8 Conceptualisation of Online Recruitment (Compiled by author)

Benefits of electronic recruiting:

a. Less expensive per applicant than the standard recruitment process; broad geographic coverage, allowing for the possibility of working with candidates from all over the world.

b. Employers may find potential applicants with their CVs linked to the internet, and job seekers can actively continue exploring for their ideal firm while looking for work. This is advantageous for both the employer and the job candidate.

c. It takes a lot less time to find a qualified applicant for the firm.

d. E-Recruiting makes the hiring process more effective and also makes it simpler to record the applicant's information by making it simple to find the best candidates for the right position by comparing the prospect's curriculum vitae with the job profile.

1.2 Problem Statement

Recruitment is considered to be one of the most important aspects of human resource management as it is the source of bringing right talent into the organization. Every organization focuses on optimizing 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 organizations 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 organizations shifting to work from home, the recruitment processes had to be updated and adapted in accordance to the demand of the situation. All organizations 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 organizations 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 no.

1.3 Objectives of the Study

- This study has been conducted to understand the perspective of the students towards online recruitment process.
- To understand the effectiveness of online hiring process.
- To understand impact of other factors such as technical glitches, Recruiter bias and speed of the process.

1.4 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 students have planned to switch to the e-recruitment processes but very less literature exists addressing the perception of the candidates which has been attempted to be covered in the study.

2. LITERATURE REVIEW

Anna B Holm (2012) has submitted a research job labelled 'E-recruitment: Towards an Ubiquitous Recruitment Process as well as Candidate Connection Management.' The impact of e-recruitment on overall recruitment is the main topic of this study post. Three crucial studies for three sizable businesses in Denmark were considered between 2008 and 2010. E-Recruitment is a successful method of working with that is independent of time and location. A current employment website is also a crucial component of e-recruitment. The numerous recruitment processes can be carried out effectively and systematically, as well as documented. Another crucial step in the online hiring process is maintaining an active corporate website.

According to Abia, M., and Brown, I. (2020), There are several additional names for e-recruitment, including web employment, online recruiting, and web recruitment. E-recruitment, as opposed to traditional recruiting, manages the hiring process for the organization using software and information technology. Specifying employment objectives, planning recruitment tactics, carrying out employment tasks, and evaluating recruitment output are all included in a recruiting model that represents the recruitment process. While job seekers compete for tasks to get chosen, employers compete for the best-fit candidates (applicants for jobs who are a great fit for the available position). This encourages both the organization and the candidate to quickly adopt information technology to minimize some of the challenges in the recruitment efforts.

Simón, C. and Esteves, J. (2015) stated that reliable institutional factors might influence how the firm chooses to design its recruiting sites that duplicate themselves and display the members of their referral, networks, and teams. In conclusion, digital recruiting has the potential to become a crucial tool and method for business and human resources specialists in seeking and discovering top talent while reducing expenses associated with the screening of international applications. E-recruitment offers obvious advantages for every sort of organization, but it also presents a number of challenges.

Dr. Bhupendra Singh Hada and Swati Gairola's (2015) 'Opportunities & Challenges of E- Recruitment' was the topic that was presented. The key benefit of this study article was that it made it easier to comprehend the idea of electronic recruitment as well as its

limitations, scope, and benefits. E-Recruitment is built on the principles of poaching, social networking, and online website screening. Benefits of e-recruiting include time and cost savings, the capacity to quickly and successfully search for candidates using search terms, as well as advertising and marketing advantages. Following are a few of the challenges associated with e-recruitment: Unpersonal, inappropriate for many types of occupations, and privacy concerns.

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.

According to **Adeosun, O. T. and OHIANI, A. S. (2020)**, organizations can use compensation, brand recognition, references, and employment security as important factors in attracting and hiring top talent. Additionally, digitalization is a crucial tactic for selecting, hiring, and attracting the most qualified people. It has been demonstrated that using social networks, traditional media, online meetings, and in-person meetings can help with hiring top talent.

Gignac et al. (2021) found the impact of covid-19 on health, wealth and organizational structures. The results revealed that during the early phases of the COVID-19 outbreak, those with physical and mental health difficulties displayed greater dread and less support than other groups. The research also emphasised the importance of workplace conditions in comprehending COVID-19, the need to look at variations in COVID-19 assumptions, and the need to understand how work influences viewpoints and can contribute to inequalities that may arise as a result of a pandemic. Furthermore, COVID-19 is not the only system for which functional circumstances are important. It calls for more in-depth study in the future and emphasizes the importance of giving those with physical and mental health issues more varied employment options.

Dr. Vashisthaa, Goel, and Dhiman (2021) found that the Covid-19 pandemic situation significantly affects the hiring process, affecting both the traditional hiring process and the e-recruitment process in their investigation. The report claims that e-recruitment

significantly affects the workforce of IT companies. Companies profit from e-recruitment in a number of ways, including time savings, reduced recruiting costs, an effective hiring process, and the freedom to choose.

Al-Zagheer, H. and S. Barakat (2021) found and introduced established the idea of computerized recruiting and highlighted its advantages for both job and business applicants. The following are just a few advantages of working online: lowering costs for the business. Additionally, since there are no middlemen, creating employment information online is less expensive than promoting it in newspapers. Additionally, less time is needed for recruiting. E-recruitment supports and aids in the hiring of the most qualified candidate with the greatest skills, enhancing the efficiency of the recruiting process and providing candidates and organizations with constant access to a large number of online resumes.

3. RESEARCH METHODOLOGY

3.1 Research Design

The term "research design" refers to the framework used to conduct a study. This makes it possible for the researcher to choose a research tool that is suitable for the issues and topic of the study.

Primary research, such as surveys, was used to gather the study's data, while secondary research was used to gather pertinent data that would enrich and complement the primary research. Information from participants was gathered through convenience sampling.

Cross-sectional descriptive research design was the method utilized. Microsoft Excel was utilized as one of the data analysis tools, and multiple linear regression and descriptive analysis were the methods used.

The survey uses a 5-point Likert scale to collect data.

3.2 Data Collection

The data was collected through a Google form administered between 7th February to 7th April, 2023 amongst Post Graduate students.

Variables needed to conduct the study were as follows:

a. Efficiency of Online Recruitment process.
b. Free of Technical Glitches
c. Assessing potential rightfully.
d. Speed.
e. Free of Bias.
f. Platform Effectiveness.

Total of 87 responses received and we considered all the responses for the survey.

3.3 Hypotheses Testing

Statement: To understand candidate satisfaction towards online recruitment process

Where, H0= Factors like gender, effectiveness of process, potential assessment, technological glitches, recruitment process speed, recruiter bias, online tests has no significant impact on employee satisfaction withonline recruitment process.

H1 = Factors like gender, effectiveness of process, potential assessment, technological glitches, recruitment process speed, recruiter bias, online tests have a significant impact on candidate satisfaction with online recruitmentprocess.

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:
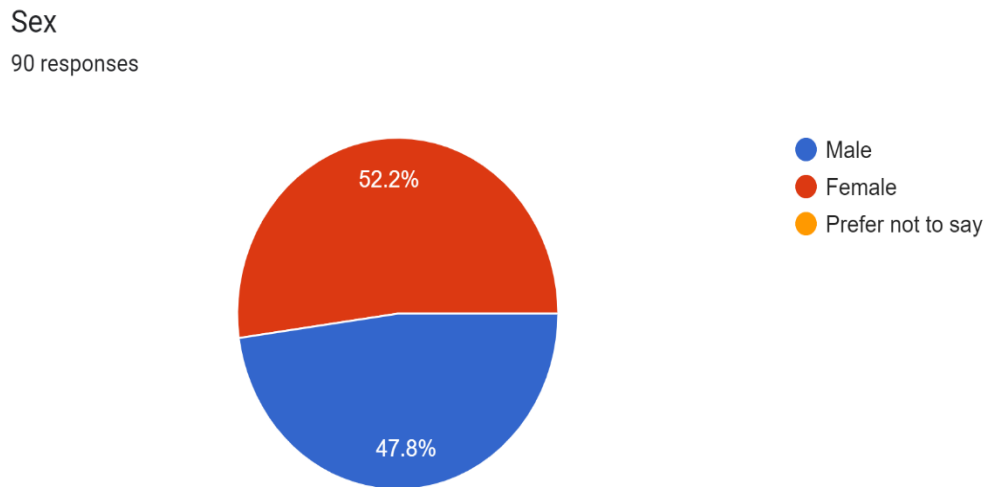
Sex
90 responses

Fig 4.1 Gender of Participants

Interpretation: In the survey majority of participants are Female, they constituted 52.2% of the survey and remaining 47.8% are male participants.
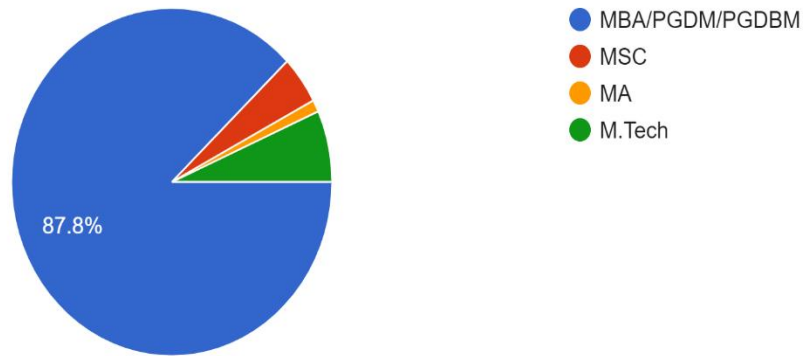
Highest Educational Qualification

90 responses

- MBA/PGDM/PGDBM
- MSC
- MA
- M.Tech

87.8%

Fig 4.2 Highest Educational Qualification

Interpretation: For majority of participants such are 87.8% are post graduation students pursuing in management domains such as MBA/PGPM/PGDBM and 6.7% are M.Tech Students, 4.4% are M.S.C students and 1.1% are M.A students.
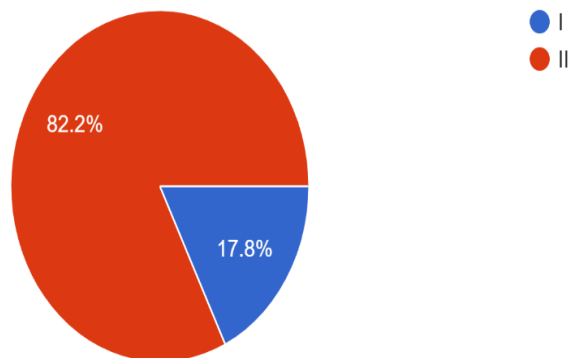
Year

90 responses

- I
- II

82.2%

17.8%

Fig 4.3 Year of Participants

Interpretation: 82.2% of the respondents are second year students who are pursuing their second year and 17.8% of the students are pursuing their first year.
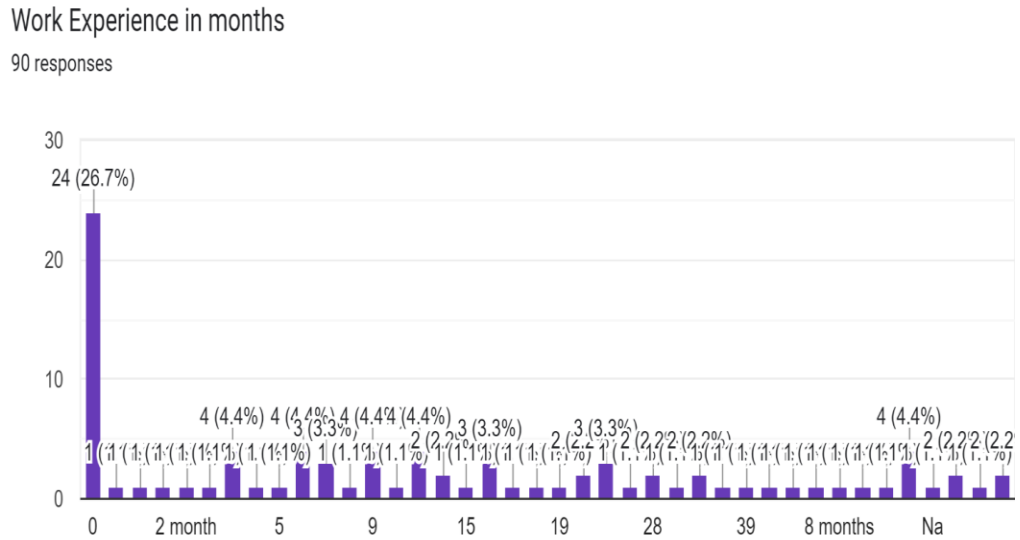

Fig 4.4 Work Experience of Participants

Interpretation: The majority of the participants are freshers and their work experience ranges from freshers up to maximum of 39 months.

4.1.2 Multiple Linear Regression:

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

Regression Statistics	
Multiple R	0.784492
R Square	0.615427
Adjusted R Square	0.586585
Standard Error	0.645632
Observations	87

Fig 4.5 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 78% predicting the candidate's satisfaction. The value of R2 is 0.61. This means the factors are able to explain 61% variationin the dependent variable candidate satisfaction.

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	0.49223523	0.389077584	1.265134	0.209496	-0.282054	1.2665243	-0.2820538	1.2665243
Effectiveness	0.20620607	0.088060548	2.34164	0.021688	0.03096	0.38145214	0.03095999	0.38145214
Potential Assesment	0.32212098	0.085143712	3.783262	0.000297	0.1526796	0.49156237	0.15267959	0.49156237
Technological glitches	0.05598045	0.059742258	0.937033	0.351562	-0.06291	0.17487133	-0.0629104	0.17487133
Process Speed	0.08758417	0.085986063	1.018586	0.31147	-0.083534	0.25870189	-0.0835335	0.25870189
Free of errors and bias.	0.22980516	0.070479711	3.260586	0.001635	0.0895461	0.37006425	0.08954606	0.37006425
Platforms run smoothly	0.02499984	0.077344145	0.323229	0.747366	-0.12892	0.17891959	-0.1289199	0.17891959

Table 4.2 Coefficients table for the factors

The coefficients table shows the regression line that will be formed based onthe data that has been analyzed. All the independent factors are contributing towards the dependent variable, candidate's satisfaction. According to the above table, factors with the highest t-stat value- Potential Assessment (T-Stat-3.78, P-Value- 0) and Free of Errors and Bias (T-Stat- 3.26 and P-Stat- 0) and Effectiveness (T-Stat- 2.34, P-Value- 0.02) are highest contributing factor with least P value. The factors for which the p-value is more than 0.05 are unable to impact the employee satisfaction well.

ANOVA					
	df	SS	MS	F	Significance F
Regression	6	53.36534119	8.894224	21.33719	0.00
Residual	80	33.34730249	0.416841		
Total	86	86.71264368			

The ANOVA table is explaining the variance that candidate satisfaction has with the independent factors. According to it, the variance of 53.36 out of 86.71 is explained. The significance F value is below 0.05 and f-value whichis 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

$$Y = 0.49224 + 0.20621X1 + 0.32212X2 + 0.05598X3 + 0.08758X4 + 0.22981X5 + 0.025X6$$

Where,

X1= Effectiveness

X2= Potential Assesment

X3= Technological Glitch

X4= Process Speed

X5= Free of Errors and Bias

X6= Platform Running Smoothly

4.1.3 Respondents Experience:

A 5 Point Likert scale is used with questions of Yes/No type and descriptive answers to understand the opinion of the respondents about online recruitment process.

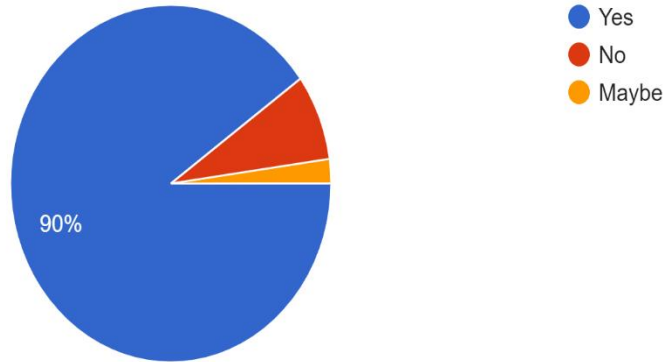Have you experienced an online recruitment process?

90 responses

Fig 4.6 Candidate's Experience of Online Recruitment process

Interpretation: From the respondents only 7.8% of the students haven't experienced online recruitment process and remaining 90% experienced online recruitment process.

Online recruitment process is as effective as Offline recruitment process?
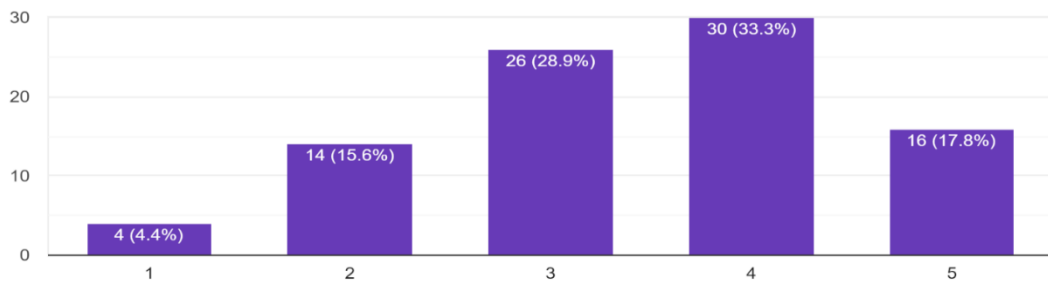
90 responses

Figure 4.7 Histogram of Participants response to 'online Recruitment is as effective as offline recruitment process

S.No	Response	Percentage
1	Strongly Disagree	4.4%
2	Disagree	15.6%
3	Neutral	29%
4	Agree	33%
5	Strongly Agree	18%

Table 4.1 Participants response to online Recruitment Process

Interpretation:

51% of the participants are of the opinion that online recruitment process is more effective than offline recruitment processes. 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.

S.No	Response	Percentage
1	Strongly Disagree	5.6%
2	Disagree	21%
3	Neutral	5.6%
4	Agree	29%
5	Strongly Agree	19%

Table 4.2 Response to online Recruitment Process helps to access the potential
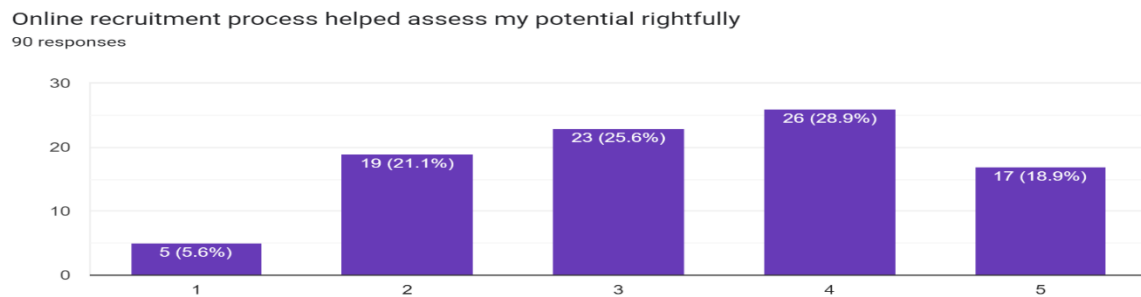

Fig 4.8 Online Recruitment helped to assess the candidates' potential rightfully

Interpretation:

Almost 50% of the respondents agreed that online recruitment process helps to access the potential of the candidates rightfully. This shows that the process has to be improved more in accessing the potential of the candidates. 5.6% of the candidates are of neutral opinion.
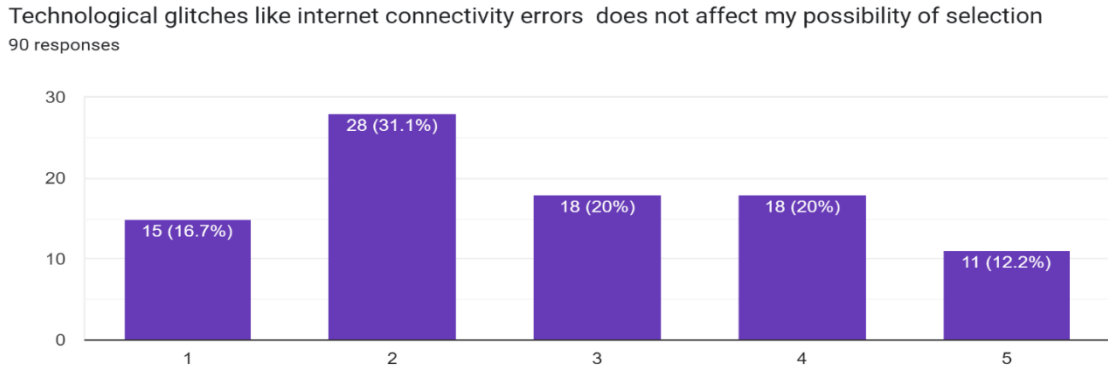
Technological glitches like internet connectivity errors does not affect my possibility of selection
90 responses

Fig 4.9 Participants response to glitches

Interpretation:

Almost 50% of the respondents agreed that technological glitches in online recruitment process affects their possibility of selection. These glitches may include unstable internet connectivity, system hanging, web-camera and microphone issues system compatibility with the platforms used by the company, mayhinder 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 bias.

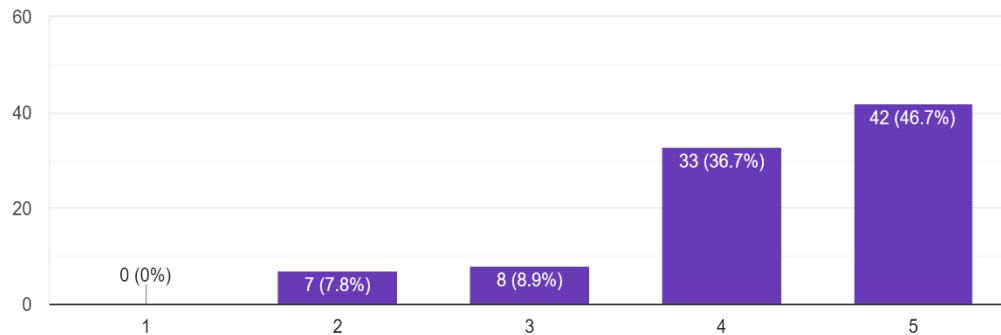Online recruitment helps to speed up the process
90 responses

Fig- 4.10 Histogram representing speed of the process

S.No	Response	Percentage
1	Strongly Disagree	0%
2	Disagree	7.8%
3	Neutral	8.9%
4	Agree	36.7%
5	Strongly Agree	46.7%

Table 4.3 Participants response to online Recruitment Process glitches

Interpretation:

84% of the participants believe that the online recruitment process has speedup the whole recruitment cycle. Possible causes for the same can be Conducting many rounds of selection in a single day, automating the process, making it accessible to candidates, and making the entire process visible to candidates are all potential causes.

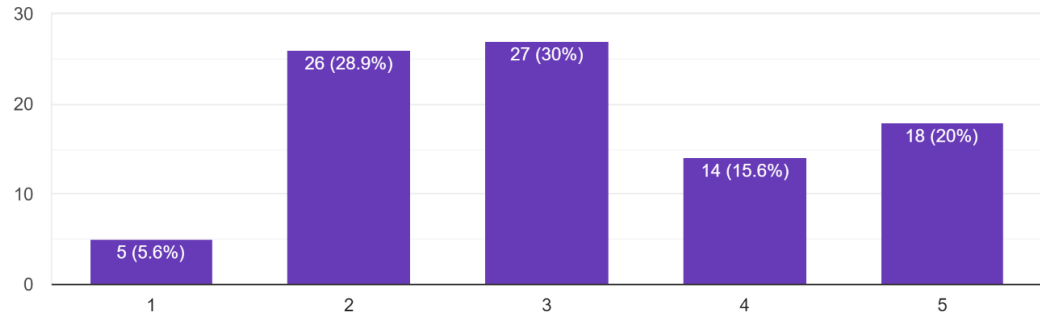Online Recuitment is free of human errors and recruiters bias.
90 responses

Fig- 4.11 Histogram representing free of errors and bias

S.No	Response	Percentage
1	Strongly Disagree	5.6%
2	Disagree	29%
3	Neutral	30%
4	Agree	16%
5	Strongly Agree	20%

Table 4.4 Participants response to online Recruitment Process glitches

Interpretation:

36% of the participants opinion is the through online hiring, recruiter bias is reduced. 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 of the candidate, the online modes of screening and shortlisting may consider to be fairer and freer from bias.

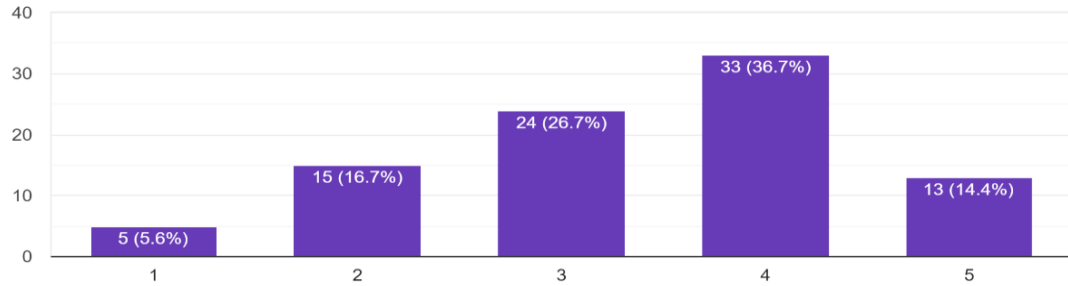Online test platforms run smoothly during the recruitment process.
90 responses

Fig- 4.12 Histogram representing smoothness of process

S.No	Response	Percentage
1	Strongly Disagree	5.6%
2	Disagree	16.7%
3	Neutral	26.7%
4	Agree	36.7%
5	Strongly Agree	14.4%

Table 4.5 Participants response to smoothness of process

Interpretation:

51% of participants believe that the online recruitment procedure for exams like aptitude tests, psychometric tests, pymetrics tests, etc. runs smoothly. Due to technical difficulties, employers typically allow employees a window of 12 to 24 hours to complete the exam. Other advantages for this kind of flexibility include the ability to complete the assessment from the comfort of their homes. The procedure also reduces the amount of time and money that both the organization and the candidate must commit

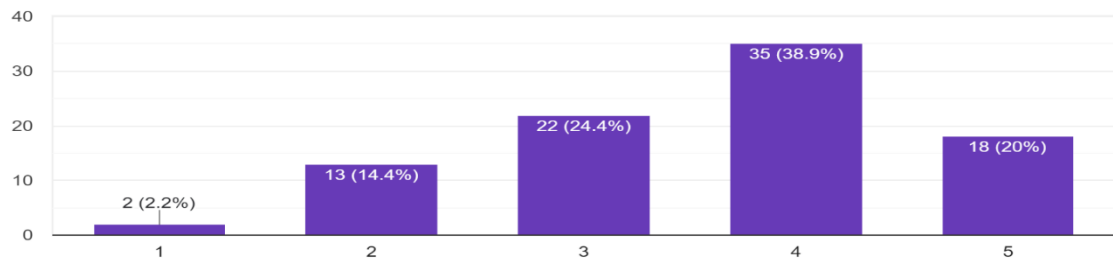I am satisfied with the online recruitment process
90 responses

Fig- 4.13 Histogram representing satisfaction of the process

S.No	Response	Percentage
1	Strongly Disagree	2.2%
2	Disagree	14.4%
3	Neutral	24.4%
4	Agree	38.9%
5	Strongly Agree	20%

Table 4.6 Participants response to satisfaction of process

Interpretation:

According to 60% of participants, the online recruitment method meets their needs. This can be attributed to the overall layout of the online hiring process more so than anything else. This includes a shorter hiring process, better communication, simple tool accessibility, quick and seamless interview rounds, enhanced applicant reach online, etc.

Any Suggestion for improving the online recruitment process further?

Interpretation:

This question was intended to gain insight into potential improvements to the online hiring process from the viewpoint of students. There was a range of opinions expressed in the responses, and the following are the most typical ones:

1. No it's good for introvert people they don't face people in person.
2. Improve the Software for taking online assessments.
3. make it sure that cheating will not occur

4. Online recruitment become demotivating when the interviewee/candidate is the only one to turn on the camera. It becomes very ambiguous as well as very confusing as to whom you are delivering your thoughts and opinions to and that nobody is paying heed to your words. But online recruitment is best to expedite any process.

5. Companies should be more vigilant by creating an infrastructure in such a way that cheating will not happens in any way.

6. There should be something more user-friendly interface.

7. Processes like GD may get chaotic during the online process, it's better to take multiple rounds of interview than GDs or keep a smaller number of people per GD.

8. Can give clear Job Description.

9. The HR can give the results earliest.

10. Time lag between each and every process.

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

4.2 Findings and Recommendations

According to the data analysis above, the majority of participants have a favorable opinion of the online hiring process. The majority of participants have had experience with online recruitment, demonstrating the popularity of this method of hiring among businesses. In contrast to the negative opinion of candidates towards recruitment bias and technical hiccups impeding the hiring process, positive perception of candidates towards analysis of their potential, decreased time to hire, and smooth operation of evaluations was noted. The replies gathered for the final subjective question provide more clarity on the potential for improvement. It highlights the flaws in the procedure, which, if taken into account, could aid businesses in creating a workflow for recruitment that is more thorough.

4.3 Limitations of the study and future scope

The major limitation to the study was the limitations of the questionnaire and the scope of participants. The questionnaire was shared among Post Graduate students across the college premises and their fellow classmates to get a clear view about the online recruitment process. This study can be done further to all students rather than limiting only to post graduate students.

5. CONCLUSION

The study mentioned above demonstrates how businesses turned to internet hiring during times of crisis and how it might become the norm in the future. Online hiring has proven to be more efficient in terms of time, money, and smoothness. Over time, candidates have also grown more confident in their ability to understand and be objectively evaluated for their abilities and competences.

As some participants noted, there are various areas of online recruitment that can be improved, such as taking into account technical issues, recruiter bias, better communication, etc. Without a physical workspace, a new hire may not be fully assessed for alignment with the organizational work culture, which can be taken into account throughout the hiring process for positions where teamwork and cooperation are critical components of the job description. Technology-wise, the use of AI can be strengthened to boost proctoring of examinations, blind screening, and eradicating prejudice and error from the hiring process.

Even though the online hiring process has its drawbacks, most businesses have been able to successfully implement it in their HR departments thanks to some significant benefits. One of the most advantageous features of internet recruitment is the flexibility of time and place it offers.

In conclusion, we can state that even if the crisis made online recruitment relevant, given its acceptability by both organizations and candidates, it is here to stay.

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7. ANNEXURE

Perspective towards Online Recruitment process

Dear Respondent,

I am writing this to request your participation in a brief survey. Please take a moment to fill out the survey below. This survey is a part of my MBA Dissertation research work. The data collected will only be used for academic and research purposes.This research focuses on finding out "**Post Graduate student's Perspective towards Online Recruiting Process**", and requesting you to give your valuable inputs. All your information and responses will be kept confidential.

Thank you for valuable time in participating to this survey!

Thanks & Regards,
Ranjit Ganesh,
Delhi Technological University.

ranjit.ganesh29@gmail.com Switch account

Not shared

* Indicates required question

Name *

Your answer

Sex *

○ Male

○ Female

○ Prefer not to say

Highest Educational Qualification *

○ MBA/PGDM/PGDBM

○ MSC

○ MA

○ M.Tech

Year *

○ I

○ II

Work Experience in months *

Your answer

Have you experienced an online recruitment process? *

○ Yes

○ No

○ Maybe

Online recruitment process is as effective as Offline recruitment process?   *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

Online recruitment process helped assess my potential rightfully *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

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

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

Online recruitment helps to speed up the process *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

Online Recuitment is free of human errors and recruiters bias. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

Online test platforms run smoothly during the recruitment process. *

	1	2	3	4	5	
Strongly Disagree	○	●	○	○	○	Strongly Agree

I am satisfied with the online recruitment process *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

Any Suggestion for improving the online recruitment process further?

Your answer

Satisfaction Level (1 being least and 5 being highest) *

	1	2	3	4	5
Time Saving	◯	◯	◯	◯	◯
Effectiveness	◯	◯	◯	◯	◯
Free of Bias	◯	◯	◯	◯	◯
Free of Human Errors	◯	◯	◯	◯	◯
Job Description clarity	◯	◯	◯	◯	◯

Submit   Clear form