

**PROJECT DISSERTATION REPORT
ON
A STUDY ON JOB SEEKERS PERCEPTION TOWARDS DIGITAL
RECRUITMENT PROCESS**

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DECLARATION

I declare this report is entirely my work of mine. This is submitted to the Delhi School of Management, Delhi Technological University, in completion of the Master of Business Administration degree. It is my original research work, not copied from any source. It is not submitted in any other university for degree or examination.

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CERTIFICATE

This is certified that the project report entitle, "**A Study on Job Seekers Perception Towards Digital Recruitment Process** " by **Honey Kumar** is submitted to" Delhi School of Management", Delhi Technological University in the partial fulfilment for requirement of the award of the degree of **Master of Business Administration(MBA)**.

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Place: New Delhi

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Before getting into the ideas , I would like to add up some of the new words of appreciation for people who have been a parts of this project right from its inception. This project's writing hashas a one of the major significant challenge of the academic I have faced. This project would not be completed without the support, patience, and guidance of the people involved. It is my deepest gratitude to them.

It gives me incredible pleasure to present my project report on "**A Study on Job Seekers Perception Towards Digital Recruitment Process**". 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. Seema** , 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.

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EXECUTIVE SUMMARY

Every organization needs good people to succeed, and finding those people is what recruitment is all about. The HR team works hard to bring in the best candidates while keeping costs down and hiring times short.

COVID-19 changed how we do everything—including how companies hire. People stopped going to offices, and businesses had to find new ways to recruit. They started using online interviews and virtual processes instead of meeting candidates in person.

This shift raised questions. Would candidates trust an online process? Would it work as well as traditional hiring? This study looks at working professionals who experienced online recruitment during the pandemic to see what they really thought about it.

The results were encouraging. Most candidates felt positive about online recruitment and trusted the system. This suggests companies could keep using these methods even after COVID-19 ends.

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1. INTRODUCTION

1.1 The Background of the study

1.1.1 Why the Recruitment Matters

Hiring the right people matters enormously for any company. When done well, it brings in skilled workers who fit the company culture, save time and money, boost morale, and build a strong reputation.

In today's competitive world, finding the right person for each role is more important than ever. Companies need talented people, but the search can be expensive. Most organizations follow a standard process—reviewing resumes, conducting group discussions, interviews, and personality tests.

Technology has changed hiring. Online recruitment systems can significantly reduce costs. More companies are building digital platforms to streamline the process.

Good recruitment helps companies build strong teams. When HR managers hire wisely, they bring in people whose skills match the company's current needs. They also gain new abilities the organization might be missing.

This matters because HR teams can guide the company toward talent that drives success. The right hires help teams work more productively and achieve their goals.

Smart recruitment also saves money. Hiring the wrong person means spending more time and money to find a replacement. Getting it right the first time benefits everyone.

Total 7 steps in the recruitment cycle.

Steps of Recruitment
Step 1: Identify the hiring needs
Step 2: Prepare job descriptions
Step 3: Devise recruitment strategy
Step 4: Screen and shortlist candidates
Step 5: Conduct interviews
Step 6: Evaluate and make the offer
Step 7: Onboard the new employee

Figure 1.1 Steps of recruitment

The Recruitment Process

Step 1: The need of Hiring

Before hiring anyone, you need to know what gaps exist in your team. Look for places where workload is too heavy, skills are missing, or performance is suffering. Sometimes people leave—retire, move to another job, or quit—and their positions need filling.

Once you understand what positions need to be filled, define the role clearly. Write down what skills the person needs, how many years of experience they should have, and what technical abilities matter for the job.

Step 2: Create a Job Description

Now comes the important part—describing the job itself. What will the person actually do? What are their daily responsibilities? What skills are absolutely necessary?

A good job description tells candidates exactly what you're looking for. It helps them decide if they're qualified before they apply. This means you get better, more suitable applicants—not just people sending out resumes to every job they see.

A job description should include:

- **The job title**
- **Where the role fits in the organization**
- **Key responsibilities and duties**
- **Required skills and qualifications**
- **What experience is needed**
- **Any special requirements**

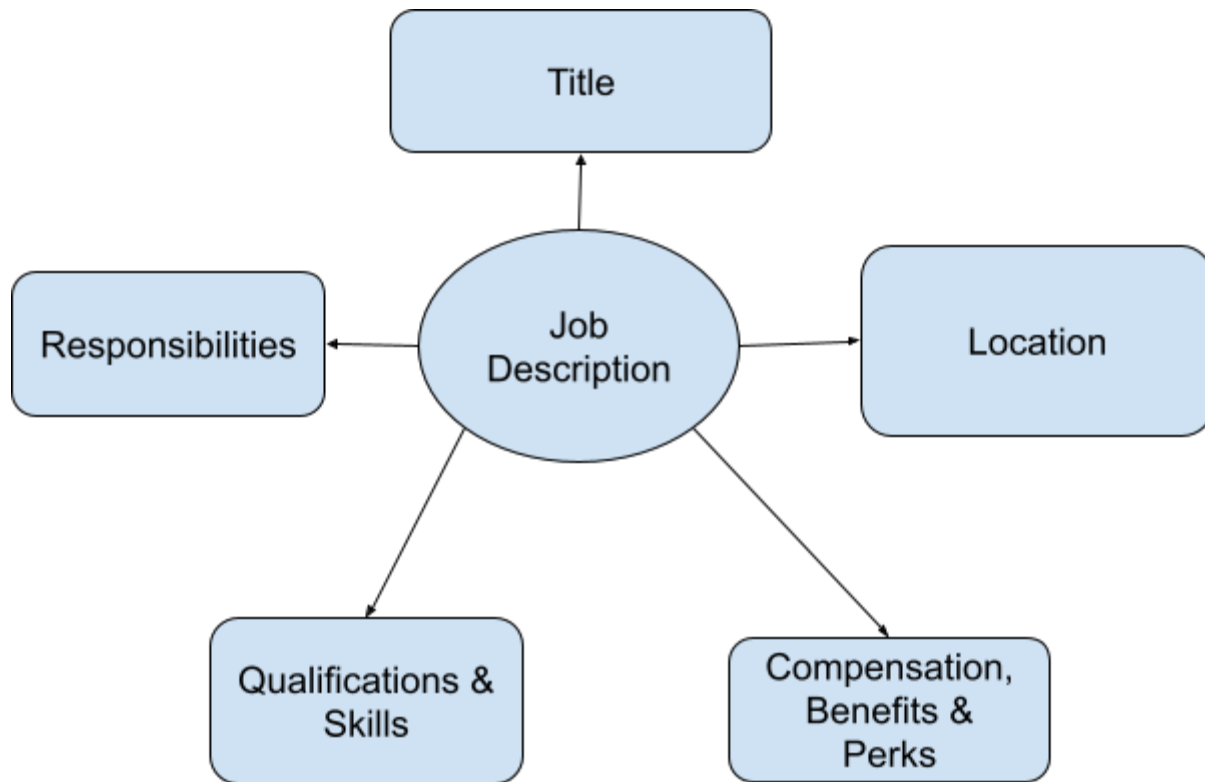


Figure 1.2 Elements of a job description

Step 3: Plan Your Recruitment Strategy

Once the job description is ready, it's time to decide *how* you'll find the right person. This is where you figure out the best approach to attract and keep quality candidates.

First, ask yourself: can we promote someone from within the company, or do we need to look outside? Both options have pros and cons.

Things to consider before choosing your method:

- Internal hiring – promotes employee growth, boosts morale, and costs less. But the talent pool is smaller.
- External hiring – brings in fresh ideas and new skills. However, it takes more time and money.
- Budget – how much can you spend on hiring?
- Timeline – how quickly do you need someone?
- Industry – what methods do other companies in your field use?

- Candidate pool – are there enough qualified people available?

Choosing the right strategy helps you find better candidates faster while saving time and money.

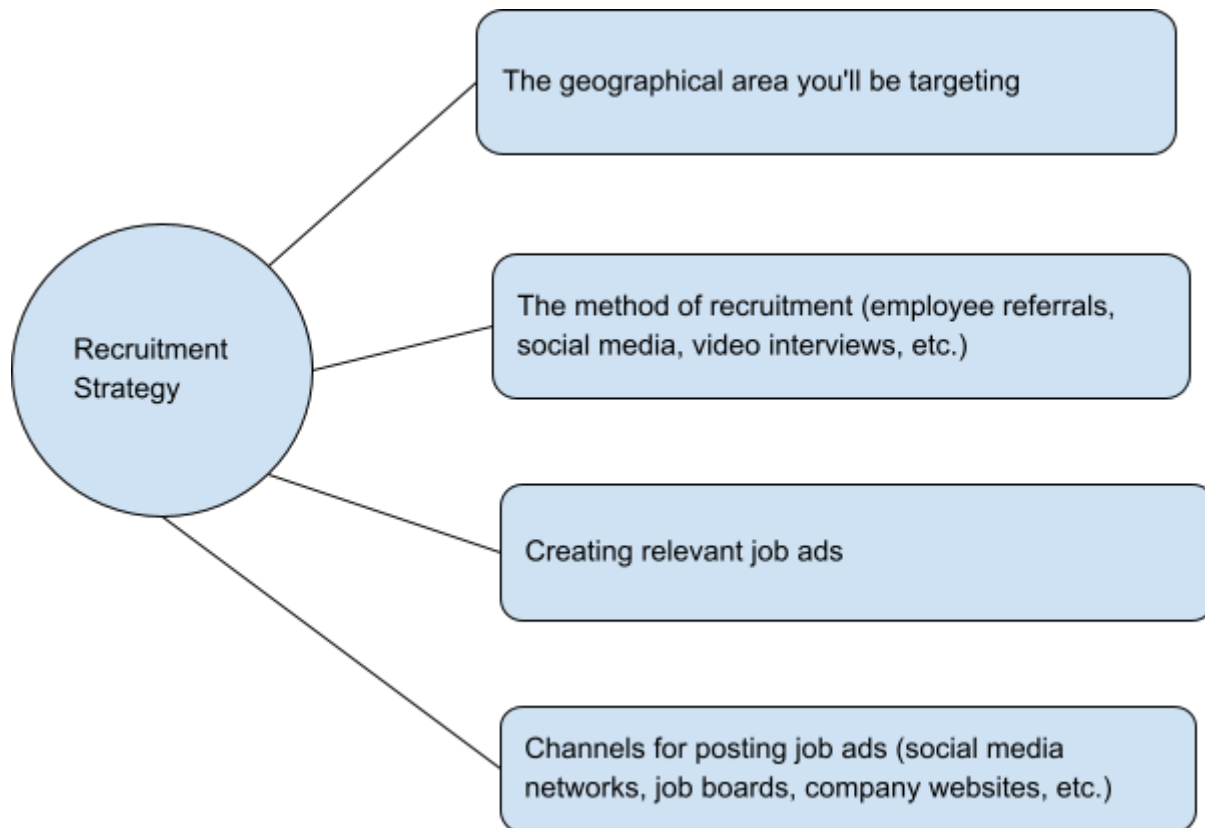


Figure 1.3 Factors considered for designing recruitment strategy

Step 4: Candidate Shortlisting

After planning your strategy, the next step is to shortlist candidates. This means taking your pool of applicants and picking the best ones to move forward.

Deloitte's research shows that companies now see hiring talented people as a key competitive advantage. HR teams are changing how they find, attract, and keep good

employees. But here's the thing—even with all these changes, the basic challenges remain the same. Companies still need to figure out how to find the right people, screen them, and make smart hiring decisions.

Shortlisting can be one of the hardest and slowest parts of hiring. It takes time to review all the applications and pick the best fits.

So what exactly is shortlisting? It's the process of reviewing all applicants and creating a short list of those who meet the requirements for the job. These are the people you want to move to the next stage—usually an interview.

Think of it as making a list of people you'd like to talk to. This happens after you've found candidates (sourcing) but before the interviews begin.

Screening and shortlisting often happen together. When you review resumes, you're screening. Then you pick the top candidates—that's shortlisting.

A good shortlisting process involves several steps and requires attention to both technical requirements and legal guidelines.

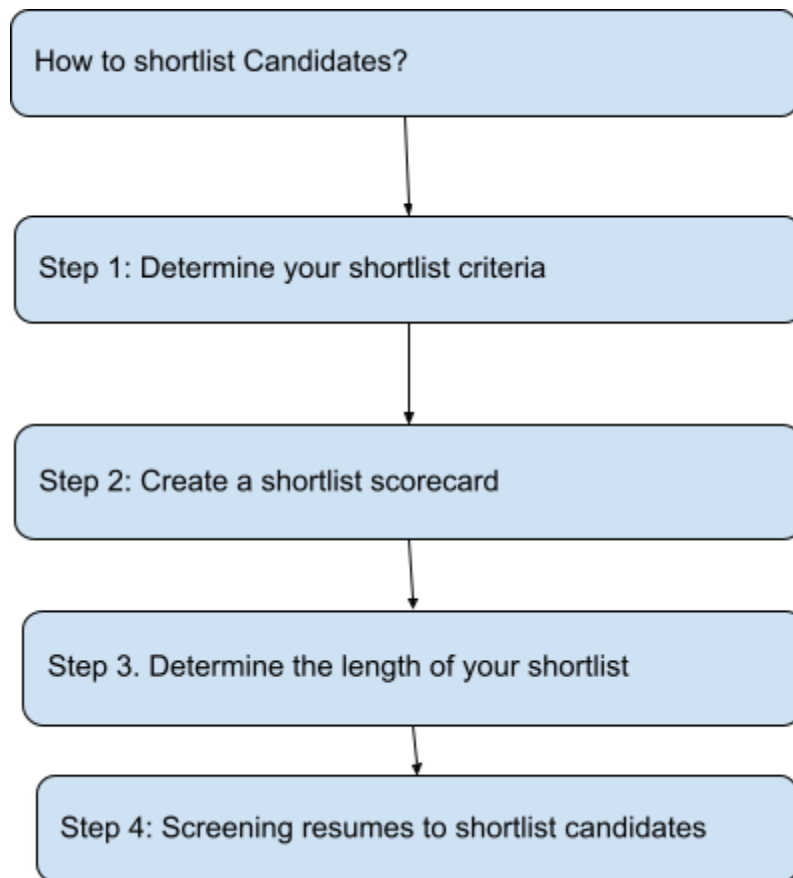


Figure 1.4 Procedure of candidate shortlisting

Step 1: Set Your Shortlisting Criteria

First, you need to decide what you're looking for. There are requirements of a job—the minimum skills and experience someone needs, plus the ideal qualities that would make them great.

These criteria should connect directly to how someone will actually perform in the role. That's why they should match what's in the job description.

Finding the right balance is important. Set your standards high enough to get good candidates, but not so strict that you miss out on talented people.

The best way to build your criteria? Look at your top performers. What skills and qualities make them successful? Use that as your guide.

Avoid relying on gut feeling or personal preferences. Don't just hire people who remind you of yourself or who managers happen to like. Base your decisions on what actually matters for the job.

Essential Criteria vs. Desirable Criteria

Here's the difference:

- Essential criteria – These are must-haves. A candidate *has* to meet these to move forward. For example, do they have the legal right to work in the country? Either they do, or they don't. No middle ground. These are often called "knockout questions."
- Desirable criteria – These are nice-to-haves. Things that would make someone an even better fit. Like having an extra certification or special training.

Step 2: Create a Scorecard

Now build a scorecard using your essential and desirable criteria. This helps you rate each candidate fairly and consistently.

Make sure your criteria don't discriminate against protected groups. Use the same standards for everyone. Rate each applicant equally and objectively.

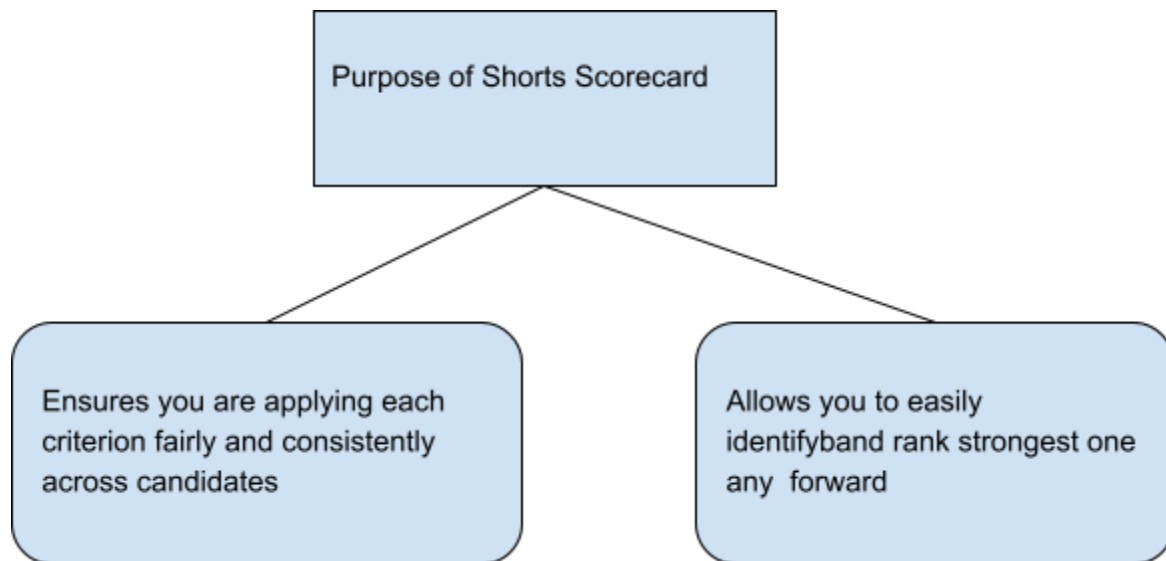


Figure 1.5 Purpose of Shortlist Scorecard

Step 3: Decide How Many Candidates to Shortlist

How many people do you need to interview to actually hire one? Most companies have a number in mind.

For example, you might talk to 4-6 candidates to hire 1 person.

For high-volume hiring (like customer service roles where you need to hire hundreds of people), you might shortlist everyone who meets the basic requirements.

A better approach? Work backward from your conversion rates. Here's what the average looks like:

- Applications to interviews: 13% make it to the interview stage
- Interviews to offers: 17% get a job offer
- Offers to acceptance: 89% accept the offer

Use these numbers to estimate how many candidates you need to shortlist.

Step 4: Screen Resumes

Here's a reality check: research shows 75% of applicants aren't qualified, and 88% aren't strong enough for an interview. That's a lot of resumes to go through!

A typical job posting gets 250 applications. Reviewing all of them can take up to 23 hours per hire. No wonder shortlisting is so exhausting.

The solution? Technology. Companies developed Applicant Tracking Systems (ATS) to help. These software platforms made life easier for 94% of companies that use them.

But here's the problem: traditional ATS systems don't learn from past hires. Every new job posting starts from scratch—even if you're hiring for the same role again.

While ATS software is now standard in hiring, its limitations can be frustrating.

But there's good news. New technology is making shortlisting even smarter. The next generation of tools is here to help.

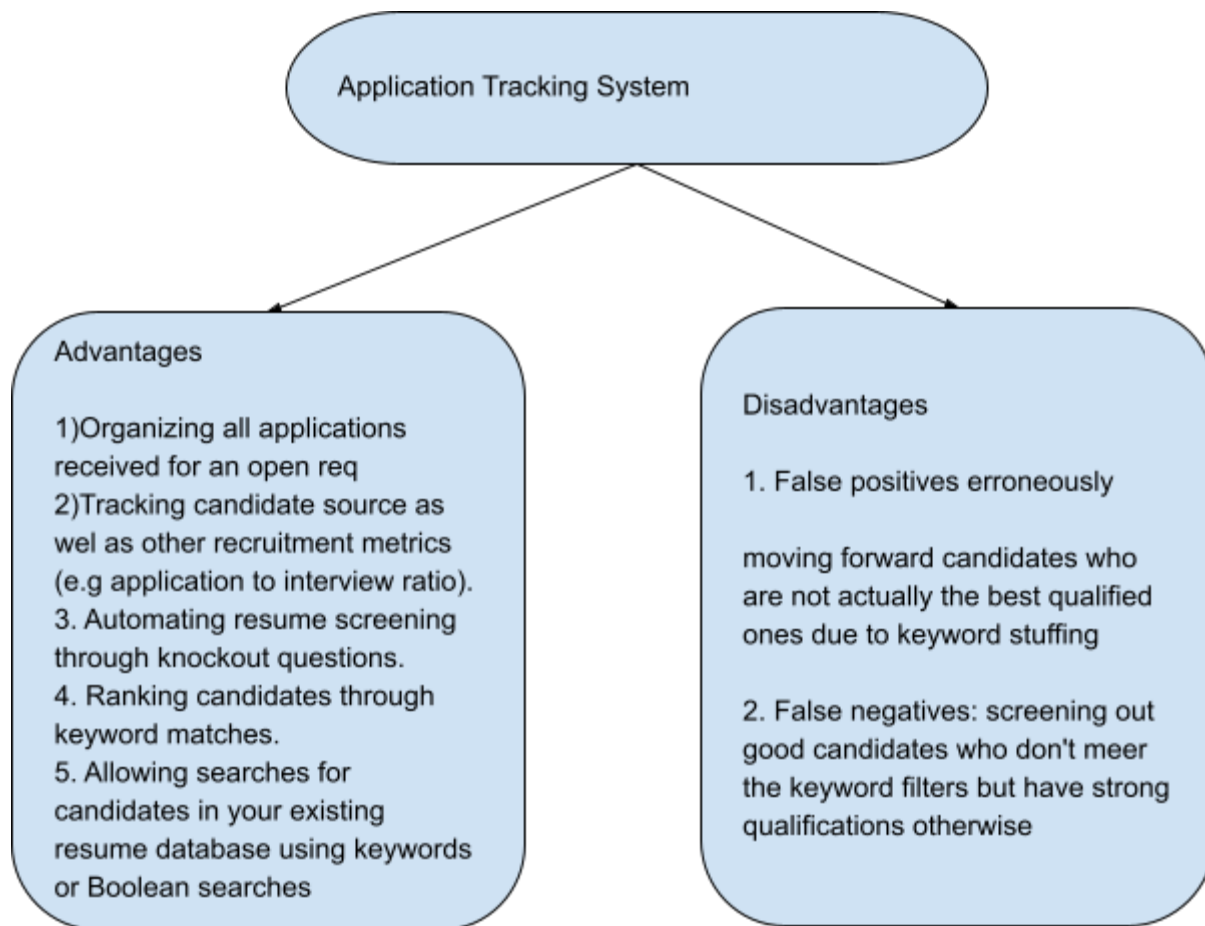


Figure 1.6 Advantages and Disadvantages of ATS

Process of the Interview

Now comes the interview—the stage where candidates meet you directly after applying. This is your chance to make a good impression. After all, they're evaluating you too.

The interview is a critical part of hiring. To find the best people, HR professionals and hiring managers need to know how to conduct interviews properly. This section covers the main types of interviews and proven techniques.

Types of Interviews:

- Phone pre-screening – A quick call to filter candidates before inviting them in
- One-on-one meetings – Direct conversation with the hiring manager
- Panel interviews – Candidate meets multiple people at once

Interview Techniques:

- Behavioural interviews – Asking about past experiences
- Competency-based interviews – Testing specific skills
- Situational interviews – "What would you do if...?"

Important Legal Note:

Companies must follow federal and state laws about what questions can and cannot be asked. Interviewers need to avoid discriminatory or biased questions. This includes anything related to age, race, religion, gender, disability, or marital status.

Step 6: Making an Offer

After the interview, it's time to make an offer. First, check the candidate's references. If everything looks good, extend the offer.

But be prepared—this person might say no. Have a backup plan. Keep your second and third choices ready.

Final Step: Employee Orientation

This is when new hires get settled. It's not just about showing them around the office. They need to understand their role, get the right tools, and receive training to do their job well.

1.1.2 Impact of COVID-19 on Hiring

COVID-19 changed hiring forever. Companies faced huge losses. Some shut down completely. Layoffs became common. Unemployment rates soared.

The pandemic created unprecedented challenges. Businesses worried about employee safety. Workers tried to adapt—many working from home while dealing with closed schools and cancelled plans. New job seekers and laid-off workers struggled to find employment.

From December 2019, COVID-19 has change the world. Lockdowns, fear, rising illness, and daily disruptions made normal life impossible. Millions lost jobs and faced unbearable pressure.

The numbers tell the story:

“According to the International Labour Organization (ILO), 400 million jobs were lost globally in just Q2 2020. Africa saw a 400% jump in job losses in just three months (April-June 2020).”

The Asia-Pacific region lost about 59% of permanent wage jobs—110 million jobs lost out of 235 million.

Working hours dropped significantly. In Southeast Asia, hours started falling in March 2020. Latin America had the worst decline—20%, slightly higher than Southeast Asia's 18%.

The impact reached everywhere:

- Businesses faced financial collapse
- Job losses and salary cuts became normal
- Companies struggled to hire—especially foreign workers
- The UN warned about the rapid decline in working hours due to lockdowns

Africa and India were hit hard too. India saw unemployment rise from 8.74% in March 2020 to 23.52% in April 2020. An estimated 45 million full-time workers lost their jobs across Africa.

What this means for business:

- Inability to pay workers on time
- Fewer working hours and lack of jobs
- Workforce underutilization
- Worsening conditions leading to higher unemployment

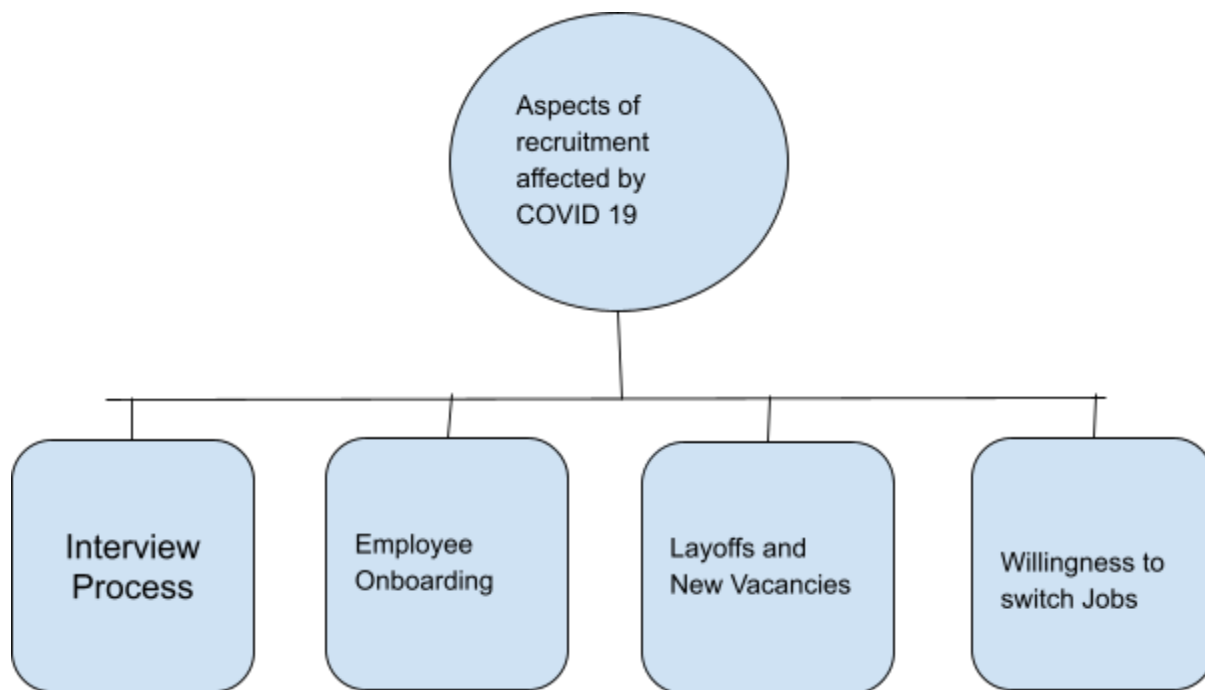


Figure 1.7 Aspects of Recruitment affected by COVID19

Impact on Interview Process

1. In-Person Interviews Stopped

Companies worldwide asked employees to do the work from home. The goal was to avoid travelling and face-to-face contact. So job interviews couldn't happen in offices anymore.

2. New Hires Came Onboard Online

Businesses still needed new workers—even during the pandemic. But how do you welcome someone without meeting them or showing them around? It was challenging, but possible.

3. More Layoffs, Fewer Jobs

Layoffs meant more unemployed people. That's never good. Since companies had fewer openings, more applicants chased fewer jobs.

4. People Were Afraid to Switch Jobs

Finding candidates became harder. People with stable jobs didn't want to take risks. During a crisis, security matters more than anything.

But here's the twist—top performers worried about layoffs currently in companies might actually be more open to new opportunities.

1.1.3 Online Recruitment: The New Way of Hiring Works

You've probably heard it called e-recruitment, web recruitment, or online recruitment. Instead of the old paper-based way, companies now use technology to handle hiring.

Problem and Statement

A recruiting model by Breaugh et al. shows how the process works:

1. Set hiring goals
2. Create a strategy
3. Run the recruitment process

4. Review the results

Job seekers compete for jobs, while companies compete for talent. Everyone uses technology to make things faster and easier.

As one expert put it: "For most job seekers, the internet is where it's at."

Objectives of study

Five Types of Online Recruitment

Companies use different approaches to hire online. Here are the main types:

1. **Company career websites**
2. **Online job boards**
3. **Social media recruiting**
4. **Recruitment agencies (online platforms)**
5. **Employee referral programs (digital)**

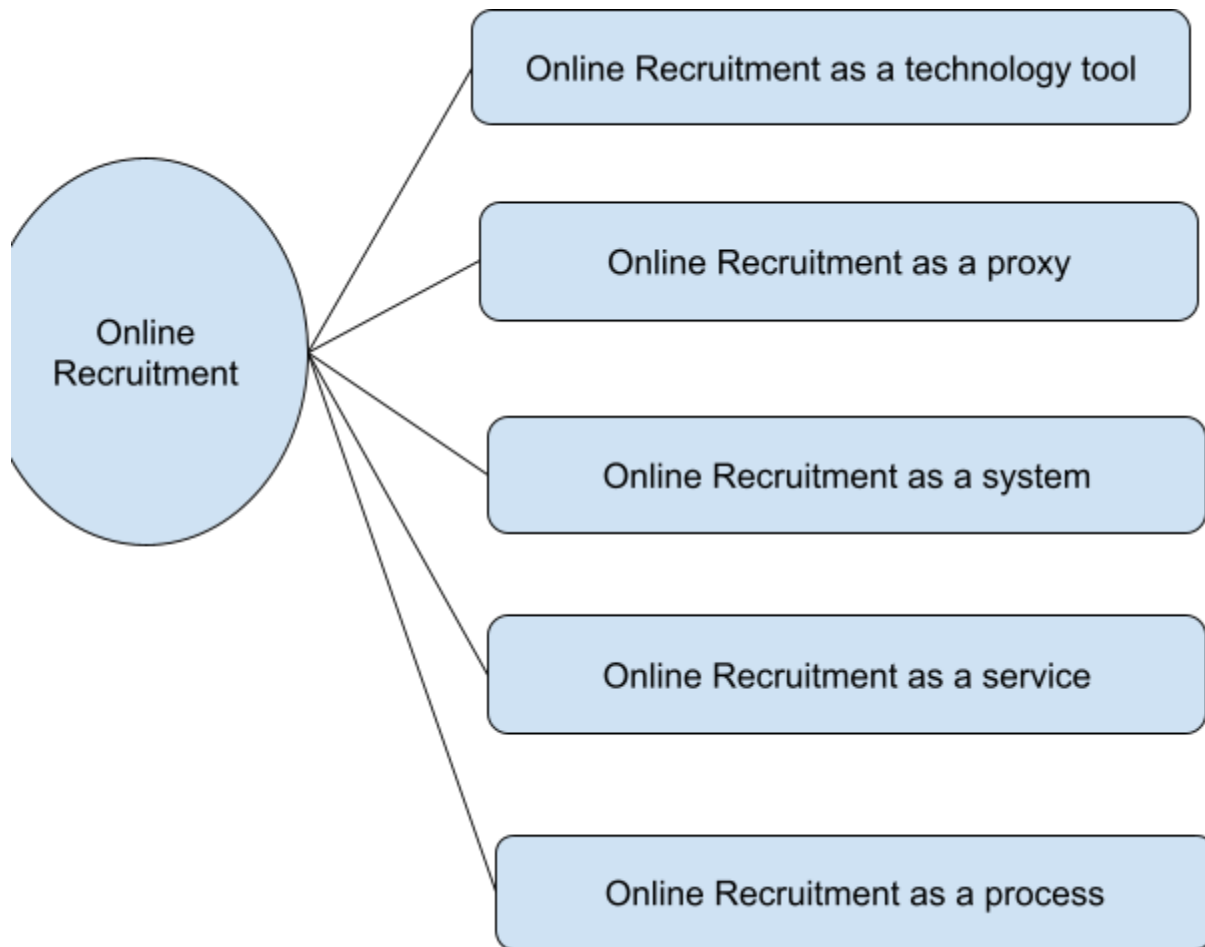


Figure 1.8 Conceptualisation of Online Recruitment

1.4 Scope about the study

Benefits of Online Hiring

Here's why companies love e-recruitment:

- a. **It saves money** – Hiring online costs less per person than traditional methods. Plus, you can find talent from anywhere in the world—not just your city.
- b. **It helps everyone** – Employers can browse resumes easily. Job seekers can search for their dream company from home.
- c. **It's faster** – Companies find the right person more quickly.

d. **It works better** – Technology matches resumes to job requirements automatically. This makes the whole process smoother and keeps applicant information organized.

2 Literature Review

The Problem We're Solving

Finding the right people is one of the most important jobs in HR. Every company wants to hire faster, cheaper, and better.

Then COVID-19 hit. Everything changed.

HR teams took the biggest hit. They had to handle layoffs, salary cuts, fewer jobs, employee health (both physical and mental), and technical support for remote work.

With everyone working from home, companies had to change how they hired. Online recruitment became the new normal.

But here's the thing—candidates are new to this too. Do they trust online hiring? Can employers actually judge their skills through a screen? That's what this study explores.

Why This Study Matters

We wanted to understand how employees actually feel about online recruitment.

1.3 What We're Looking At

This study checks if:

- Candidates trust online recruitment
- They want changes in the process

Most research focuses on how employers feel about e-recruitment. Not enough studies look at it from the candidate's side. That's the gap we're filling.

3 Research Methodology

What Other Studies Say

Breaugh argues that hiring skilled workers matters for profit and efficiency. But there's no one perfect way to hire—context matters.

Anna B Holm studied e-recruitment in Denmark (2008-2010) for three major companies. She found that online hiring works well because it's not limited by time or location. A good career website is essential for this to work.

Abia and Brown (2020) explain that e-recruitment uses technology to handle hiring. Employers compete for the best candidates, and job seekers compete for jobs—so everyone embraces tech to move faster.

Simón and Esteves (2015) say company websites matter. They should be easy to use and showcase the company well. Online hiring can become a powerful tool for finding talent while cutting costs.

Dr. Bhupendra Singh Hada and Swati Gairola studied e-recruitment's benefits and challenges. The good stuff? Time savings, cost savings, faster searches. The bad stuff? Not good for every job, feels impersonal, and raises privacy concerns.

Prof. Priya Unadkat looked at why e-recruitment matters now. She used both primary and secondary data to explain the types, benefits, and future of online hiring.

Adeosun and OHIANI (2020) say companies can attract talent using pay, brand reputation, referrals, and job security. Digital tools help hire the best people faster.

Gignac et al. (2021) studied COVID-19's impact on health and work. People with physical and mental health issues felt more scared and unsupported during the pandemic. Work conditions matter—not just for COVID, but always.

Al-Zagheer and Barakat (2021) explored online hiring benefits. It cuts costs (no newspaper ads needed), saves time, and works 24/7. But challenges exist—slow internet, privacy issues, and some people in India still prefer in-person meetings.

Dr. Vashisthaa Goel and Dhiman found COVID-19 changed hiring drastically.

E-recruitment helps IT companies save time and money while finding better candidates.

How We Did This Study

3.1 Research Design

We used a cross-sectional of the descriptive design. This means we collected data at one point in time and described what we found.

Data came from questionnaires (primary research) and existing studies (secondary research). We used convenience sampling—reaching out to people who were available.

We analyzed data using Microsoft Excel. “The techniques were multiple linear regression and descriptive analysis. The survey used a 5-point Likert scale” (1 = Strongly Disagree to 5 = Strongly Agree).

Collecting Data

We sent out a Google Form between March 3rd and April 3rd, 2022. Participants were working professionals from different states in India.

3.2 Data Collection

What We Measured:

a. Age b. Education level c. Gender d. Work experience with online recruitment g.

Suggestions for improvement of the design

We got 137 responses. After removing incomplete ones, we used 119.

3.3 Hypothesis Testing

Testing Our Ideas

We wanted to understand our employee satisfactions by the online recruitment process.

Our hypothesis: Ho: Factors like age, gender, process effectiveness, skill assessment, tech issues, hiring speed, recruiter bias, and online tests do NOT affect employee satisfaction.

H₁: These factors DO affect employee satisfaction.

4. ANALYSIS, DISCUSSION AND RECOMMENDATIONS

4.1 Data analysis

4.1.1 Participant Details:

Gender

male

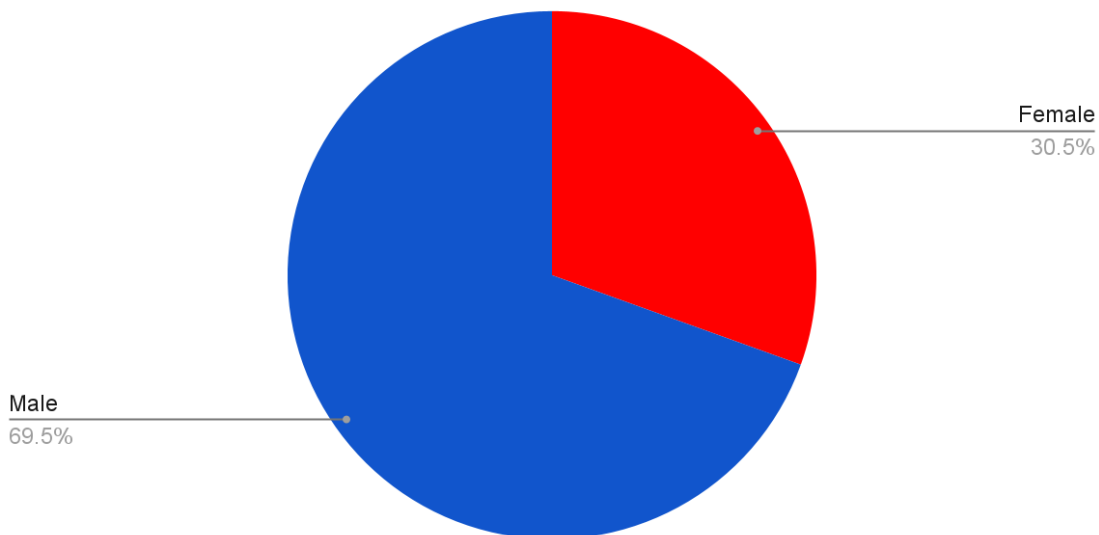


Figure 4.1 Gender of Participants

Interpretation:

Participant Demographics

Gender Distribution:

Most participants were male (69.5%), while 30.5% were female.

Highest Education Level:

Highest Educational Qualification

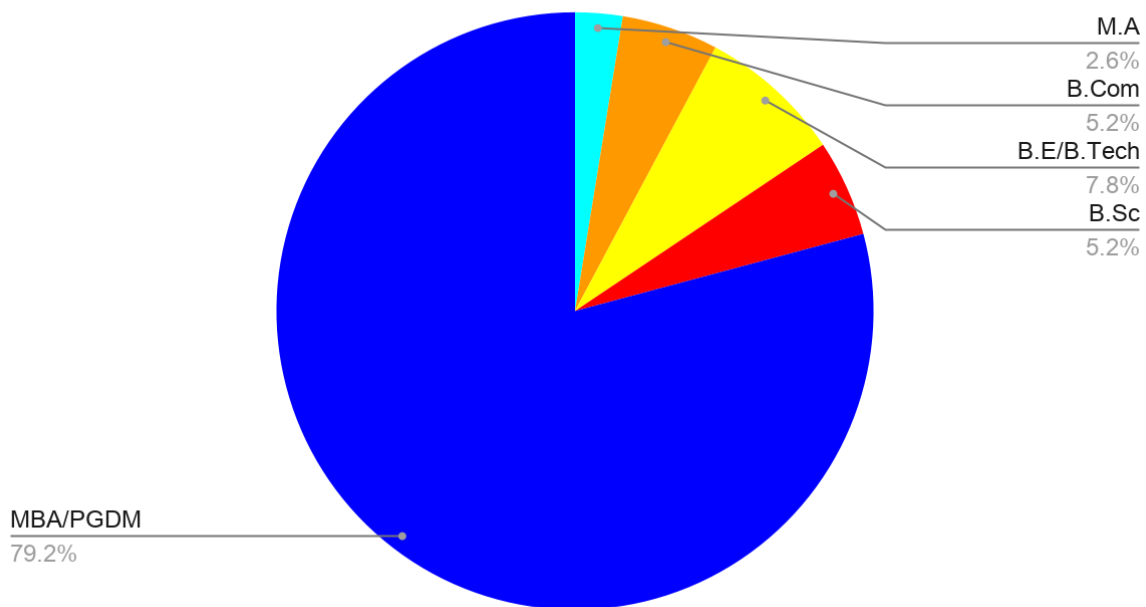


Figure 4.2 Highest Educational Qualification of Participants

Interpretation:

Highest Educational Qualification

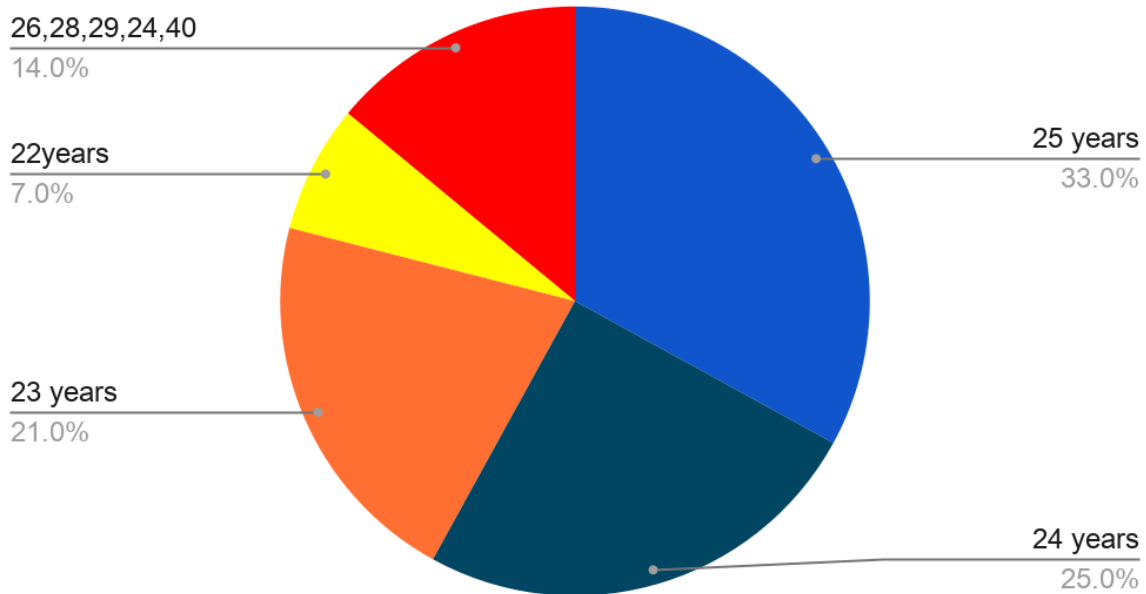
Most participants had a postgraduate degree (MBA/PGDM/PGDBM) – that's 77.1% of everyone surveyed.

Here's the full breakdown:

- MBA/PGDM/PGDBM (Post-graduation): 77.1%

- B.Tech/B.E. (Engineering): 7.6%
- B.Com (Commerce): 5.1%
- B.Sc. (Science): 5.1%
- M.A. (Arts): 2.5%

Age



_Figure 4.3 Age of Participants

Interpretation: Age Breakdown

Participant ranged from 22 to 40 years old.

Most were 25 years old (33%), followed by:

- 24 years=25%

- 23 years=21%
- 22 years=7%

The remaining 14% were aged 26, 28, 29, 34, and 40 years.

Years of Experience

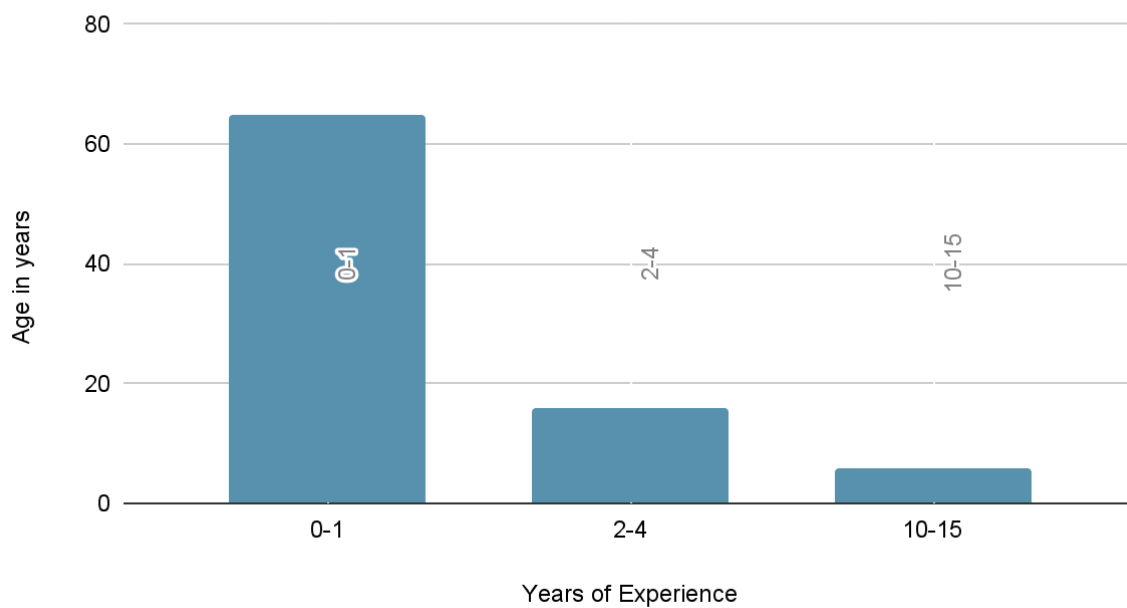


Figure 4.4 Years of Experience of Participants

Interpretation:Work Experience

Most candidates were new to the workforce:

- 0-1 years (freshers): 65%
- 2-4 years: 16%
- Interns: 13%
- 10-15 years (experienced): 6%

Location (State)

Count Of location (State)

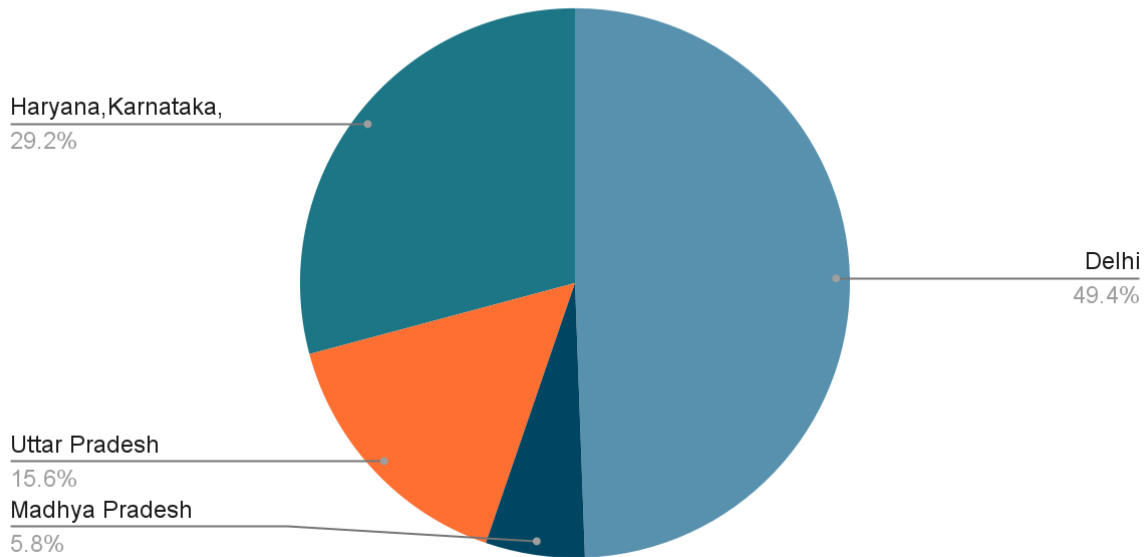


Figure 4.5 Location(State) of Participants

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

4.1.2 Multiple Linear Regression

We used multiple linear regression to analyze of the data. This statistical method helped us understand how different factors affect employee satisfaction with online recruitment.

What we tested:

We looked at one main outcome (employee satisfaction) and several factors that might influence it:

- Gender
- Education level
- Age
- Work experience
- How effective the process was

- Skill assessment methods
- Technical issues
- Hiring speed
- Recruiter bias
- Online tests
- Fairness of the process

This helped us see which factors matter most to candidates going through online recruitment.

Regression Statistics	
Multiple R	0.886670707
R Square	0.786184943
Adjusted R Square	0.763996588
Standard Error	0.4521586
Observations	118
Table 4.1 Regression Statistic	

Results Show

The analysis of the regression helped us understand how each factor relates to employee satisfaction.

Here's what we found:

- The Multiple R value shows that these factors predict employee satisfaction 88% of the time.

- The R² value is 0.78, which means these factors explain 78% of the variation in employee satisfaction.

In simple terms: the factors we studied (gender, age, experience, process effectiveness, skill assessment, technical issues, online test, speed of hiring, recruiter biasness, and fairness) strong effect on whether candidates are happy with the online recruitment process.

	<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 coefficients table tells us exactly how each factor affects employee satisfaction.

Here's what's important:

The biggest contributors to employee satisfaction:

1. Fairness – This had the highest impact (t-stat = 7.82, p-value = 0.00%)
2. Assessment Potential – How well skills are evaluated (t-stat = 7.30, p-value = 0.00%)
3. Process effectiveness – How well the whole system works (t-stat = 6.11, p-value = 0.00%)

These three factors matter most. They all have p-values below 0.05, which means they're statistically significant—in other words, they're not just random results.

What doesn't matter as much?

Any factor with a p-value higher than 0.05 doesn't significantly impact employee satisfaction. Those factors might influence other things, but they don't strongly affect how happy candidates are with the online recruitment process.

ANOVA

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 Tells Us

The ANOVA table shows how much the independent factors explain employee satisfaction.

Here's the breakdown:

- Out of 101.35 total variance, 79.68 is explained by our factors
- The significance F is below 0.05, which means the results are real—not just chance
- The F-value ratio shows the model fits the data well

Conclusion:

Because of these strong results, reject the null hypothesis and accept the alternate hypothesis. Our factors really do impact employee satisfaction.

The Regression Equation

Here's the formula that summarizes our findings:

$$Y = 2.67 - 0.07x_1 + 0.03x_2 - 0.07x_3 + 0.03x_4 + 0.36x_5 + 0.42x_6 - 0.03x_7 - 0.10x_8 - 0.21x_9 + 0.02x_{10} + 0.34x_{11}$$

What each variable means:

- x_1 = Gender
- x_2 = Education level
- x_3 = Age
- x_4 = Work experience
- x_5 = Process effectiveness
- x_6 = Potential assessment
- x_7 = Technical issues
- x_8 = Hiring speed
- x_9 = Recruiter bias
- x_{10} = Online tests
- x_{11} = Fairness

4.1.3 Employee Experience

To understand how people feel about online recruitment, we asked a mix of yes/no questions, rating scale questions (1-5), and open-ended questions.

Question 1:

Have you ever been through an online recruitment process?

Have you experienced an online recruitment process?

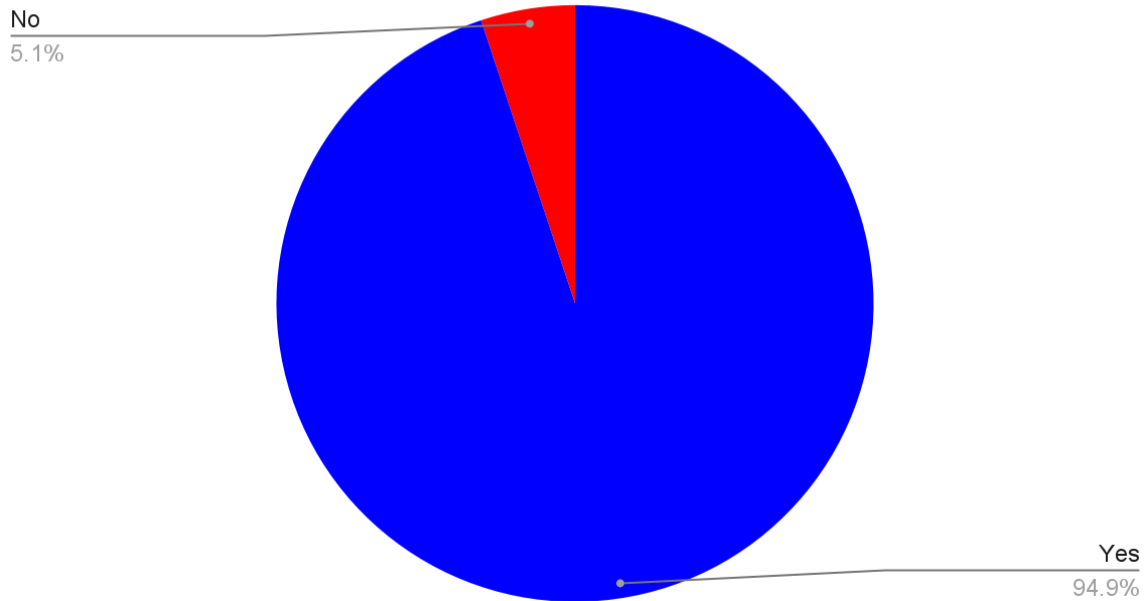


Figure 4.6 Chart of Experience with Online Recruitment of Participant

What This Means

Looking at the participant demographics, most people who took the survey had 0 to 4.5 years of work experience.

This tells us something important—online recruitment is now the norm for younger workers and those just starting their careers. It's become the go-to method for hiring in today's job market.

Question 2:

Is the online recruitment process as effective as in-person recruitment?

S.No	Response	Percentage
------	----------	------------

1	Strongly Agree	13%
2	Agree	47%
3	Neutral	26%
4	Disagree	8%
5	Strongly Disagree	6%

Table4.4: Online Recruitment is as effective as Offline process of the recruitment

Is the online recruitment process as effective as in-person recruitment?

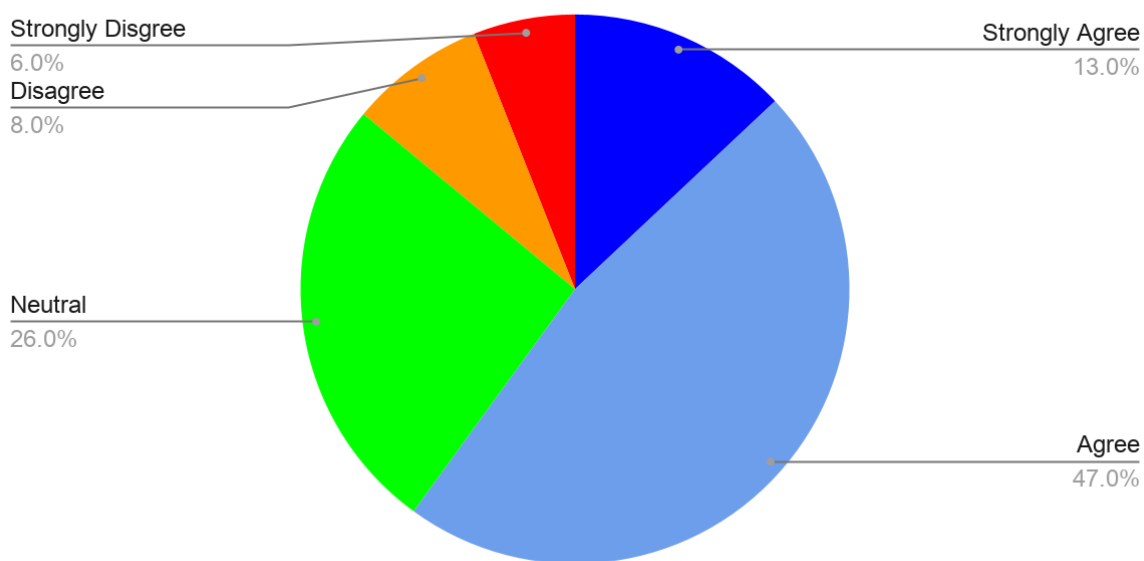


Figure 4.7 Pie Chart Of Participants' response to 'Online Recruitment is as effectiveness as Offline recruitment Process'

What This Means

60% of participants said online recruitment works just as well as in-person recruitment.

This is great news. It shows that HR teams across companies successfully adapted to the pandemic situation. They found ways to hire effectively even when everyone was working from home.

Question 3:

Did the online recruitment process correctly assess your skills and potential?

S.No	Response	Percentage
1	Strongly Agree	13%
2	Agree	40%
3	Neutral	20%
4	Disagree	19%
5	Strongly Disagree	8%

Previous Interpretation (Question 3):

54% of participants felt that online recruitment correctly assessed their skills and potential.

This shows that companies have designed their hiring process well—even without meeting in person, they can evaluate candidates properly. They use online tools, let candidates interview from home, and keep the process flexible for everyone involved.

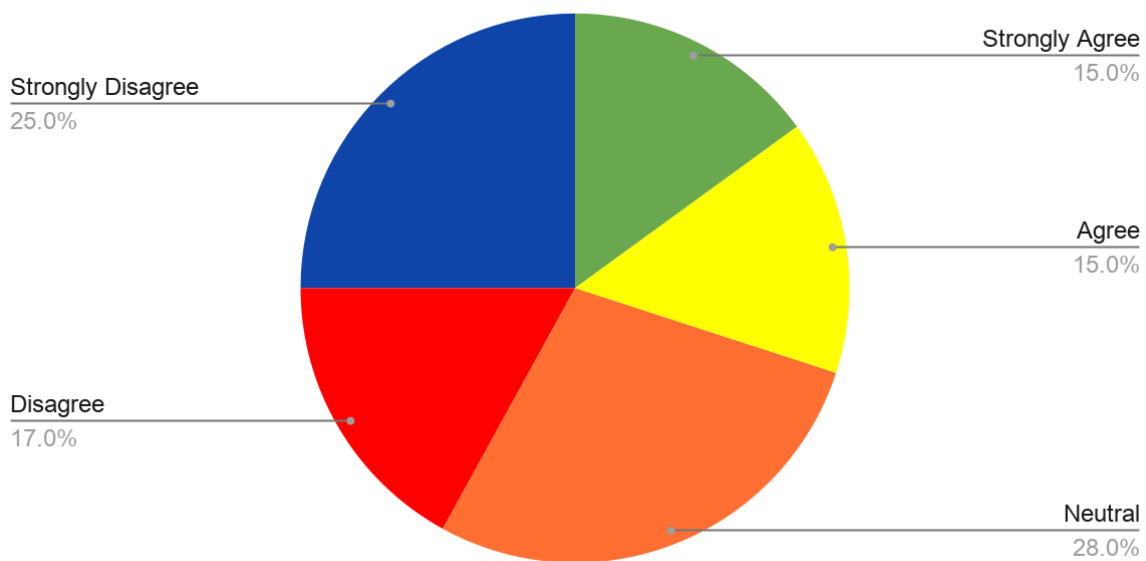
Question 4:

Do technical issues like poor internet connection affect my chances of getting selected?

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

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

Do technical issues like poor internet connection affect my chances of getting selected?



notice you've shared the chart title but not the actual interpretation or data results for Figure 4.9.

What This Means

42% of participants felt that technical issues could hurt their chances of getting hired.

These problems include:

- Unstable internet connection
- System freezing or crashing
- Webcam or microphone not working
- Software compatibility issues

When these happen, it creates communication problems between the candidate and the company. One person might have a smooth experience while another struggles—and that unfairly gives one person an advantage.

Sometimes technical issues even create a bad impression, which could lead to recruiter bias against the candidate.

Question 5:

Has online recruitment made the hiring process faster?

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

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

Has online recruitment made the hiring process faster?

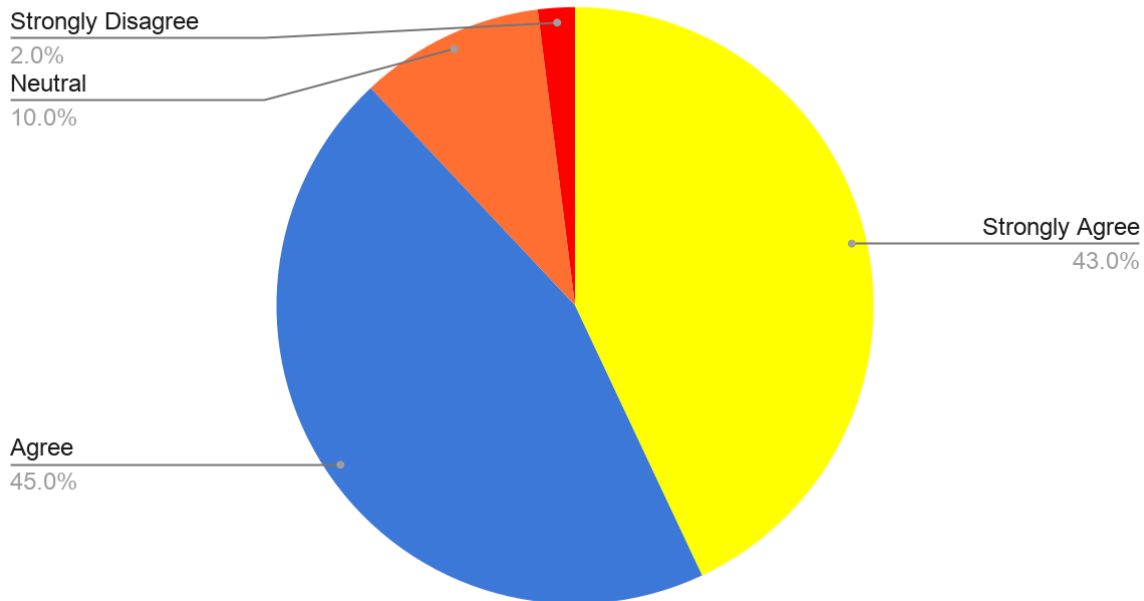


Figure 4.10 Chart of Participants' response to 'Online Recruitment has helped speed up the recruitment process'

What This Means

88% candidates agreed that the new faster online recruitment.

Here's why:

- Companies can run multiple rounds on the same day
- Automation speeds things up
- Candidates can see where they stand in the process
- Interviewers don't need to be in the same office

For example, imagine a hiring process with one aptitude test and three interviews with different managers. In the past, coordinating everyone's schedules was hard. Now? Everyone joins a video call from wherever they are. No waiting, no scheduling conflicts

Question 6:

Does online recruitment help remove recruiter bias during hiring?

S.No	Response	Percentage
1	Strongly Agree	18%
2	Agree	28%
3	Neutral	30%
4	Disagree	19%
5	Strongly Disagree	5%

Does online recruitment help remove recruiter bias during hiring?

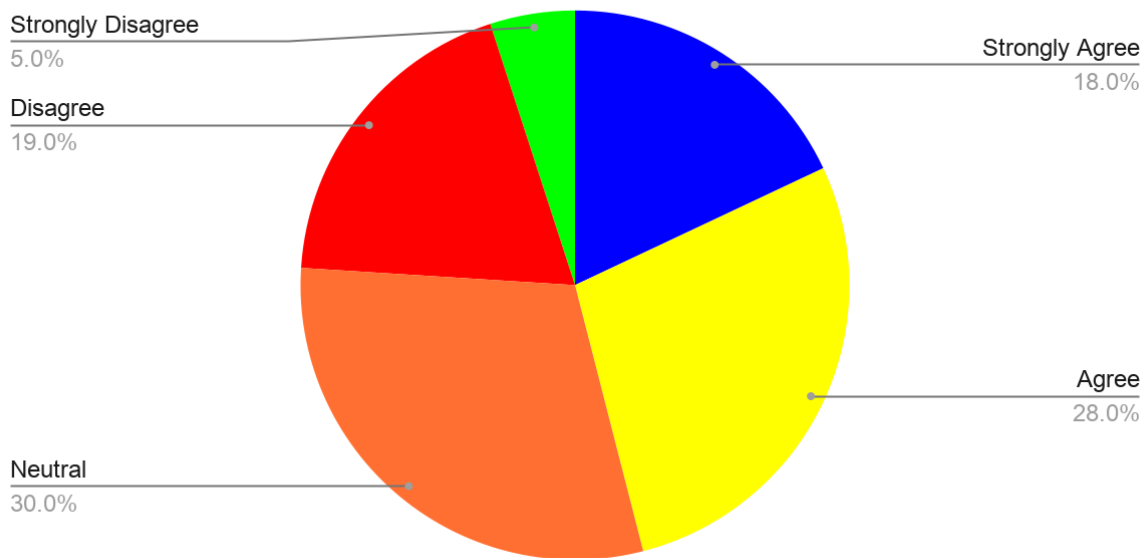


Figure 4.11 Chart of Participants' response to 'Online Recruitment helps remove recruiter's bias during selection process

What This Means

46% of participants felt that online recruitment reduces bias.

Here's why:

- Resumes are reviewed blindly—without names or photos
- ATS software screens candidates based on skills alone
- AI tools help filter by qualifications

This means gender, caste, race, and background don't show up in the screening. The process focuses purely on what the candidate can do—not who they are. Many feel this makes hiring fairer and less biased.

Question 7:

Do online tests run smoothly during the online recruitment process?

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

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

Do online tests run smoothly during the online recruitment process?

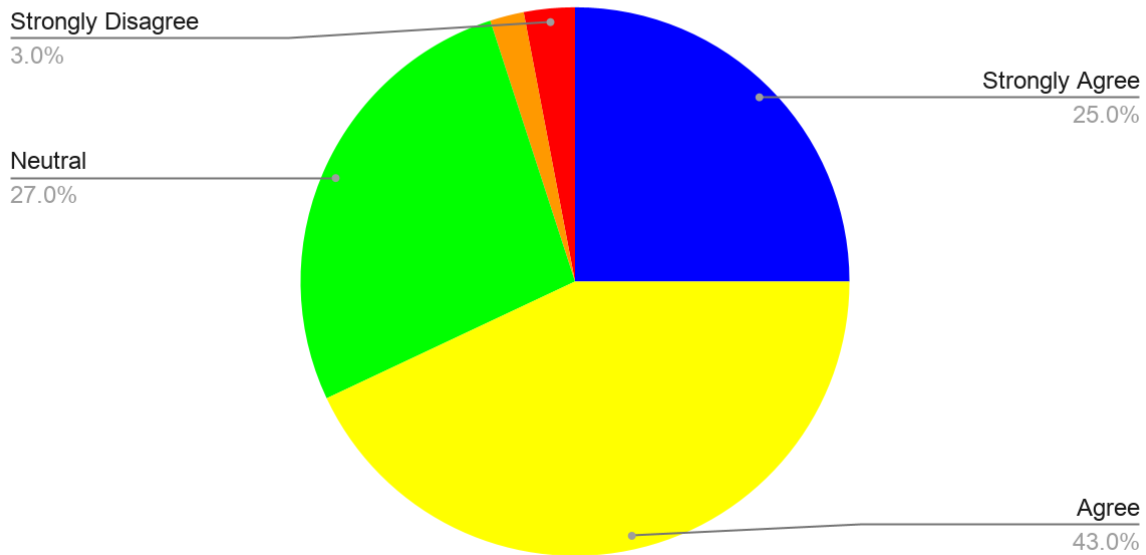


Figure 4.12 chart of Participants' response to 'Online Assessments are run smoothly during online recruitment process

What This Means

68% of participants said online tests run smoothly.

Here's why candidates like it:

- Companies give flexible time slots—usually 12 to 24 hours—to complete tests
- Candidates can take tests from home, avoiding travel stress
- Technical issues are taken into account

The process also saves money and time—for both the company and the candidate. No printing tests, no exam halls, no travel costs.

Question 8:

Is online recruitment free of human error and fair for everyone?

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

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

Is online recruitment free of human error and fair for everyone?

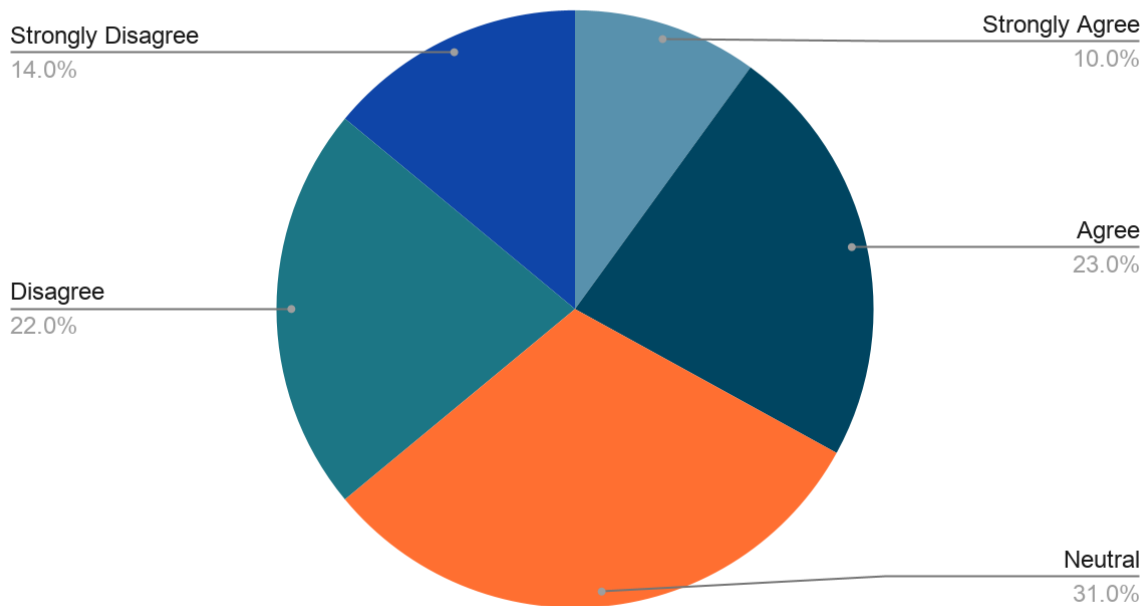


Figure 4.13 Chart of Participants' response to 'Online Recruitment is free of human errors and fair for all'

What This Means

36% of participants disagreed that online selection is completely fair and out from mistakes.

33% agreed that it is fair and error-free.

This shows mixed opinions. Some people had good experiences; others didn't. It likely depends on the specific company and their process—some do it well, others don't.

Question 9:

Are you satisfied with the online recruitment process?

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

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

Are you satisfied with the online recruitment process?

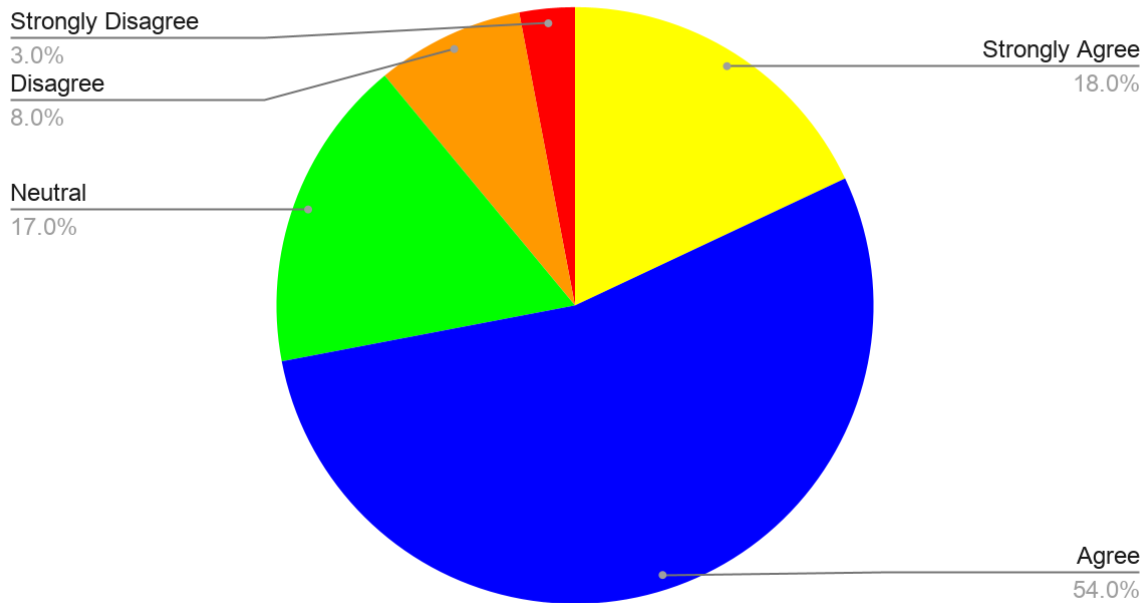


Figure 4.14 Chart of Participants' response to 'I am satisfied with the online recruitment process'

What This Means

72% candidate are satisfied with online process.

Here's why they like it:

- Faster hiring—no long waiting periods
- Better communication between candidates and employers
- Easy access to online tools from anywhere
- Smooth interview rounds that run without issues
- Companies can reach more candidates across wider geographic areas

Question 10:

How can we make the online recruitment process better?

What Improvements Do Candidates Want?

We asked participants what could make online recruitment better. Here's what they said:

1. Be more transparent – Candidates want to know where they stand in the process.
2. Mix online and in-person – Some rounds online, some in-person works better.
3. Improve communication – Companies should coordinate better with candidates.
4. Better anti-cheating tech – Make sure tests are fair and secure.
5. Consider internet issues – Not everyone has good internet, especially in remote areas.
6. Plan better schedules – Keep interviews and panels organized so nothing overlaps.
7. Tailor the process – Different roles may need different approaches.
8. Show real work scenarios – Include practical tests, not just theory.
9. Share role details early – Give candidates clear information about the job upfront.
10. Keep refining – The process needs ongoing improvements.

4.2 Findings and Recommendations

Here's what the study found:

Most participants—about 95%—have experienced online recruitment. This proves it's now the main way companies hire.

Overall, candidates feel positive about it. They believe:

- Online methods can assess their skills properly
- Hiring is faster than before
- Tests and assessments run smoothly

But there are concerns too:

- Technical issues (like poor internet) can hurt chances
- Some bias still exists in the process

The last open-ended question gave useful feedback. Candidates pointed out exactly what needs improvement. If companies listen to this feedback, they can build a better, fairer hiring process.

4.3 Limitations and What's Next

What limited this study:

The survey reached working professionals across India, but responses mostly came from to Delhi NCR, Madhya Pradesh, Uttar Pradesh, Haryana, Karnataka and Andhra Pradesh. Other states weren't well represented.

Where to go from here:

Future studies should include more states and different industries. This would give a fuller picture of how online recruitment works across the country.

4. **Conclusion**

This study shows how companies turned to online recruitment during the pandemic—and why it's likely here to stay.

Online hiring has proven to be:

- **Faster**
- **Cheaper**
- **Smaller and more convenient**

Most importantly, candidates now trust it. They believe it can properly assess their skills and competencies.

But there's room for improvement. Participants highlighted a few concerns:

- **Technical issues still happen**
- **Some recruiter bias exists**
- **Communication could be better**

Without meeting in person, it's hard to judge if someone fits the company culture. This matters most for roles that need teamwork and collaboration. Companies should consider adding ways to assess cultural fit in the hiring process.

Technology can help too. Better AI tools could improve test proctoring, screen resumes blindly, and reduce human error.

Yes, online recruitment has its drawbacks. But the benefits—flexibility, time savings, wider reach—have made it a success for most companies.

Bottom line: Online recruitment started because of a crisis. But given how well both companies and candidates have accepted it, it's here to stay.

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ANNEXURE:**Questionnaire:** Recruitment and Practices: Employee

Questions	Responses							
Part 1								
Sex	Male	Female	Others					
Highest Educational Qualification	B.Tech/ B.E	BBA	B.COM	B.Sc	B.A	M.T ECH	MBA/PG DM/PGD BM	M.A
Age	(Descriptive)							
Years of Experience	(Descriptive)							
Location (State)	(Descriptive)							
Part 2								
Q1 Have you ever been through an online recruitment process	Yes					No		
Q2 Is the recruitment process as effective as in-person recruitment?	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree			
Q3 Did the online recruitment process correctly assess your	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree			

Questions	Responses				
skills and potential					
Q4 Do technical issues like poor internet connection affect my chances of getting selected?	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Q5 Has online recruitment made the hiring process faster?	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Q6 Does online recruitment help remove recruiter bias during hiring?	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Q7 Do online tests run smoothly during the online recruitment process?	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Q8 Is online recruitment free of human error and fair for everyone?	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
	Strongly				

Questions	Responses				
Q9 Are you satisfied with the online recruitment process?	agree	Agree	Neutral	Disagree	Strongly Disagree
Q10 How can we make the online recruitment process better?		(Descriptive)			