RECRUITMENT SCENARIO POST COVID-19 PANDEMIC: A CRITICAL STUDY

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ABSTRACT

Commonly, better recruitment, and selection of potential employee's results in improved business outcome including profitability. With reference to this context the research paper entitled general practices for recruitment of potential employees that organizations adopted during and post COVID-19 pandemic. Attracting and hiring potential candidates are key components for human resource in any organization. Recruitment of potential candidates is the beginning of success of any organization, which mostly depends upon the skill possesses by the candidate, which can be examined at the time of his/her interview by use of various methods like aptitude test, psychological test, personal interview, interview by experts etc. and based on it right candidates are selected for right job on the principle of "right fit", In this way selected candidates are given an opportunity to prove themselves in the real world which has ultimate impact on the future of an organization.

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Introduction

In December 2019, a novel corona virus known as ASRS-C0V-2 emerged in Wuhan, China, causing the corona virus disease 2019 we now refer it to as covid-19. The world Health Organization (WHO) declared covid-19 a pandemic on 12th march 2020.In the United States, the COVID-19 19 pandemic has exposed pre-existing social and health disparities among several historically vulnerable populations with stark differences in the proportion of minority individuals diagnosed with and dying from COVID-19.

The Covid19 pandemic breaks many of the day-to-day operations, methods, and practices everywhere, including the industry, service sector, and commercial sector, taking into account government directives, rules and regulations enacted and enforced by the government. Everyone, including the industry, is taking the best possible precautions. As a result, the majority of industries require and allow maximum staff in purchasing, logistics, information technology, etc. to work from home as much as possible. Due to Covid-19 pandemic norms, such as social distance and not leaving home if not strictly required, recruiters should select and hire employees by conducting face-to-face interviews after traditional types. To avoid job breakdowns and inconveniences in the production system, recruiters use methods for recruitment of people such as online interviews and testimonials to find several ways to select and hire candidates.

The Covid-19 pandemic has supported most parts of the Indian economy and to regain economic and institutional survival, all industries continue to operate, including the recruitment process, especially in agriculture, pharmaceuticals, service healthcare, food, supply chains and many others. These sectors are essential services and it is difficult to balance the economy and life cycle without removing obstacles, so all of these industries are finding the best possible way to continue to do business to meet customer needs. Finding a solution is essential. Change is continuous and things continue to change over a period of time, so every industry or company needs to be patient and wait for a better time. The same applies to the Covid 19 pandemic.

Companies still employ staff, but most of their employees are working from home or off-hours and prefer to work from home, so they can meet customer demands. This is not possible and in most cases will not meet your business requirements. Overall, HR managers face many challenges in recruiting the right people and meeting the needs of the industry.

Methods Adopted for Recruitment

Once the potential employee has been found, the first major step for the recruiter was to interview the candidate. Because recruiting authorities were working outside the office and people were keeping their social distance as per

the Government directives, interviews were not happening at the corporate office anymore, instead recruiters who hope to thrive had taken the advantage of online interview on Zoom, Video, etc,

Companies have used many online video apps that their office can turn to when it comes to interviewing candidates. The programs allowed companies to send professional invites and connect seamlessly while using their computers built in camera and microphone. Using these apps recruiters and candidates were talking almost as they were in the same room and discussing face to face.

Literature Review

To taken into consideration the companies recruitment policies, job position, job application and interviewing process the recruitment and selection process carried out by internal process , external process or some time online also, with several types of interviews like Group discussion, Personal interviews, role play etc.(Korsten (2003) and Jones et al. (2006)

Recruitment and selection process involves attracting and recovering the capable applications

For the employment .The management has to take decisions and future manpower planning to appoint the manpower. The management take a decision to hire only the best applicants who would be the suitable for the organization (Price 2007)

After the recruitment and selection of the candidate, the mail task in front of management is to provide the training to the newly selected candidate to improve the organizational as well as self performance of the employee and earn profit and also to retain the employee (Selzer et al and Jackson el al,2009)

Objectives

1. 1. To identify general practices that organisations have adopted during and post COVID-19 Pandemic.
2. To analyse the effect of COVID-19 Pandemic on recruitment and selection methods as adopted by the organisations.
3. To suggest measures in recruitment and selection methods for improvement and choosing right person for right job as a

right fit.

Challenges

COVID-19 -19 Pandemic has impacted on operation of every industry in the world through several different ways some of which are as mentioned below:

1. Social distancing has kept people apart and changing working habits.
2. Enforced isolation and sickness has sided large sections of every workforce.
3. Educational institutions closure has placed significant restrictions on workers with students.
4. Specific industries has faced surging demands, such as grocery stores, medical care providers and door delivery services.
5. Certain sectors such as catering, outdoor events and entertainment had been forced to close for the foreseeable future.

The impact of all these factors especially on recruitment industry is only just being seen and causes a number of unprecedented trends and constraints, some of which are as mentioned below

1. A large number of employees almost from every sector except agriculture and pharmaceuticals had lost their employment.
2. Those workers and employees have little or no ability had compulsorily relocated for work.
3. The industries looking to recruit in large quantities often do not align with their track record and experience.
4. An increasing number of people had opted to take part in short term volunteer efforts to support health services.

The above factors and trend results in a markedly altered recruitment industry compared to that which existed not long ago. Businesses that are still recruiting are finding that something as simple as vetting is now more challenging than ever.

Shifting scenario of Recruitment during COVID-19 Pandemic

Significant changes occurred in the open labor market The industry places high value on in-house recruitment, and the turmoil in the labor market caused by the industry, covid-19 outbreak causes HR managers to rethink

recruitment strategies and resources. The video and virtual interview process has become standard.

Industry and Recruitment Scenario Post COVID-19 Pandemic

Along with major upheaval and change, there is inevitably a period of realignment and transition for every industry. Now the pandemic is abetted and life begins to return to normal everyone is expecting than estimated previously with potential. with 25% more workers, location no longer limits the talent pool . It is expected that, human resource will change drastically in the coming days particularly in hiring and training. The covid 19 pandemic accelerated existing future of work trends some form of reset some of which are discussed as below:

1. Majority of industries are now reopened, but they are not performing up to the mark or even touching to break-even point.
2. Businesses have opted for increasing degrees of short term and flexible hires as the economy rebuilds.
3. Individuals have less freedom to move and relocate for work, particularly those working in industries that are closed down and those living in areas most hard hit by COVID-19.
4. Majority of industries have reduced the wages and salaries of their employees' those who are offering jobs are paying very less wages and salaries even to potential recruits.
5. Employers are attracting the best candidates before their competitors do.

For all these reasons everyone expects the recruitment across all sectors to require a more flexible and adaptable approach to hiring of potential recruits.

The year 2020 was altogether a different time which anyone never expect or experienced. The lockdown which the Government of respective country was bound to declare due to multiple spread of covid-19 pandemic not only affects the economical budget of the countries but it has resulted into the heavy losses to average families both in terms money and material and has a very high and unforgettable effect on people's lives. Out of the hardships

that have been faced by the corporate, small entrepreneurs, daily earners/workers etc. Has adapted newer ways for survival and to sustain and have at least a semi balance of normalcy in their day-to-day operations and life style. This scenario also has an effect on regular functioning of organisations, some changes are on the human resource front, which have far reaching consequences and may lead to a new paradigm, and some of the significant changes include:

1. Cost-Saving

Everyone is thinking and finding ways to save the money and resources, both employer and employees have understood that work even from remote area is possible to do, this will help an organisation to save a cost against infrastructure, transport, canteen, electricity consumption.

2. Recruitment

To work from home, it is essential to have a knowledge of soft skill, use of new technology, ways of communication and many others, therefore while recruitment of the staff it is essential for human resource department to check the candidate's education background and his/her capabilities and to decide the job fit. To avoid the obstacles in recruitment it is essential to find out the referral sources who can provide the detailed information about the candidate's potentiality**.**

3. Incentive Schemes

Finding the right incentive system in the areas of marketing, sales, production and third party contracts is in the interest of both employers and employees, especially when those who do not earn enough at work cannot be motivated.

This pandemic has accelerated existing trends in tele-working, e-commerce and automation, and could have required up to 25% more workers to change jobs than previously estimated. The Covid-19 pandemic has disrupted the global labour market in 202021. Short-term results have been observed to be sudden and often serious. Many offices were closed and there weren't enough orders in the industry, so many lost their jobs and others soon got used to working from home. On the contrary, many workers were considered essential and continued to work in hospitals,

grocery stores, and service departments. Prior to the Covid19 scenario, the biggest outages were related to new technologies and growing trade relationships. But for the first time in history, pandemics are becoming more important in the physical aspects of work. The Covid- 19 pandemic has led to significant salary cuts, so there are no incentive payment issues. The majority of MSME's and large companies in the information technology industry, such as General Motors, Mahindra, and Mahindra, will reduce employee salaries by nearly 5-10% in 2020-21. One of the companies said it "reflects the tip of the iceberg as a business."

Longer Term Recruitment Trend

Because of the enormous shift in working habits during the pandemic, we can expect longer term trends in which the fortunes of various industries rise and fall. The retail and delivery sectors would be prime examples of those undergoing a degree of forced contraction.

There could also be increased pressure from employees and candidates to look for corporate and office-based jobs that allow for remote working. It means there are chances for forward-thinking businesses to acquire talent from right across the nation, and beyond, by adapting the way they work and interact.

Interview Scenario

Now with effect of COVID-19 pandemic, post COVID-19 period the interview scenario has got changed altogether and companies are trying to judge the candidates by introducing various parameters to select the talent which includes knowledge of more than one job at minimum i.e., candidate must be able to perform multiple tasks.

Employers Expectations

COVID-19 has disrupted every aspect of our lives, including the status quo of operations across organisations in every sector. Almost a year into the pandemic, we've witnessed a massive overhaul in the way organisations function, which has had a huge bearing on employees who were expected to adapt to this new way of work almost immediately. People who embrace the below aspects will find it easier to make the transition and thrive in a post-pandemic world. In the new model employers expects that candidates must be a physically fit and shall be flexible to work from home, or from the main office, satellite office, co-working spaces or a mix of remote working and shall visit the main office based on the need.

Now a day's technology has become an indispensable part of everyone's life and therefore it is essential for employees/candidates seeking jobs to be aware about know-how of technology and as a facilitator for collaboration of the use of technology.

The COVID-19 pandemic has seriously impacted business and industry, Therefore, to set and run the business smoothly and effectively employers expect certain business skills to have amongst the candidates, like agility, critical thinking, problem solving, managing people, managing stress, emotional intelligence, cognitive flexibility, motivating and inspiring others, keep a trust on people etc.

Employees Expectations

1. Employees those who have lost their job during COVID-19 are expecting alternative jobs of any nature which they can perform based on their education and or experience.

2. Employees are expecting average salary package wherein they can manage their livelihood and responsibilities.

3. Employees those are in the employment they have already accepted reduced salary during COVID-19 as announced by their respective employer.

4. Employees cannot keep any more expectations of monetary up gradation from their employer.

Candidates Expectations during Recruitment

Even though the world is working as normal majority of people had not still came out from the fear and shelter of COVID-19, everyone is trying to explain their problems and thus are gaining themselves in way possible. Employers are negotiating strongly with the fresh candidates as they know that, there is ample supply of candidates from the available resources. On the contrary candidates are also

aware about the market scenario and thus they are just trying to get entry into the organisation. Majority of fresher's are jobless which is leading for high stress and demonization, therefore, all such unemployed youths are trying to adopt other ways as their earning source and fitting themselves in an umbrella of employer's policy for recruitment.

Findings

Present study highlights e-recruitment and selection methods with its advantages and disadvantages.

E-recruitment is broadly adopted by companies on national and global context.

E-recruitment is influenced by external factors like recruitment cost, family stress in case of recruitment of female candidates, work obstructions due to non-availability of people especially for outdoor duties etc.

E-recruitment makes it possible to interview many candidates for the position as the interview can be held at convenient time and within the safety of their homes for both the recruiters as well as the candidates.

Suggestions

Considering the overall experience out of the present study, researchers would like to suggest as under:

In order to hold the candidates, interview in comfortable environment, e-recruitment method shall be adopted, as many candidates lost their confidence during offline interview despite of their experience.

Due to COVID -19 pandemic the economic scenario of many families has worsened and therefore e-recruitment method if followed would be a great support to all such candidates in case of companies who do not pay the expenses which may be incurred in attending off line interviews.

Conclusion

From literature review, facts mentioned above and data collected it can be concluded that,

1. For overall shaping of an organisation, it is essential to update the parameters of recruitment and selection.
2. The usual method of recruitment and selecting the people will won't work in future.
3. It now become essential for organisations to integrate the recruitment and selection process.
4. While framing rules for recruitment companies must think for industrial relations in long term.
5. Though the time is hard for both to the companies as well as fresher's they cannot take an advantage of the scenario as it was and is a time of thinking for each other.
6. By virtue of mutual cooperation, proper and professional understanding will enrich to travel this unsuccessfully.

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