# VIRTUAL RECRUITMENT CHALLENGES ACCORDING TO EMPLOYER PERSPECTIVE

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*Abstract: Due to the impact of the coronavirus, the organization began to realize and found that there are some tactics and methods practiced in human resource management are no longer effective and irrelevant. For example, more and more companies are actively recruiting, hiring, and onboarding without ever meeting candidates face to face. Traditional hiring methods now hold little value and recruitment teams have been presented with the challenge of doing a very human role from an entirely digital standpoint. The logistics of closing positions and finding talent is harder with virtual hiring. Hence this paper, as an effort in examining the challenges as well as showing the advantages to employers if applying new methods in hiring employees into the organization.*

*Keywords: Virtual, Virtual Recruitment, Employer Perspective, Challenges*
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## Introduction

Recruitment is a process that identify, evaluate, and choose of candidate for a specific job position or other purposes. The main reason of carry out the recruitment action is not to only hire a new candidate for the available job position, but the most important objective is to find out the most suitable candidate that have relevance skills and can help the company increase performance and obtain competitive advantage (Bernstein, S. A., Gu, A., Chretien, K. C., & Gold, J. A. (2020). The process of recruitment normally carries out manually which the candidates will have a face-to-face section with the recruiter. Through this process, the personality of candidates can be detected, and the recruiter can make decision based on the finding. As the increase of requirement, it had increased the difficulty to detect such characteristics of candidates by recruiter manually. In the other words, the change of market needs had made the requirement of skill that employee have increase, hence with the traditional recruitment method, it give challenge to the company on achieve the objective to hire the most

suitable candidate (Patel, T. Y., Bedi, H. S., Deitte, L. A., Lewis, P. J., Marx, M. V., & Jordan, S. G.2020)

## Literature Review

### Traditional Recruitment to Virtual Requirement.

Based on the requirement, virtual recruitment had been raised within market. Virtual recruitment is a new technology that help the organization to select the most critical resources which is human resource (Boscai, B. G. 2017). The extension of traditional recruitment to virtual requirement had been carry out more than one decade before. According to the previous research, company that desire to convert their recruitment method from traditional recruitment towards virtual recruitment must involve four different stage that based on the aspect of time and merge of process. The first stage of virtual recruitment is introduced of isolated solution for personal activities. This stage is the information of applicant will save in the system, when using of Internet, the applicant may easily detect the available job position that provide in company's website or other sources, at the same time information about those job position also can be identify. The next stage is occurred of a management system that can integrate all the applicant. In this stage, the potential candidate can be identified, and the company are ready to receive the application from the candidate based on the available job position. The third stage is related with the effectiveness of information system. In this stage strengthen the flow of information between company and candidates are necessary to ensure the smooth of recruitment process, hence selecting of external service provider is important for company to carry out virtual recruitment. The last stage is involved final action of recruitment. In this stage, the information of recruitment will be integrated in the computer system that give convenient to transfer within company (Gavin, J., Nguyen, A., Plasek, E., Stathopoulos, S., Buhlmann, P., Tonks, I., & Roberts, C. 2020).

Emerge of virtual recruitment had introduced the new recruitment method in the market, at the same time the responsibility of recruiter had also been changed. A new job named online recruiter had been introduce, the duty of online recruiter is quite different compare to a traditional recruiter, they must own the skill of database management and achieve some qualification on using the relevance software. The requirement for an online recruiter is unique because they must have the ability to solve the possible question that may be face during the process of virtual recruitment. With the available of web-based skills, the online recruiter may carry out the work effectively and select the best candidate for the company (Gavin, J., Nguyen, A., Plasek, E., Stathopoulos, S., Buhlmann, P., Tonks, I., & Roberts, C. 2020).

There are some virtual recruitment strategies that can be carry out to ensure the applicant can adapt and practice this type of recruitment, therefore a creative and innovative virtual recruitment is necessary to be built by the company. The first strategy is having an account in social media. As the people nowadays are spending more time on their phone to browse the information on social media such as Facebook, Instagram, and other platforms. Thus, placing job vacancy on the social media may attract more candidates to apply for the job position, with increase of candidate, the recruiter can select the most suitable and affordable person for that job position. Besides that, the applicants also can refer the requirement and information about the job position through media social, which can help them to make preparation before having the interview section. The second strategy is carried out webinar that allow the applicants can

have an informal discussion or meet with the trainees. Through this type of informal gathering can help the applicant to get more information and built a good relationship within the company. Establish of website is also seen as one type of virtual recruitment strategy. Built up of website allow the person that interested or someone that finding a job to refer the detail of job vacancy. To ensure the applicants get the accurate information, the websites must always update, and this can prevent the misunderstanding between candidate and recruiter. The last strategy is prepared of recruitment boxes that allow the people to freely apply with the job position. It also seen as a sign of welcome to all the people, thus the potential candidate will be increase and the probability of getting a good employee will also increase (Boscai, B. G. 2017).

As a conclusion, Virtual recruitment allow the recruitment process can be done without face to face and it also can be conduct in long distance which the recruiters and candidate can be locate in different location. The emerge of virtual recruitment not only give benefit to the company in selecting the best candidate but also give advantage on carry out the requirement process in different situation especially during the invasion of COVID-19 (Gravili, G., & Fait, M. 2016).

### Advantages of Virtual Recruitment

The use of virtual recruitment in the company to carry out the recruitment process had brought different advantages to the company and candidates.

**a) Saved Money**

The first advantage is saved of money by the organization. By using the virtual recruitment, the company can save the cost based on advertisement, human resource, and others. For the traditional recruitment, to organize a recruitment program must involve with huge number of employees with the objective to communicate and give the most accurate information for those candidates. Besides that, before carrying out the recruitment program, advertisement must be post on several places to attract more candidate participate in the program. As an overall the cost that involve in traditional recruitment is higher and it is not affordable by all the company. In the opposite, the virtual recruitment had solved all these problems that require of large amount of money. The company only require implementing the software from third company and it may only involve the fees of maintenance. With the available of software, the company may only require posting the job vacancy through simple operation and there are only require a few numbers of employee to monitor the recruitment process to ensure each step can be done smoothly and can solve those problem immediately. By compare to the traditional recruitment, the virtual recruitment really can save the large amount of money especially in the aspect of hiring cost, thus the employer can use the remaining money to make improvement in the organization (Mutudi, M., & Iyamu, T. 2018).

**b) Saved of Time**

The second advantage is saved of time by applicant and company. This has the similar situation according to the advantage of saving cost. For traditional recruitment, the company need to expense more time for prepare the recruitment program, the time to prepare a recruitment program is long and the rate of participation cannot to estimate. If the attendance rate is low or the recruiter does not find a suitable candidate during the recruitment program, it may cause the company to conduct the program again in the future. Thus, the expense of time and cost is double and cannot be estimate. With the available of virtual recruitment, the company is only required to post the job vacancy on the relevance software and waiting for the application. If

there are absent of suitable candidate, the company have choice to remain the recruitment on the software and the probability to get the best candidate is higher. For the site of candidate, they had saved the time to visit in the recruitment program and the probability to find the suitable job is low. Therefore, with the available of virtual recruitment, the candidates can browse the job vacancy immediately in anytime and anywhere. Looking at the increasingly popular recruitment methods among researchers recently (Bhaskar, A., & Mohanasundaram, D.2019). where they pay full attention to organizational websites. For example, researchers have conducted surveys of HR practitioners, where the survey results found that websites have been seen as a highly effective recruitment or recruitment method. Organizational websites are effective in generating many low -level job applicants. It is not surprising that the effectiveness of an employer website is highly dependent on the ability and performance of the employer himself. Besides that, the candidates also can make application with the available of internet (Mutudi, M., & Iyamu, T.2018).

**c) Flexible, Easy, And Effective Recruitment Channel to The Company and Applicant**
The third benefits are virtual recruitment provide a flexible, easy, and effective recruitment channel to the company and applicant. On the site of company, posting of job vacancy may only require of one click on the software and the recruiter just only waiting for the application from the candidates. Through posting the recruitment online, all the people around the world can refer to the job information when they have internet, thus the probability of application will be increase, and the recruiter can select the best candidates by compare all the applicants. Furthermore, by using virtual recruitment, the company can make correction or changes of the job information directly and it prevent the misunderstanding, and this action cannot be taken through traditional recruitment method. According to the candidates, they can browse the software to find out the suitable job in anywhere and anytime with the condition of internet access. The candidate can get the information and clearly understand about the responsibilities and duties of job through refer the explanation that stated in the recruitment. After the applicant had select the most suitable job they need, they can just fill-in the relevance information or sending their resume through the recruitment boxes directly. Therefore, with the convenient that provide by virtual recruitment, the candidates can find out the job more easily and effectively (Wolff, M., & Burrows, H. 2020).

Besides that, the advantage that brings by virtual recruitment is borderless for candidates. Different recruitment sources are known as individual difference hypotheses. Based on Carnavale & Hatak (2020) the statement is based on the premise that resources differ in the types of individuals they reach, and these differences produce different outcomes. As mentioned earlier that virtual recruitment can be conduct in long distance which the candidates and recruiter may place at different location. The virtual recruitment that posts online allow the people around the world to visit and apply. Therefore, the company can select the talent from other countries and candidates may apply for the job that provide oversea with their interest. With this benefit, exchange of technology and skill will be occurred which the employer will get the technology from hiring the foreign talents. In the other hands, the candidates that choose to apply the work on oversea can learn different skill and knowledge in that country. Furthermore, with the available of virtual recruitment, the recruiter also can identify the best source to place the recruitment based on the statistical analysis. Hence, they can choose the most effective platform to place the recruitment with the reason of attract more candidates to apply (Wolff, M., & Burrows, H. 2020).

**d) satisfaction and retention**

In addition, the virtual recruitment also helps in satisfaction and retention rates of the employees (Santos, M., Carneiro, A., Correia, T., Costa, D., Ferreira, P., Figueiredo, C.& Valente, M.2019). The hiring process does not end with the generation of job applicants. An organization should also be concerned with maintaining the interest of job candidates and influencing their job choices. Many of the same ones that influence the generation of job applicants are also important for both stages of the recruitment process. For example, individuals are more likely to remain job candidates if they continue to view job openings as attractive and if they see themselves as likely to accept job offers as they move through the recruitment process. Therefore, the attractiveness of a job opening should have a major influence on a job applicant's decision on whether to accept a job offer. If employers interact with post-outcome influences such as job satisfaction, early job performance, perceptions of psychological contract violations, and first-year retention rates, it should be a primary concern whether job applicants have accurate perceptions of job requirements and whether they have insights into their own capabilities such as the level of knowledge, skills and desires of what employees want from positions and employers (Moseson, H., Kumar, S., & Juusola, J. L. 2020).

**e) Quality and Quantity of applications**

The last advantage of using virtual recruitment is the quality and quantity of applicants (Rupert, D. J., Poehlman, J. A., Hayes, J. J., Ray, S. E., & Moultrie, R. R. 2017). For employees, they just sit in front of a computer that has an online system everywhere without having to go to a specific place to go through the hiring process and at the same time save the time of the candidates and the employees themselves. Apart from that, it can also increase computer literacy among today's users. It also improves the quality of the candidate where the employer can select the candidate who really suits the required demand. With the availability of employment through the online system, it will be more convenient to select the system of employees who apply with different methods, where the differences in the qualifications of individuals who apply can be clearly seen and can be filtered by the system (Nikolaou, I., Georgiou, K., Bauer, T. N., & Truxillo, D. M. 2019). For example, by using an online selection system, an applicant who can produce or display his or her high-quality application information, of course this candidate is excluded from among the unqualified individuals applying for the position. Certainly, the candidate has a higher chance of filling the vacancy compared to other applicants.

Implement of virtual recruitment will provide various advantages to the company and candidates. With those advantages gain from virtual recruitment, the company can get the most suitable employee and can make improvement on their performance. For the candidates, they can choose the most interested job and increase the probability of having a job

**Challenges of Virtual Recruitment**

Although the implementation of virtual recruitment provides various advantage to the company and candidates, but there are many challenges that must be face and overcome to ensure the virtual recruitment can be function effectively.

**1) information security and data privacy**

The first challenge of virtual recruitment is based on the anxious of candidates about the information security and data privacy. As we know that the virtual recruitment is an operation that totally complete online, the candidates will apply the job position with upload of resume or fill in the relevance information. That information that necessary for recruitment is consider as privacy which most of the data is personal information such as phone number, mail address and others. The recruitment that processes through online will increase the anxious of candidates, because they cannot physically see the transfer of data to the company and there have the possibility that data may be missing or fail to transfer. Besides that, candidates also afraid of their personal information will be used by third party without permission, it seen as a serious issue that may cause the candidate facing with legal problem. Therefore, to implement the virtual recruitment, the company must consider for the issue of privacy and cooperate with the external service provider which have good reputation in protecting data privacy.

**2) quality of connectivity**

The next challenge is about the quality of connectivity. The flow of connectivity between recruiter and candidates is the major issue to perform a good quality of recruitment, but this issue cannot be avoidable. This is because the unstable of internet especially the process of virtual recruitment is conduct between two persons that locate in different countries. The bad connectivity will directly give effect to the result of recruitment. For example, based on the poor quality of internet the recruiter may not hearing clearly about the explanation of candidates, besides that the unstable of internet may also cause the information cannot fully transfer to the candidates or recruiter which may emerge misunderstanding between them. The challenge of internet quality will directly affect to the result of recruitment which the recruiter may miss of looking the candidates with higher performances. Therefore, company that desire to implement virtual recruitment must improve the quality of internet, to prevent the best human resources will be missed (Aggerholm, H. K., & Andersen, S. E. 2018).

**3) keywords**

The third challenge is selecting the right keywords. As the virtual recruitment is conduct without face to face thus the selecting of keywords to introduce the job vacancy is important to prevent misunderstanding by candidates. The wrongly select of job title may cause the candidates does not choosing their desire job position and effect the company must filter up the candidate which may wrongly understand that job position. This means that the company must taking an extra time and cost to filter up all the candidates which had affect the performance of company. In addition, this online recruitment is difficult to control as the community will always apply even beyond their qualifications. Too many quantities will confuse the officers in charge. While this facility is actually very beneficial, but it can also encourage applicants to apply for jobs without assessing their respective qualifications for each job, which can result in many applicants for each job opening (Boşcai, Beniamin G. (2017) . This needs to be monitored by the organization to prevent the recruitment of employees who are not qualified to work with the proper qualifications. Therefore, the recruiter must have the relevance skill which can place the suitable word on the advertisement. Besides that, the company must give training to their employee after implement of virtual recruitment to ensure each step can be operate smoothly can reduce the happen of mistake. This is necessary for the company to be practice because the poor performance of employee may cause the company overlook for a good candidate (Wolff, M., & Burrows, H. (2020).

**4) information provided**

Next, psychological contract compliance, employee satisfaction, and retention rates are the three main goals of the hiring process (McColl, R., & Michelotti, M. 2019). The information provided by the applicant and the hiring company is the most important part of the hiring process. Usually, the recruitment process is done in a hurry by the recruiters, who want to complete the task of filling job openings. When a process is rushed, job seekers may find incomplete or vague information about job openings and company goals. Moreover, when job seekers receive information from recruiters that exaggerate opportunities and provide unrealistic expectations about the company, then employee expectations do not fit the organization. Therefore, psychological contract compliance is very important in helping companies recruit (Yuexin Du and Hui Liu, 2020)

**5) technology**

The last challenge to implement virtual recruitment is uncomfortable or rarely use of technology such as video calling. Although people nowadays are frequently using electronic device to chat or calling people, but there may have some person that feel uncomfortable while facing with the formal situation such as recruitment. The feel of anxious while having video communication with the recruiter may cause the candidate cannot perform well, thus the process of recruitment may consider as wasting time and resources. But this condition cannot to avoidable because not every candidate can talk or sharing their information perfectly to the recruiter, this is because every person have different experience in their life. Furthermore, the unconfident of candidate may also directly affect the perception of recruiter which the recruiter may feel the candidate does not have enough capability to carry out the work. The first impression of recruiter may cause the company loose of a good potential employee because of the unconfident explanation of candidate and get bad impression from the recruiter [8].

Above are the five types of challenges that may affects the effectiveness of virtual recruitment. To obtain the competitive advantage, the employer must face and overcome those challenge to ensure the company have better performance compare to their competitors. Furthermore, some of the challenge cannot be eliminate, thus the employer must find out new method to make improvement on it.

**Conclusion**

Virtual recruitment is an important strategy that must be implement by the company to achieve competitive advantage. Based on the discussion of four advantage that bring by virtual recruitment, it is not only give convenient to the candidates but giving more benefit to the company which can minimize the cost and time expenses. Therefore, the company can make investment to other department by using those cost such as innovation of product, which can increase the competitive strength with the new product. Beside of the resources, the use of virtual recruitment also can help the company to hire the most suitable candidate with the better skill and experience. According to the benefits that had been stated, it had proved that implement of virtual recruitment will provide a huge assistance to the performance of company.

Although there are many advantages that company can be gain through implement of virtual recruitment, but there are some challenges that will affects the performance quality. There are some technical challenges which are security problem and performance of internet, besides that, there are some personal problems which are selecting of keywords and uncomfortable while

using the electronic device. There are more easily for the company to overcome the technical problem which cooperate with the external service provider that have good reputation in those issues, but for the personal challenge, it is difficult to be overcome. Although, the employer may give training to the employee after implement of virtual recruitment, but for choosing the right word is not easily if without of experience. Furthermore, different person may have different perception on the same word, thus the probability of misunderstanding will happen is still available. As the challenge of uncomfortable while communicate with recruiter through video is much difficult to overcome because this is the personal issue that candidate must having effort by themselves, such as practice early.

There is different challenge for a company to implement of virtual recruitment but at this serious moment which the invasion of COVID-19, virtual recruitment is necessary to be conduct. This is because people must comply with the safety rule that maintain social distance and cannot conduct gathering to ensure people will not be infect by corona virus. Therefore, candidates must fix themselves with this new recruitment method for seeking a job and the company must prepare their company to implement the technology of virtual recruitment for the purpose of hiring the talents.

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