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COVID-19: Its Impact on Recruitment Selection and Organizational Performance.

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Abstract:

The effects of COVID-19 on the selection process, organisational performance, and recruiting are examined in this review. This article takes a look at how companies are dealing with changes in technology adoption, applicant expectations, and recruiting processes. It mentions some of the problems that companies are facing, such as supply chain interruptions and the increase of remote labour. Alignment with organisational objectives, efficient selection procedures, and employee engagement are suggested by the research, which emphasises the relationship between recruiting aspects and organisational performance. There will be long-term consequences for company culture, flexibility in hiring practices, and the continued use of remote workers. In order to help practitioners, manage the ever-changing post-pandemic world, the article finishes with practical advice.

Keywords: COVID-19, recruitment**,** organizational culture**,** employee engagement

1. Introduction

The COVID-19 pandemic, caused by the novel coronavirus SARS-CoV-2, emerged in late 2019 and swiftly evolved into a global health crisis. Characterized by its highly contagious nature, the virus prompted widespread illness, overwhelmed healthcare systems, and led to a staggering loss of lives worldwide [1]. Governments implemented stringent measures such as lockdowns and travel restrictions to curb the virus's spread, causing profound disruptions to economies, industries, and daily life on an unprecedented scale. The pandemic necessitated a reevaluation of traditional recruitment and selection practices as organizations faced challenges in adapting to the new normal. With remote work becoming the norm and economic uncertainties influencing job markets, studying the impact on recruitment and

selection is crucial for understanding how organizations pivot in times of crisis. Insights into altered candidate expectations, the adoption of technology in hiring processes, and shifts in workforce dynamics provide valuable knowledge for businesses striving to remain competitive and resilient in the face of ongoing uncertainty [2]. Organizational performance during the pandemic became a critical determinant of survival and success. The ability to adapt swiftly, maintain operational continuity, and safeguard employee well-being shaped an organization's resilience. As the world transitions into a post-pandemic era, the importance of sustained organizational performance remains paramount. Factors such as flexible work arrangements, employee morale, and strategic agility are integral to navigating the evolving business landscape. Understanding the link between organizational performance and long-term success is imperative for leaders seeking to positiontheir organizations for growth and stability in the aftermath of the pandemic [3]. In fig 1. Companies and their activities during different phases of covid have been summarized.
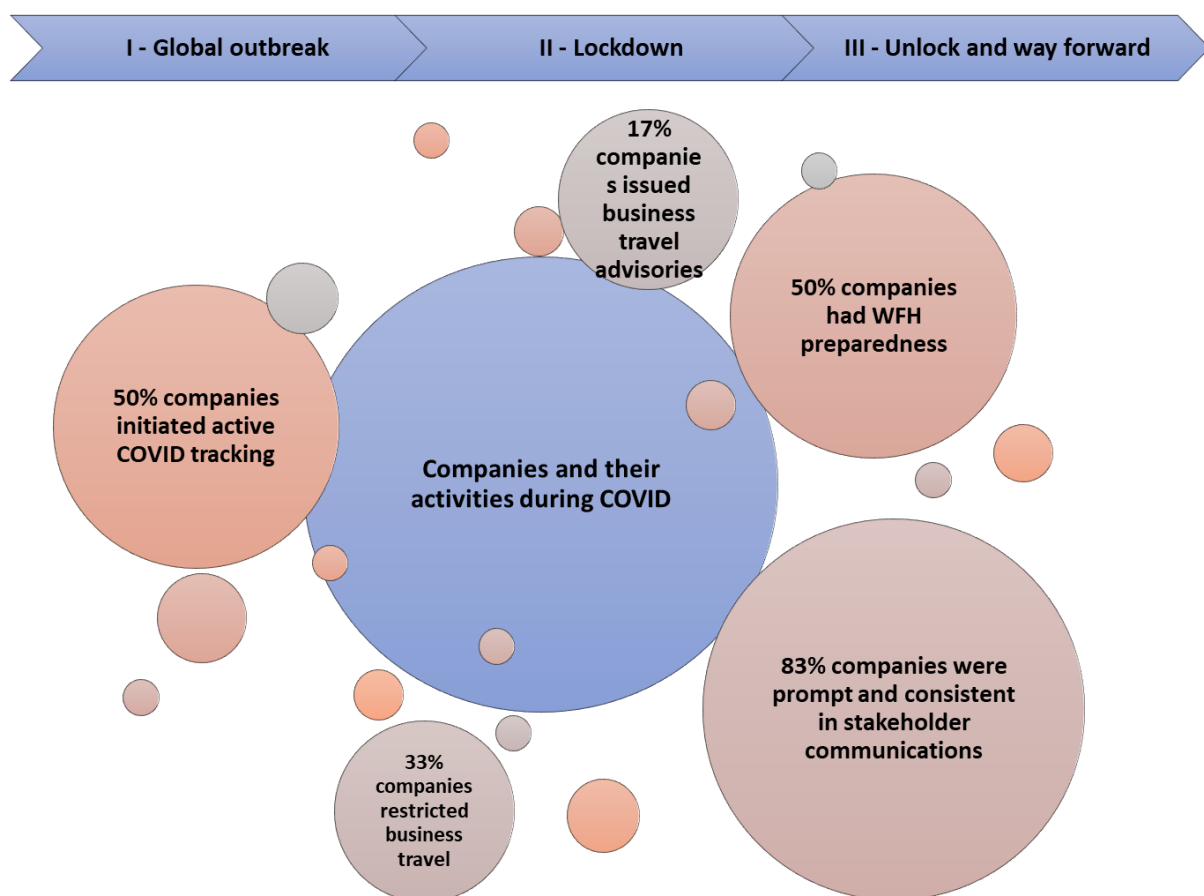
Fig 1. Companies and their activities during covid

2. The Evolution of Recruitment and Selection Practices
2.1.Inthe Past: Manual Processes and Localized Outreach

Manual procedures have always been the backbone of the recruiting architecture. People looking for jobs used to painstakingly write out paper resumes, highlighting concrete skills and experiences [4]. Personal encounters, such as those that took place during interviews, were fundamental to the recruiting process. Until recently, people could only find job openings via more conventional means, such as newspapers, specialized periodicals, and physical bulletin boards [5]. Although it worked at the time, this method limited job postings

to local or regional areas and severely limited their reach. When making decisions during interviews, a lot of subjective factors were considered. Personal intuition, judgement, and the capacity to evaluate interpersonal skills during in-person encounters were crucial for recruiters. The lack of objectivity and standardization in the assessment of applicants was a result of this subjectivity[6].

2.2.Contrastingly, in Modern Recruitment: Embracing Technological Advancements

In the present day, there has been a dramatic shift in the recruiting scene. Online job portals and digital platforms, exemplified by sites like Indeed and LinkedIn, have transformed the employment landscape[7]. These platforms have connected recruiters and job-seekers all around the world, regardless of their physical location. Because of this change, more people are able to take advantage of chances, and job-seekers are no longer limited to the jobs and companies in their local area[8]. A watershed milestone in contemporary recruiting occurred with the development of applicant tracking systems, or ATS. By automating processes like resume screening and candidate database maintenance, applicant tracking systems (ATS) simplified the once labor-intensive application process. This not only made the hiring process go more smoothly, but it also made applicant data management more easier and more centralized[9]. Decisions in the current age of recruiting are more based on data. Improving the hiring process now relies heavily on metrics like time-to-fill and cost-per-hire. Recruiters are able to make better judgements using data-driven insights, which improves the efficacy and efficiency of talent acquisition as a whole. In addition, social networking sites like Twitter, Facebook, and LinkedIn have become indispensable in the world of recruiting. Employer branding and applicant connection are two of the primary functions of these platforms[10]. Beyond the limitations of conventional job applications and interviews, companies are increasingly turning to social media to tell a story about company values, culture, and USPs. Finally, a data-driven paradigm in decision-making has been established, and opportunities have been made more accessible to more people as a result of the shift from manual, regional recruiting procedures to contemporary, technology-driven ways. The use of data analytics, automated tools, and digital platforms has not only made recruiting more accessible, but also allowed for a more dynamic, informed, and inclusive process of acquiring talent[11].

3. **Technological Advancements in Recruitment Pre-COVID-19: A Revolution in Talent Acquisition**

There was a sea change in the recruiting scene when Applicant Tracking Systems (ATS) emerged, ushering in a slew of technical innovations that greatly improved and simplified the recruiting procedure. Essential ATS functions like applicant tracking and resume processing were transformed by automation. This not only helped recruiters save a ton of time, but it also made sure that the massive volumes of candidate data were handled in a more organised and standardised way[12]. The ability to centralise candidate information was a crucial feature of ATS. The applicant tracking system (ATS) allowed the recruiting teams to work together more efficiently by providing a single location for all candidate information. By working together, we were able to enhance communication, make better decisions, and set the stage for a continuous supply of talented individuals. This pool, which was created from past interactions and applications, was very helpful for meeting future recruiting requirements[13]. Another step forward in the development of recruiting was the incorporation of AI. Beyond the scope of conventional keyword matching, AI techniques were used to examine resumes. The screening process may be made more efficient and objective with the help of these algorithms, which could find suitable individuals using established criteria[14]. This change made it easier to find qualified applicants with the correct skills and less biased. An innovative method for the first contacts with candidates was

introduced with the advent of chatbots. Prospective employees were first contacted by these chatbots powered by artificial intelligence, which gathered basic information about them, the firm, and the employment process. This freed up human recruiters to concentrate on the more strategic and intricate parts of the hiring process while simultaneously improving the applicant experience with rapid answers[15]. Because they are standardised and objective, online tests quickly became the norm for gauging job applicants' abilities. A fair and consistent evaluation framework was given by these tests, which were often customised to meet the needs of individual jobs. A more precise fit between talents and work requirements may be achieved if employers could objectively evaluate applicants' abilities. Recruiters were able to communicate with prospects remotely via the rise of video interviews[16]. This not only made screening easier, but it also made evaluating candidates more open-minded and flexible. Because of the lowering of geographical boundaries, organisations may now access a wide pool of talent regardless of their physical vicinity. The use of mobile recruiting apps has significantly expanded the scope of what is accessible during hiring[17]. With the advent of smartphones, the recruiting process became more mobile, allowing candidates and recruiters to participate from any location. This change was in line with the mobile-centric workforce and enhanced the user experience overall[18]. In conclusion, technical developments prior to COVID-19 caused a dramatic shift in recruiting strategies. Online assessments, video interviews, chatbots, artificial intelligence (AI)-driven screening, and applicant tracking systems (ATS) have all contributed to a more efficient and accessible hiring process. This technical framework shaped a changing and adaptable talent acquisition environment by laying the stage for further advances in the COVID-19 period and beyond.

4. The Disruption Caused by COVID-19: A Paradigm Shift in Work Dynamics

Organisations entered a new age of remote work and virtual recruiting with the COVID-19 epidemic, which caused a seismic shift in work dynamics. This revolutionary change rethought the conventional wisdom of the workplace and was crucial to maintaining company operations and protecting workers' health[19]. Organisations quickly adopted new standards in the field of remote work, with virtual communication platforms such as Zoom and Microsoft Teams replacing traditional in-person meetings. While this rapid adoption helped keep things running smoothly, it also revealed problems like digital weariness, communication breakdowns, and the need for new approaches to management[20]. The lack of physical presence forced a change in thinking about how to build team unity, necessitating creative solutions. At the same time, as lines between work and personal life began to blur, the effect on work-life balance was a hot topic. A comprehensive review of worker well-being was prompted by employees' struggles with defining work hours. At the same time, virtual recruiting saw a digital revolution, with technologies like online evaluations, virtual interviews, and AI-driven applicant screening being widely used[21]. The need for strong cybersecurity measures was further highlighted by the fact that digitization altered the recruiting process. Organisations now have access to a varied pool of applicants that go beyond conventional geographical limits, thanks to the trend towards virtual recruiting. This expands the global reach of talent acquisition and fosters diversity. Candidates' soft skills, cultural fit, and team chemistry were especially hard to gauge during this change[22]. Therefore, effective techniques to overcome these obstacles and assess applicants without face-to-face meetings became critical, calling for creative solutions. Concurrently, the epidemic altered the goals and expectations of job searchers, who had to reassess what was important to them in their careers. More and more, candidates were looking for companies that could accommodate their needs for remote or hybrid work[23]. Flexibility, which was formerly only a personal preference, is now a major factor in people's choice of employment. In addition, the pandemic had a significant influence on employer branding; companies who were clear about their support for remote work saw an uptick in goodwill from prospective

employees[24]. The reassessment of employment priorities was driven by economic uncertainty, and job security and stability emerged as focus themes. As a result, businesses learned to be open and honest about their financial situation and the possibility of layoffs. Candidates looking for companies that care about their health and happiness increasingly choose competitive benefit packages that include healthcare, mental health assistance, and remote work stipends[25]. Because of the pandemic's emphasis on social concerns, diversity and inclusiveness have become more important, and applicants are looking for companies with strong programmes in this area. As a result of this demand, businesses had to reevaluate and strengthen their commitment to equality[26]. Nevertheless, there were distinct obstacles to diversity and inclusion in remote work settings, calling for solutions including inclusive communication practices and virtual team-building exercises to promote remote inclusiveness. In conclusion, COVID-19 ushered in an age of adaptability for both applicants and organisations, hastening shifts towards remote employment and online recruiting. Worker objectives and expectations were transformed by this new environment, which placed an emphasis on wellness, inclusivity, and adaptability [27].

5. Impact of COVID-19 on Recruitment and Selection

Neha Vashistha et al. (2021) acknowledged the pervasive negative impact of COVID-19 on businesses, disrupting everything from the economy to individuals' livelihoods. Faced with these challenges, companies actively sought innovative solutions to maintain business continuity[28]. Every aspect of company staffing, encompassing recruitment to retention, encountered difficulties in the wake of the pandemic. The conventional process of job advertising, application solicitation, data analysis for positions, application review, candidate screening, and selection faced unprecedented hurdles as the pandemic compelled businesses and their employees to operate remotely. Amid this paradigm shift, Electronic Recruitment (E-recruitment), also known as online recruitment, emerged as a crucial tool for streamlining employment processes through the internet. This method aimed to assist businesses in saving costs related to hiring, reducing the time spent on candidate searches, and enhancing overall efficiency. The research conducted by Vashistha et al. sought to investigate the extent to which E-recruitment replaced human participation in the employment process against the backdrop of the COVID-19 pandemic.RubaKutishet et al. (2022) embarked on a research endeavor to explore the impact of New Human Resource Management Practices (NHRM) on innovation performance within the academic sector, particularly amidst the challenges posed by the COVID-19 epidemic. The study specifically investigated this relationship through the lenses of corporate innovation and creative work behavior. Recognizing the need for more than anecdotal evidence, the research employed quantitative analytic methods to provide a robust foundation for its conclusions [29]. In Fig 2 Summary of various challenges occurred at the ofcovid 19 is mentioned.

Fig 2: Various factors and challenges occurred during Covid -19 in recruitment process

*5.1.*Cost involved in recruitment process

The COVID-19 pandemic has had a profound impact on the cost involved in the recruitment process for organizations worldwide. As businesses had to adapt to remote work environments and implement social distancing measures, traditional recruitment practices that

involved face-to-face interactions and on-site assessments became impractical[30]. This necessitated a shift towards virtual hiring methods, which introduced new costs and challenges.One of the major cost implications of the pandemic on recruitment is the need for investment in technology and infrastructure. Organizations had to procure or upgrade their digital tools and platforms to enable remote interviewing, video conferencing, and online assessments. This includes expenses related to software licenses, video conferencing subscriptions, and cybersecurity measures to ensure data protection during virtual recruitment processes.Additionally, organizations had to allocate resources for training HR personnel in utilizing these new technologies effectively[31]. HR professionals needed to develop skills in conducting virtual interviews, managing remote assessments, and evaluating candidates through online platforms. This training investment was necessary to ensure the recruitment process maintained its integrity and reliability despite the shift to virtual interactions.Another cost factor is the increased competition for talent due to the broader geographical reach of remote hiring. With virtual recruitment, organizations gained access to a wider pool of candidates, including those residing in different cities or even countries[32]. However, attracting and securing the best candidates from this expanded talent pool often requires additional financial incentives, such as relocation packages or higher compensation offers, to compensate for the challenges and uncertainties associated with remote work arrangements.Moreover, the extended duration of the recruitment process during the pandemic can also impact costs[32]. With the transition to remote operations, organizations faced logistical challenges, including scheduling conflicts, technological issues, and coordination difficulties. These factors can contribute to delays in the hiring process, resulting in prolonged recruitment timelines. Extended recruitment periods may require organizations to allocate additional resources for candidate engagement, follow-ups, and maintaining a positive candidate experience throughout the extended duration[32].Overall, the COVID-19 pandemic has increased the cost of recruitment through the need for technology investments, training, enhanced compensation packages, and extended recruitment timelines. Organizations must carefully manage their recruitment budgets and strategies to adapt to the changing landscape while ensuring cost-effectiveness and aligning with their overall organizational goals[33].

Advertising and Marketing Expenses: With the shift to virtual recruitment, organizations have had to invest more in online advertising and marketing to attract a larger candidate pool. Traditional methods like job fairs, career events, and print advertisements became less effective during the pandemic. As a result, organizations have increased their spending on job boards, social media advertising, and targeted online campaigns to reach potential candidates[31].

Candidate Screening and Background Checks: Verifying the credentials and conducting thorough background checks on candidates is a crucial step in the recruitment process. However, the pandemic has made it challenging to conduct these checks, especially for international candidates. Organizations may incur additional costs in outsourcing background checks to specialized agencies or investing in reliable online verification tools[32].

Candidate Onboarding: Onboarding new hires virtually presents its own set of challenges. Organizations have had to invest in developing robust virtual onboarding programs and tools to ensure a smooth transition for new employees. This includes expenses related to setting up virtual training modules, creating interactive onboarding materials, and providing IT support for remote access to company systems[33].

Remote Work Infrastructure: The sudden shift to remote work has necessitated investments in remote work infrastructure, including providing laptops, software licenses, and other necessary tools for newly hired employees. Organizations have had to bear the cost of

procuring and shipping equipment to ensure that employees have the necessary resources to perform their jobs effectively from home[34].

Recruitment Agencies and Outsourcing: Some organizations rely on recruitment agencies or outsourcing firms to handle parts of the recruitment process. However, the pandemic has disrupted the operations of these agencies as well. Organizations may incur additional costs or renegotiate contracts with recruitment agencies to adapt to the changing circumstances and ensure a smooth recruitment process[35].

5.2. Quality of applicants

The COVID-19 pandemic has brought about notable changes in the recruitment and selection process, consequently impacting the quality of applicants. Several factors have influenced the quality of applicants during this time.Firstly, the increased competition in the job market has resulted in a larger pool of applicants. The economic downturn caused by the pandemic has led to widespread job losses, prompting many individuals to actively seek new employment opportunities[36]. While this may result in a higher volume of applications, it also means that organizations need to carefully evaluate the qualifications and suitability of candidates to identify the most promising individuals.Secondly, the pandemic has caused significant shifts in various industries and job sectors. Certain sectors, such as hospitality and travel, have been heavily affected, while others, like healthcare and technology, have seen increased demand. Consequently, the applicant pool has also experienced changes, with individuals from affected industries exploring opportunities in different sectors[37]. This shift can impact the quality and relevance of applicants, as their previous experience and skill sets may need to be evaluated in the context of the new sector they are applying to.Furthermore, the transition to remote work and the reliance on digital platforms have highlighted the importance of specific skills and adaptability. Candidates who possess strong digital literacy, remote collaboration abilities, and adaptability to new work environments are considered valuable assets[38]. Evaluating these skills during the recruitment process has become essential to identify high-quality applicants who can thrive in the current work landscape.The shift to virtual interviews and remote hiring practices has also introduced challenges in assessing the quality of applicants. Non-verbal cues and in-person interactions that provide valuable insights into a candidate's suitability for the role may be limited in a virtual setting[39]. Organizations must adapt their selection methods to effectively evaluate the qualifications, competencies, and cultural fit of candidates, ensuring they make informed decisions when selecting the best applicants.In conclusion, the COVID-19 pandemic has impacted the quality of applicants in recruitment and selection processes. Increased competition, shifts in the job market, the need for specific skills and adaptability, and the challenges of virtual interviewing have all contributed to this change. Organizations must carefully assess candidates to ensure they attract and select high-quality applicants who can positively contribute to the organizational performance and success in the evolving work environment shaped by the pandemic[40].

5.3. Wider choice of candidates

The COVID-19 pandemic has presented an interesting dynamic in the recruitment and selection process by providing organizations with a wider choice of candidates. The shift to remote work and the increased use of virtual platforms have eliminated geographical boundaries and allowed companies to consider applicants from diverse locations[41]. This expanded reach has opened up opportunities to access talent from different regions, cities, and even countries.The wider choice of candidates has several implications for organizations. Firstly, it increases the diversity of the applicant pool, bringing in individuals with unique backgrounds, perspectives, and experiences. This diversity can foster innovation, creativity,

and problem-solving capabilities within the organization, leading to improved performance and competitiveness[42].

Secondly, organizations now have access to a larger talent pool, enabling them to select from a broader range of skills, qualifications, and expertise. This increased selection of candidates enhances the chances of finding individuals who possess the specific skills and competencies required for a particular role or project. It allows organizations to match job requirements more effectively, resulting in better performance and productivity.Moreover, the wider choice of candidates provides organizations with an opportunity to select individuals with niche skills or specialized knowledge[43]. With a larger applicant pool, organizations can identify candidates who possess unique qualifications or industry-specific expertise that can contribute significantly to the success of the organization.

However, the wider choice of candidates also presents challenges. Organizations may face difficulties in managing and evaluating a larger number of applications, requiring robust selection processes and screening mechanisms to identify the most suitable candidates. Additionally, organizations need to invest time and resources into assessing and verifying the qualifications, experience, and cultural fit of a larger candidate pool.In conclusion, the COVID-19 pandemic has expanded the choice of candidates for organizations due to the elimination of geographical constraints and the use of virtual platforms[44]. This wider selection provides organizations with the opportunity to enhance diversity, access specialized skills, and find the best-suited individuals for their needs. However, it also demands effective selection processes to manage the larger applicant pool and ensure the selection of high-quality candidates who can positively contribute to the organizational performance and success.The COVID-19 pandemic has significantly impacted the time involved in the recruitment process for organizations[45]. Traditional recruitment methods often involved multiple stages, including advertising, reviewing applications, conducting interviews, and conducting background checks. However, with the advent of the pandemic and the implementation of remote work arrangements, the recruitment process has undergone significant changes.One of the key effects of COVID-19 on the recruitment process is the acceleration of certain stages and the streamlining of others[46]. The shift to virtual interviews and online assessments has eliminated the need for travel and logistical arrangements, resulting in time savings. Organizations can now conduct interviews and assessments more efficiently, reducing the overall time required for these stages.Moreover, the remote work environment has enabled faster communication and coordination between recruiters and candidates[46]. With the use of video conferencing tools and instant messaging platforms, scheduling interviews, sharing feedback, and making hiring decisions can be accomplished more promptly. As result, the recruitment process can be expedited, allowing organizations to fill vacant positions more quickly.However, it is essential to acknowledge that the pandemic has also introduced certain delays in the recruitment process[46]. The increased number of applicants due to the wider reach and accessibility of virtual platforms may require additional time for reviewing applications and shortlisting candidates. Additionally, the need for virtual onboarding and training for new hires may require additional time and resources.Overall, the time involved in the recruitment process during the COVID-19 pandemic has experienced both positive and negative impacts. While certain stages of the process have become more streamlined and efficient, other aspects may require additional time and attention. Organizations must adapt their recruitment strategies and leverage technology effectively to mitigate any potential delays and ensure a smooth and timely hiring process[47].

5.4. **Time involved in recruitment process**

The COVID-19 pandemic has brought about significant technological challenges during the hiring process for organizations. The shift to remote work and the reliance on virtual platforms have necessitated the adoption of new technologies and tools to facilitate the hiring process. However, these technological advancements have also presented certain challenges that organizations must navigate to ensure a seamless and effective recruitment experience[47].One of the primary technological challenges is the need for reliable and secure communication tools. Virtual interviews and assessments rely heavily on video conferencing platforms, such as Zoom, Microsoft Teams, or Google Meet. Organizations must ensure that their chosen platform offers stable connections, clear audio and video quality, and robust security measures to protect the privacy of candidates and interviewers.Another challenge is the adaptation to virtual recruitment processes[47]. Many organizations were accustomed to in-person interviews, where candidates could showcase their interpersonal skills and presence. However, virtual interviews require candidates to convey their qualifications and suitability through a screen. This shift may pose challenges in assessing non-verbal cues and interpersonal dynamics, making it essential for interviewers to develop new strategies for evaluating candidates effectively[48].Additionally, the reliance on technology during hiring introduces the risk of technical glitches and connectivity issues. Unstable internet connections, audio or video disruptions, or compatibility problems with different devices can hinder the smooth flow of interviews or assessments. Organizations must be prepared to troubleshoot such issues promptly and provide alternative solutions, such as rescheduling interviews or utilizing backup communication channels.Furthermore, organizations must consider the accessibility and user-friendliness of their recruitment platforms[49]. Candidates may come from diverse backgrounds with varying levels of technological proficiency. Ensuring that the platforms used for applications, assessments, and interviews are intuitive, easy to navigate, and compatible with different devices and operating systems can help mitigate technological challenges and ensure a positive user experience[50].To address these technological challenges, organizations can invest in comprehensive training and support for recruiters and interviewers to familiarize them with the virtual hiring process and the associated technologies. Providing guidelines, resources, and technical support can enhance the proficiency of recruitment teams and minimize potential issues.In summary, the COVID-19 pandemic has necessitated a rapid transition to virtual recruitment, bringing forth technological challenges that organizations must overcome. By embracing reliable communication tools, adapting assessment strategies, addressing technical issues promptly, and ensuring platform accessibility, organizations can navigate these challenges and leverage technology effectively to facilitate successful hiring processes[51].

6. Technological challenges during hiring

Recruitment practices have undergone significant changes and adaptations in response to the COVID-19 pandemic. The traditional methods of recruitment, such as job fairs, on-site interviews, and in-person assessments, have been significantly impacted, prompting organizations to rethink and modify their recruitment practices.One of the key changes in recruitment practices is the increased reliance on online platforms for sourcing and attracting candidates[52]. Job boards, social media platforms, and professional networking sites have become crucial tools for organizations to advertise job openings and connect with potential candidates. Virtual job fairs and online recruitment events have also gained prominence, providing opportunities for organizations to engage with a larger pool of candidates remotely.Additionally, organizations have modified their recruitment strategies to accommodate remote hiring and onboarding processes[53]. Virtual interviews and assessments have become the norm, enabling organizations to evaluate candidates' skills, qualifications, and cultural fit without the need for in-person interactions. The use of video

conferencing tools allows for real-time communication and evaluation, replicating aspects of face-to-face interviews.Furthermore, recruitment practices have focused on creating a positive candidate experience in a virtual environment. Organizations have implemented streamlined and user-friendly application processes, ensuring that candidates can easily navigate online applications and submit their materials without complication [54]. Prompt communication and regular updates throughout the recruitment process have become even more crucial to keep candidates engaged and informed.Another aspect of recruitment practices that has gained importance is the emphasis on virtual onboarding and integration of new hires into remote work settings. Organizations have developed comprehensive virtual onboarding programs to familiarize new employees with the company culture, policies, and their roles and responsibilities. Virtual training sessions, online resources, and mentorship programs are used to facilitate a smooth transition for new hires, despite the absence of physical presence in the workplace.Moreover, organizations have also adapted their recruitment practices to ensure diversity and inclusion. With virtual recruitment, geographical barriers are minimized, allowing organizations to access a more diverse talent pool[55]. Efforts are made to mitigate biases and ensure fair evaluation of candidates based on their skills and qualifications, rather than factors such as location or appearance.In summary, recruitment practices have experienced significant changes due to the COVID-19 pandemic. Online platforms, virtual interviews, streamlined application processes, virtual onboarding, and diversity-focused approaches have become integral components of recruitment strategies. By embracing these changes and leveraging technology effectively, organizations can continue to attract and select top talent while adapting to the new realities of remote work and social distancing[56].

7   Selection

The process of candidate selection has also been impacted by the COVID-19 pandemic, necessitating adjustments to ensure effective decision-making while maintaining safety and adhering to social distancing measures. Organizations have implemented various strategies and techniques to adapt their selection processes to the new circumstances[57].One of the primary changes in the selection process is the increased reliance on virtual interviews and assessments. Video conferencing platforms enable organizations to conduct interviews remotely, allowing for face-to-face interactions without physical proximity. These virtual interviews assess candidates' qualifications, skills, and cultural fit, providing an opportunity to evaluate their suitability for the role.Organizations have also utilized technology to conduct online assessments and tests as part of the selection process. Cognitive ability tests, situational judgment tests, and personality assessments can be administered remotely, ensuring a fair and standardized evaluation of candidates' competencies. Virtual assessment centers have also emerged, where candidates participate in group exercises, role plays, and simulations through video conferencing tools[58].

Another aspect of selection that has gained importance is the use of data-driven decision-making. With the availability of applicant tracking systems and online assessment platforms, organizations can collect and analyze data on candidates' performance and suitability for the role. This data-driven approach enables organizations to make informed decisions and select candidates based on objective criteria and predictive analytics[59].

Additionally, organizations have placed emphasis on assessing candidates' adaptability, resilience, and ability to work in a remote or hybrid work environment. With the shift towards remote work, employers seek individuals who can thrive in a digital work environment, collaborate effectively in virtual teams, and demonstrate self-motivation and time management skills.

Furthermore, organizations have revisited their selection criteria to align them with the changing needs and priorities brought about by the pandemic. Employers may prioritize skills such as remote communication, digital literacy, and the ability to navigate virtual collaboration tools. Flexibility, agility, and the capacity to handle uncertainty and rapid changes are also considered valuable attributes in the selection process[60].Lastly, organizations have focused on enhancing the candidate experience during the selection process. Clear communication, timely feedback, and transparency in the decision-making process have become even more important to ensure a positive candidate experience, regardless of the remote setting. Providing candidates with a comprehensive understanding of the selection process, including the timeline and expectations, helps to maintain their engagement and commitment[61].In conclusion, the selection process has been adapted to accommodate the challenges posed by the COVID-19 pandemic. Virtual interviews and assessments, data-driven decision-making, assessing adaptability, and revisiting selection criteria are some of the key aspects that have been modified. By leveraging technology effectively, organizations can continue to identify and select candidates who possess the necessary skills, competencies, and attributes to contribute to the organization's success in the new normal.

8   Organizational performance

The COVID-19 pandemic has had a significant impact on organizational performance across various industries. The disruptions caused by the pandemic have forced organizations to adapt their strategies, operations, and workforce management to navigate the challenging business landscape. Here are some key aspects of organizational performance affected by the pandemic[62]:

Financial Performance: Many organizations have experienced a decline in revenue and profitability due to reduced consumer spending, supply chain disruptions, and economic uncertainties. Lockdown measures, travel restrictions, and decreased consumer confidence have affected sales and overall financial stability. Organizations have had to make tough decisions such as cost-cutting measures, budget reallocation, and restructuring to mitigate the financial impact[63].

Productivity and Efficiency: With the transition to remote work and the implementation of safety protocols in physical workplaces, organizations have had to adapt their workflows and processes. Remote work arrangements have brought both challenges and opportunities. While some organizations have reported increased productivity and flexibility, others have faced challenges in maintaining collaboration, communication, and employee engagement. Adapting to new technologies and providing necessary resources and support to remote teams have been crucial for maintaining productivity and efficiency[64].

Employee Well-being and Engagement: The well-being and engagement of employees have become paramount during the pandemic. Organizations have had to prioritize the physical and mental health of their workforce, implementing measures such as remote work, flexible schedules, and employee assistance programs. Employee engagement initiatives have played a critical role in maintaining motivation, commitment, and a positive work culture. Organizations that have effectively supported their employees' well-being have seen improved performance and retention rates[65].

Customer Satisfaction and Service Delivery: The pandemic has disrupted traditional customer interactions and service delivery channels. Organizations have had to rapidly adapt to remote customer service, online transactions, and contactless delivery methods. Maintaining high levels of customer satisfaction and ensuring a seamless customer experience have been essential for retaining existing customers and acquiring new ones. Organizations that have

successfully pivoted their customer service strategies and maintained open communication with customers have been able to sustain and even enhance their performance[66].

Innovation and Adaptability: The pandemic has forced organizations to innovate and adapt their business models to the new realities. Companies that quickly identified emerging trends, customer needs, and market demands were able to pivot their strategies and offerings accordingly. Adopting digital transformation initiatives, exploring new revenue streams, and diversifying product/service portfolios have been key drivers of organizational performance in the face of the pandemic[67].

Supply Chain Management: Disruptions in global supply chains, including transportation limitations, material shortages, and border restrictions, have posed significant challenges to organizations. Managing and optimizing the supply chain has become crucial for maintaining operational efficiency and meeting customer demands. Organizations that have developed agile and resilient supply chain strategies, such as local sourcing, alternative logistics routes, and inventory management, have been better positioned to minimize disruptions and maintain performance[68].

Implication in future

The trend of working remotely was already in full swing when the epidemic hit, and it's not going anywhere. To facilitate effective remote teamwork and communication, businesses should put resources into solid remote work infrastructure. Future workforces may be based on flexible work arrangements[49–51]. Adaptable recruiting tactics are necessary in the ever-changing post-pandemic context. It will be crucial to embrace new technology, such as virtual recruiting tools powered by AI. Companies should priorities evaluating individuals' capacity to adapt and persevere, since these traits are essential in a constantly evolving work setting. The importance of employee well-being was highlighted during the epidemic. In the future, HR and recruiting efforts should put a premium on physical and mental wellness. To entice and keep the best employees, businesses may implement wellness programmes, provide more flexible work hours, and improve health benefits. Organisational culture and values will be influenced by the long-term effects of the epidemic. A rethinking of cultural norms on trust, responsibility, and teamwork may be in need in the face of remote employment. Fostering resilience and unity within the organisation will be greatly aided by values relating to adaptation, creativity, and inclusion [52].

Conclusion

The COVID-19 pandemic has caused unparalleled disruptions in multiple domains of society, significantly influencing recruitment and selection procedures in addition to organizational performance. Traditional hiring practices quickly changed as companies struggled with lockdowns, remote work policies, and unstable economic conditions. It was necessary to implement digital platforms, video interviews, and remote assessments as part of the shift toward virtual recruiting and selection. This change created new opportunities to access talent regardless of location, but it also brought with it new problems like technological limitations and the need for adaptability. Organizational performance, however, faced two challenges in the middle of these developments. On the one side, personnel planning and talent acquisition were impacted by downsizing, hiring freezes, and budget constraints brought on by the pandemic-induced economic slowdown. However, for businesses to continue operating and adapting to the changing environment, they now urgently need to possess agility, resilience, and innovation. Hence, even though COVID-19 changed hiring and selection procedures, its effects on organizational effectiveness highlighted the value of strategic workforce management, worker resilience, and well-being in adversity. The lessons learned during this

time are crucial in guiding future recruitment tactics and promoting organizational success in a post-pandemic world, as firms continue to manage the aftermath of the pandemic.

Finally, the COVID-19 epidemic has sparked revolutionary shifts in how organisations function in areas such as hiring and selection. Strategically shifting towards remote work, making recruiting procedures more adaptable, and consistently prioritizing employee well-being are all necessary for the future. It is critical for organisations to make sure their values and culture are in line with how the world is changing. Businesses may survive the epidemic and thrive in the future of work if they adapt to these changes and use the best practices that experts have suggested. A plea for further study resounds as we make our way through this shifting landscape; researchers and industry professionals are being encouraged to investigate the new ideas, tools, and techniques that will shape the way people operate in the years to come. Flexibility, creativity, and an unwavering dedication to the welfare of the workers characterise the path towards post-pandemic greatness.

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