Assessing the Effectiveness of Virtual Hiring From Employees' Perspective

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ABSTRACT

In the current scenario every company is moving towards virtual and home-based working mode because of this pandemic situation. Due to this shift manpower hiring organisations are also shifting from conventional hiring method to virtual hiring mode. This chapter present the perspective of employee' based on the study conducted to assess the effectiveness of virtual hiring in. Analyzing the various factors influencing the virtual hiring, difficulties encountered in this process, the effectiveness of virtual hiring are undertaken as a part of this study. Data is collected from the employees or the students who are attending interview through this virtual mode and the difficulties faced by them during this virtual hiring process are explored. Efforts were made to identify the mode they prefer and feel better for the hiring process.

INTRODUCTION

Hiring process is becoming a vital role for every organization since it is essential to place a right person at right position. Now a days Hiring process is given more importance so that the attrition rate is decreased and cost of replacement is reduced. Staffing and recruiting process is very essential because manpower is an important resource for an organization for the process to become complete. In any industry manpower play a major role compared to any other resource. So every industry concentrates more on hiring techniques and strategies to get a right candidate for their organization.

Due to the Covid-19 situation, Traditional hiring process are not much appreciated due to this spread. Hence, the companies are in a situation to move forward with this new method called Virtual Hiring. It was followed based on the ongoing new norms like online classes and online conferences. Same method is used in Virtual hiring process for recruitment. This was initiated to avoid the spread of this disease and to increase the efficiency of hiring method.

Virtual mode was first initiated for online classes and also for conducting meetings. But initially the users faced a lot of issues because everyone new to this technology and adaptation to this took some period of time. But eventually this process was adopted by many companies and followed till now.

This change is adopted by not only large corporations but also SMEs and developing industries adopted this virtual hiring process. This was initiated already through telephonic method for initial screening process before but not as a usual one. Because many of the managers does not trust in telephonic interviews. It is so because the state of the interviewee is unknown and a personal touch is missing. So many managers and organizations believe in Traditional hiring method to judge the people based on their performance in the personal interviews. Despite of this virtual hiring is the order of the day and almost all organizations adopt this method because of the prevailing pandemic.

This virtual hiring process is carried out through various medium and various social meeting platforms like Google meet, Zoom, Microsoft Teams, GoToMeeting, Skype, Cisco WebEx etc. depending on the preference of the companies. Certain companies had created their official software for their use in virtual hiring process.

This study explains all about the efficiency of virtual hiring from the employee's perspective. This study is intended to identify the preferable method of hiring process from the employees' end because it is not known about the issues they face in adopting to this new technology. Even though there is possibility of interviewer getting affected due to this form of new method, the impact of losing a job is faced from the employees' side.

PROBLEM IDENTIFICATION

As the technology is developing all are shifting to new normal transformation in order to tackle this covid-19 situation. So all employers are shifting to Virtual hiring in order to avoid the spread of

virus. This new process has got its own advantages and disadvantages which has a greater impact on employees than the employers. Due to these difficulties some important candidates cannot shine in the interview. So this study has taken up an assessment of effectiveness of virtual hiring from the perspective of the employees.

OBJECTIVES AND SCOPE

This study is undertaken with a prime objective to identify the effectiveness of virtual hiring compared with Traditional hiring method. The allied objectives are to know the preference of the candidates with respect to the mode of attending the interview process (Online/Offline), factors affecting decision making in mode of interview and perspective of candidates being selected in virtual hiring method.

In this hiring industry, employers are in search of right candidate for the right position in order to maintain the work flow in an efficient manner. Due to this Covid-19 situation, lay off and work from home process is enabled by lot of IT sectors in order to avoid this spread.

As a result, lot of employees are looking and applying for job in various sector but the result of the interview is most probably negative.

So to identify the exact cause of the inefficiency of interview process, this study deals with various kinds of candidates attending interview and the data is collected randomly such that a best result is obtained. Some of the aspects in which the candidates face difficulties in attending the interview process are

- Adapting to new technologies
- Network issues during the interview process
- Communication barriers

LITERATURE REVIEW

Paper by MaseseOmete Fred, Dr.Uttam M. Kinange (2015) identifies Internet recruitment methods from relevant literature, and describes how their benefits of online recruitment can influence the recruitment decision making of the organization. The purpose of this paper is to broaden the research on the online Recruitment practices for the entire development of the organization with focus on E-Recruitment practices and trends in India, to identify what E-Recruitment methods are being used and what benefits are being experienced by organizations using these methods.

Beniamin G. Boşcai, (2015), in their paper titled "The evolution of E- Recruitment: The introduction of online recruiter" tells that new tasks, skills and qualifications for the online recruiter function.

In the paper by Celine D'Silva, (2020), efforts are made to understand if users prefer online recruitment or face to face selection. Effective E-recruiting and selection process increases organizations competitive advantage through lower costs and increased efficiency and offers more benefits for both job seekers and recruiters. It was found that most of them select E- recruitment more than regular recruitment process and prove to be more successful in finding the right candidate for right position.

After the launch of IT infrastructure the working function of recruiters and other manager level people's work has doubted. So obviously they are in dilemma to usage internet. In other words, they need the support of internet. The role of HR department is linked with the help of IT for administrative process. Such by doing so, there is increase time consuming by speed in transactions and decrease in information errors is the findings of the study by B.Akila, Dr.S.Vasantha, Dr. P.G. Thirumagal (2020).

Study by Nafia Sultana, (2018) in addressing the effectiveness of online recruitment and generating the solutions for overcoming the current difficulties of online recruitment identified the efficacy of online recruitment but also discovered the stage of recruitment in which organizations get more benefits through using the internet.

Now-a-days the people are extensively adaptive to the technology and that's why e-recruitment has become a popular practice followed by the organization for hiring employees. This is inferred from the study by PianaMonsurMindia, Md. KazimulHoque, (2018).

RESEARCH METHODOLOGY

Descriptive Research design is adopted for this study. The population of the study is the employees and students who attend Virtual hiring process. In this study the sampling frame is the candidates who attend interview online. Totally 100 respondents make up the sample size which include students and employees. Random sampling technique is used to select the samples from the population. SPSS and MS Excel are the software packages used in analysis of the data collected. Frequencies were used to tabulate the data. Friedman test, Mann-Whitney U test and Kruskal-Wallis test were used to test the hypotheses.

Discussion of Findings and Hypotheses tested

Initially reliability test was done to ensure that a reliable instrument is used as a means of collecting data. Cronbach's alpha is a measure of scale reliability. It is a function of the number of items in a test, the average covariance between the pair of items and the variance of the table. Cronbach's alpha range is from 0 to 1, the higher values will indicate greater reliability and consistency of the data whereas with lesser value the data is less reliable and consistent. Cronbach's alpha is 0.856 for 18 items in the questionnaire which basically indicates a higher level of reliability and consistency of data used for this study.

The details about the socio-demographic profile of the respondents are presented here. 45 are male respondents which is 49.5% of the total respondents and 54 female respondents which is 54.5% of the total respondents.

While considering the age, respondents below 21 - 25 years of age are totally 70 in numbers 19 respondents and in the age group of 26 – 30. 55 respondents are form urban areas which is 55.6% and 44 respondents are from rural areas which is 44.4% out of total respondents. Educational Qualification of the respondents and the Annual Income of Family were also included to know about the socio-demographic profile of the respondents.

The hypotheses tested using Mann-Whitney U test are:
H_1: There is statistical difference between gender and opinion towards efficiency of virtual hiring over conventional hiring method.
H_1: There is statistical difference between locality of the respondents and opinion towards efficiency of virtual hiring over conventional hiring method.

The test statistics revealed that Asymp. Sig. (2-tailed) is .237 while testing the statistical differences in opinions based on gender and .434 for differences based on locality. Hence in both the cases Null Hypothesis is accepted and it is concluded that there are no statistical differences in opinion of respondents on efficiency of virtual hiring over conventional hiring method based on gender and locality they hail from.

Hypotheses were also tested using Kruskal Wallis Test.

H_1: There is statistical difference between age group of the respondents and opinion towards efficiency of virtual hiring over conventional hiring method.
H_1: There is statistical difference between educational qualification of the respondents and opinion towards efficiency of virtual hiring over conventional hiring method.

The test statistics revealed that Asymp. Sig. (2-tailed) is .003 while testing the statistical differences in opinions based on age group and .001 for differences based on educational qualification. Hence in both the cases Alternate Hypothesis is accepted and it is concluded that there are statistical differences in opinion of respondents on efficiency of virtual hiring over conventional hiring method based differences in age group and the level of educational qualification.

Analysis was also done using Friedman Test. Friedman Test is best used for the measures that are repeated to find out that a particular factor also has its own effect. Here this test is used to measure

the statistical difference in factors affecting the efficiency of virtual hiring over conventional hiring method. The table representing the mean value for each of the factors is presented here.

Table: 1

Factors	Mean Rank
Opportunity to experience the role before hiring	8.54
It's a less intimidating process	9.28
Convenience of hiring	7.82
Flexibility of hiring	8.32
Cost efficiency	8.57
Lack of personal connect	7.17
Onboarding problems	8.81
Adaptability to new technologies	6.96
Network support	9.18
Communication problems	9.25
Confidence of candidates	7.18
Stress in virtual hiring	9.22
Easy access	9.02
Improved recruitment marketing	8.13
Reduces bias	9.95
Harder to analyse someone	8.62

The Asymp. Sig. value is .000. It is concluded that there is a statistical difference in factors affecting the efficiency of virtual hiring over conventional hiring method. The significant impacting factors that influences the preference for virtual hiring are Reduced bias, Level of intimidation, Problems in communications, Network support and Easy access.

It is also found that 55% of the total respondents prefer virtual hiring method. Virtual Hiring process the cost effective and easy to conduct interview process at any preferred time. Most of the respondents are willing to continue virtual hiring process even in future. These interpretations help us to identify that the most of the respondents are willing adopt Virtual hiring method with cost effectiveness with lot of advantages.

SUGGESTIONS

From the results drawn from the survey, the virtual hiring is more effective and adopted by various companies. The following suggestions were proposed based on the study undertaken.
- Virtual hiring can be adopted by more companies in order to cut the cost of hiring.
- The candidates are to be imparted with information on virtual hiring since lack of awareness in how to participate in the process and lack of adoptability to the technology prevails.
- Budding employees should adopt this virtual hiring method because it should be more useful even after this pandemic situation.
- The conventional hiring method must be reduced to avoid the distance travel and time inefficiencies.
- In these covid-19 situation the reach of this online engagement and virtual hiring process can be well utilized by creating awareness.
- Since this is effective for now, there is some issues with this method and this has to be improved from.

CONCLUSION

Even there is a lot of factors like network issues, communication barriers may occur in this process the main advantage is cost effectiveness and time management. It is easire to get connected with this process and maintain the flow of this process. The only disadvantage is the younger generation is not aware of this new technologies and also some managers in the companies are new to this technology and adopting this is a difficult process.

This hiring method has advantages and disadvantages but compared to conventional method, virtual hiring method has more advantages. So adapting this method is more useful for both the interviewees and employers. Candidates have an advantage of attending interview from their home at preferred time and convenient place. So the conclusion is virtual hiring method is more preferred from the interviewees perspective and the efficiency of the virtual hiring method is to be improved constantly.

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