



An investigation into the impact of the pandemic on Recruitment
Methods from a recruiters' perspective.

By:

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Abstract

Recruitment is the area in charge of the action of finding new people to join an organization and keep the work needs covered. This action is done through a set of recruitment methods that make up the process and lead to hiring. In turn, recruitment methods refer to the means by which an organization conducts the search and location of qualified candidates. Recruitment methods can be described as the diverse sources used for recruitment.

This study aims to determine which are the recruitment methods most used by the recruiter, as well as to identify the impact of the pandemic on recruitment methods, to define the changes suffered and the modifications that had to be made to reach the recruitment methods that are used today.

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May all good things be returned to you multiplied

Thank you very much, I really enjoy it.

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Abbreviations

AI - Artificial Intelligence

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Chapter 1 Introduction

1.1 Introduction

The Covid-19 pandemic forced many organizations to renew their work processes. This change directly affected the recruitment function. As highlighted by MacInnis (2021) recruiters had to modify their practices within a short timeframe to transform them into a completely online process.

This research aims to study the impact of the pandemic on recruitment methods. As is known, one of the measures to prevent the spread of the virus during the pandemic was social distancing which made physical gatherings difficult. Traditionally, pre-pandemic the predominant recruitment method was in-person and required the meeting of employees with potential candidates to carry out the evaluation processes. The option to meet candidates in-person was halted during the resulting lockdowns due to Covid-19 (MacInnis 2021). So, the research predicts a high impact on the modification of recruitment methods due to the pandemic.

For a deeper specification of this impact, research was conducted on the recruitment methods used prior to the pandemic, the modifications that the recruitment methods underwent during the pandemic and the new recruitment methods in trend post pandemic.

The study will present recommendations resulting from the primary and secondary research conducted. These include well-being of employees in this contingency should be essential for any company. Both workers and companies are going through a process of adaptation to life after the pandemic. The pandemic will have a long-term impact on people's lives, and organizations must be prepared to take care of the well-being of employees and candidates through new recruitment methods (MacInnis, 2021).

1.2 Study Background

For recruitment during the pandemic, social distancing made the task of recruiting best fit talent more complicated. As highlighted by Ballard (2020) much recruitment began to be done online rather than face-to-face to prevent the spread of the virus. Ballard (2020) comments that after COVID-19, the area of recruitment is full of significant changes and innovations to the methods that were considered traditional pre pandemic. During the pandemic companies adapted technology to

enhance their recruitment methods. An advantage of adapting new technology into recruitment methods was the decrease in costs and the help it gave recruiters to work quickly and efficiently (Ballard, 2020). It is a new reality that the recruitment landscape has changed post pandemic. This has resulted in agility in the recruitment processes according to Hamilton, (2022). In the research published by Hamilton (2022) effective recruitment in the post-pandemic era, provides support to what MacInnis (2020) proposed by giving priority to the various needs of employees. This opens a new research door to current labour trends that, according to Hamilton (2022) suggest that workers' needs and expectations for their working lives have evolved enormously as a result of the pandemic.

Stevenson (2021) proposes, post-pandemic recruitment methods are not new methods, they are simply a new way of developing them. Organizations are investing in technological recruitment methods, regardless of type, seeking to provide flexibility and meet the needs of candidates (Stevenson, 2021). Stevenson (2021) agrees with the theory put forward by Hamilton (2022) contributing that, the key word to describe post-pandemic recruitment methods is to provide agility.

Recruitment methods are creative strategies for the search for human talent and help to evaluate applicant candidates, also recruitment methods are a set of steps that recruiters follow during the search for candidates (Goldberg, 2020). Video interviews, to this day, are one of the methods of recruitment with high effectiveness when evaluating candidates.

Sometimes, the right candidate for a position can be much closer than you think according to Goldberg (2020). This refers to, in an investigation proposed by Goldberg (2020) focused on internal recruitment, as an effective and lower cost recruitment method. Some of the benefits in internal recruitment that this research highlights are that the candidate is familiar with the culture of the company, internal recruitment shows the employee the value of their work, also internal recruitment is efficient in time because it saves time in the incorporation and training of the employee (Goldberg, 2020).

Unlike internal recruitment, external recruitment is the opposite of this method of recruitment. In the new digital and technological world, it makes easier for recruitment methods to connect with

external candidates. The importance of external recruitment is in contacting the right prospects for the position, those who are qualified and open to new opportunities (Goldberg 2020).

1.3 Gaps in the Literature

The next part of this research describes in greater detail the relevant topics shown in the research literature. This can be found a complete description of what recruitment means and how some authors describe it, such as the case of Breathe (2021) that describes recruitment as one of the most important activities of human resources. Recruitment method is one of the favourite topics in this research, as it describes various methods used by recruiters to search for candidates. As stated in Behr (2021) the goal of recruitment methods is to locate the best candidate for a specific position. The next section in the literature presented with great importance is the impact of the pandemic on recruitment methods. The next section in the literature presented with great importance is the impact of the pandemic on recruitment methods. Covid was a high-impact health emergency globally and preventing the spread of the virus, recruitment methods were highly affected. The literature review shows how different authors express this great impact and the evolution that the recruitment methods. Finally, trends in post-pandemic recruitment are an area that includes many of the new recruitment methods, proposed by McConnell (2022) who shares the study on Artificial Intelligence (AI) as a recent practice in recruitment; Hovhan (2021) instead speaks of social media as the most used post-pandemic recruitment method.

1.4 Research Justification and Rationale

As mentioned at the beginning of the research, Covid-19 forced companies to make changes in their processes, including recruitment methods. As mentioned at the beginning of the research, Covid-19 forced companies to make changes in their processes, including recruitment methods. This resulted in an evolution, which in turn provided new methods of recruitment and new ways of implementing them. A more detailed account of this shows research conducted by Recruiting times (2020) due to Covid-19 all recruitment and hiring processes were carried out online, interviews were initiated on online platforms, exams and interactive sessions are now carried out remotely and these are completely new processes for both candidates and employers. This is what makes this research significant, as it provides knowledge about new recruitment methods and provides

information on how to conduct a recruitment process effectively with the new post-pandemic modalities.

1.5 Aim of the Study

This research aims to study the impact of the pandemic on recruitment methods from the perspective of the recruiter. It seeks to provide knowledge of the impact on processes from the base of recruitment, knowing how recruiters lived this change shows the clear evolution of the processes, difficulties, and processes of adaptation to which, even today, they continue to work on it.

The objectives of this research are to define the meaning of recruitment methods, how recruitment methods changed during the pandemic and recruitment methods used by recruiters after the pandemic. Furthermore, this research aims to know the most used recruitment methods, this information will provide as a guide to recruiters to work on their updating and adaptation to the changes made in the post-pandemic recruitment methods.

1.6 Research Question and Research Objectives

This study centres on an investigation into the impact of the pandemic on recruitment methods from the perspective of a recruiter.

This research question was born from the curiosity of knowing the new methods of recruitment in trend. Knowing how the recruitment processes changed after the pandemic, made us see how they were before to be able to better understand how they are later. What were the changes? What was the cause of these changes? And how are they carried out today? The investigation is based on the perspective of the recruiter, with the intention of providing a sense of belonging to the processes based on the experience of the recruiters involved in this research.

1.7 Research Methods

This study will be based on a qualitative methodology. The research methodology is used to facilitate the achievement of research (Quinlan, 2011). Qualitative research are interpretive practices through which information is made visible (Saunders et al. 2016). For this research, a

qualitative methodology was selected because it is expected to discover an idea using exploratory research (Bryman, 2008). This research will use interviews as a data collection. Through the interviews, the goal of qualitative research is to learn based on human experience (Donalek, 2005). For the analysis of data, a method of thematic analysis will be used, which indicates that the analysis will be narrative according to the research questions. This means that the research may take a flexible course, where changes may arise during the research. Thematic analysis allows you to divide and categorize large amounts of data to facilitate the understanding of information. Thematic analysis is particularly used when research is based on experiences (Crosley, J. 2021).

1.8 Dissertation Structure and Overview

This dissertation is made up of 6 chapters. Chapter 1 Introduction, shown above, provides a general introduction to the topic to be discussed. It includes the methodology to be used and the way of data collection for research. This chapter proposes the research question and the objectives of it and the general intention for which this study was carried out.

Chapter 2 Literature Review shares extensive literature in the field of research. Identify key concepts based on recruitment methods and the impact the pandemic had on them.

Chapter 3 Research Methodology defines the theoretical framework. This chapter shows the research methodology to be used, as well as how to collect the research data and the theory with which these data will be analysed.

Chapter 4 Findings and Analysis outlines the description of the data found in the primary research data collection, in this case, through interviews. It shows a full summary with the responses of the recruiters, this information that brings high sense of importance to the research.

Chapter 5 Discussion discusses the data found in the literature review in comparison to the information found in the research interviews. It also shows limitations presented during the research and furthermore relevant information that leads to new research.

Chapter 6 Conclusion is the last chapter of this investigation. This chapter closes the dissertation with conclusions of the research, providing recommendations based on the findings. This chapter also shares the knowledge acquired during the research.

Chapter 2 Literature Review

2.1 Introduction

Good recruitment is vital for every organization. Finding the right candidate, for the right position at the right time, secures the workforce and benefits with significant skills and abilities for the current and future needs of the organization.

Innovation in recruitment methodology, according to research conducted by Kaul (2021), shows that it has jumped five years ahead in just the first eight weeks of the COVID-19 pandemic. From these recent changes, there are new methodologies to adapt and modify in the recruitment space that cause significant impact on the activities of the recruiter. In addition, methods previously used in recruitment have changed, adapted, and evolved to current needs and are requiring more technological methodologies, as well as the skills of recruiters have undergone modifications that continue in a process of change and adaptation to this new era, Cox (2021).

2.2 Defining Recruitment

Recruitment is one of the most important practices in human resources, it is the process of finding talent to meet the needs of the organization, according to Breathe (2021) it has as a challenge the duty to hire the right candidate for the right position to work in the organization. Recruitment is a process by which companies seek, attract, choose, and retain employees who fit their needs, this includes a set of activities aimed at identifying and attracting a desirable group of applicants for a specific job, followed by a selection process to choose the most qualified candidate from the applicant pool (Breathe 2021). According to Lewis (cited in McMahon, 2002) recruitment, in a precise definition, is the activity generated by a group of applicants, who have the desire to be employed by the organization, from which those candidates who are suitable for the vacancy are selected and hired.

Mikucki et al. (2016) says finding the right candidate for a position is not an effortless process and involves several stages. The key factor and most essential element of a successful recruitment is to understand that this process encompasses a set of steps. Barber (1998) states that recruitment includes practices and activities conducted by the organization with the primary purpose of

identifying and attracting potential employees. He divides these practices into five dimensions of recruitment: players, referring to the characteristics and needs of the company as the main actor and in the background the characteristics of the applicant; activities, are the specific tasks of recruitment, procedures, and actions; results, the identification of potential workers; context, are the factors that influence in the recruitment activities; and finally, the recruitment phases. In contrast, Carroll et al. (1999) describes recruitment in four main steps, which are: identification of the vacancy and definition of needs, a job analysis, the production of a job description and a specification of the person.

However, recruiting the right talent is crucial for organizations that seek to achieve their objectives with the help of employees who have adequate skills and capabilities and according to the values of the company. Green (2020) speaks of recruitment as a critical activity, not only for the recruitment team, but also for line managers who are increasingly involved in the selection process. Everyone involved in recruitment must have the appropriate knowledge and skills to make effective recruitment decisions.

The complexity of the recruitment will vary according to the size of the organization and the resources of the company. According to the Green (2020) recruitment key elements can be defined as the definition of the role or job, the attraction of candidates, the management of the application and selection process, and the preparation of the interview.

From the recruiter's point of view, the recruitment process involves creating a new role in the company, writing, and publishing an attractive job description, preparing interviews and tests, putting together a job offer for the selected candidate, and finally hiring (Murti 2021). It can be said that recruitment practices include identifying, attracting, interviewing, selecting, hiring, and incorporating new employees (Murti 2021)

Derived from the pandemic, the recruitment of personnel in companies was updated and modernized, creating new modern methods of recruitment in companies (Al-Abbasi and Masri 2020). The work staff or workers is the main resource of each company and conducting a recruitment and an adequate selection is extremely important (Czopek and Kazusek 2021).

2.3 Recruitment Methods

Recruitment methods is the theoretical framework of everything that influences recruitment. They are the methods to correctly perform recruitment and are the guidelines, rules, activities and influences that recruitment includes to conduct its task of searching and locating the right candidate for the right position, achieving with this the objectives of the company (O'Meara and Petzall (2013). Efforts to access larger groups of people and portray the company as an attractive employer of choice for candidates is also part of recruitment methods. Recruitment methods are found in every process that this area performs. Pshdar, A. (2021) mentions, recruitment it is a systematic procedure that provides methods to attract candidates, to develop a profile and to conduct the interview. In turn, the recruitment methods according to Anwar and Qadir (cited in Pshdar, 2021), in recruitment includes different methods, among which the following stand out: internal recruitment, employee reference, external recruitment, formal methods, informal methods, selection methods, selection process methods and organizational performance.

Such approaches, however, have failed to address the way recruitment is changing. While traditional face-to-face interviews are still used albeit to a lesser degree, the variety of recruitment methods used for applicant selection is growing, taking advantage of recent technologies, as well as innovative approaches and techniques, such as assessment centres and personality tests (Behr 2021). According to Behr (2021) the goal of any recruitment method is to attract high-quality candidates in the timeliest manner possible.

Companies continually develop proactive recruitment methods that encompass various techniques to attract a larger pool of candidates. According to Miloshevik et al. (2020) Competition in the labour market has become increasingly strong among companies, which imposes a greater challenge in hiring being a direct challenge for the recruitment area. With this, recruitment methods become more active and evolve with the needs they face. Recruitment is a vital practice for companies (Vasile and Zhan, 2020). Successful companies have developed proactive recruitment methods to be able to find and hire people with skills and experience that would meet the immediate and future needs of the company. According to Vasile and Zhan (2020) this process is related to planning and includes a variety of recruitment methods such as detailed job analysis

or job descriptions, recruitment sources, recruitment channels and attractive job posting. Online recruitment such as online job boards, company websites, newspapers, recruitment agencies, job fairs, university career fairs, social media, employee referrals, candidate rediscovery are some of the most used recruitment methods.

The decision of recruiters to use any of these recruitment methods depends on several pre- and post-hire results, Muduli, and Trivedi (2020) show the number of applications, the quality of applicants, the speed to fill the vacancy, post-incorporation job performance, absenteeism, commitment, and satisfaction of the applicant, as some of the factors to consider when selecting a recruitment methodology. According to a study by Vodianka et al. (2022) recruiters prefer recruitment on social networks due to the rapid response of applicants and the number of applicants, mentions that it is easier to reach a wider group of candidates. The previous study on recruitment published by Vodianka et al. (2022) indicates that recruitment is the process of attracting new employees to work in a company, however it is the digitalization processes used in recruitment that support the development of the competitive position of the company. Companies are increasingly turning to innovative recruitment methods that help them find effective workers quickly and efficiently. According to a study published by BBC (2022) Some of the innovative methods recently used by companies are headhunting, artificial intelligence, networking, outsourcing, digital recruitment, outplacement, and social networks.

Recruitment processes began to establish more activities through technological instruments to hire workers. The traditional processes of recruitment and selection during the pandemic have been replaced by e-recruitment, which is the use of computerized methods and tools, innovative processes with the support of technologies that allow to implement a process of verification of knowledge and skills of the candidates in a fast and effective way and, therefore, the acquisition of employees more successful (Ciupitu et al. 2022). According to an investigation by TalentLyft (2022) E-recruitment, in addition to the online sending of the CV and psychometric tests, allows online interviews that can be conducted through any audio-visual platform, currently the most used are zoom, google meet, WhatsApp, skype, among others. Communication through email, phone calls and text messages were the portals to establish contact between the candidate and recruiter.

Recruitment has diverse sources for the search for candidates (Sands 2021). When selecting the font to use, must consider which ones are most likely to attract the type of person that it wants and when using the selected font, the invitation to apply or the publication of the vacancy must be adapted to the type of candidates desired. Some of the hiring tools are, the use of online hiring, such as websites, professional and social networking sites, job boards and the use of national newspapers (Miloshevik et al. 2020).

Recruitment practices are related to the activities of searching, interviewing, selecting, hiring, and training new employees in a company. Effective use of these practices can save time and costs involved in hiring Zielinska and Raupeliene (2020). There must be a communication process between the managers of the company and the managers of the recruitment department, where the objectives are shared and aligned. Thus, the recruitment and selection processes will provide more effective candidates according to the needs of the company and avoid hiring those candidates who do not meet the requirements.

To better understand, Zielinska and Raupeliene, (2020) classified recruitment into two basic sources, which are external recruitment and internal recruitment.

2.3.1 Internal recruitment

Research shows that internal recruitment involves finding the candidate within the staff already active in the company. Most studies show this as a promotion to a higher position or a department move. However, I would like to add that, even if recruitment is internal, this type of recruitment involves employee training, and ensures that the employee meets the values and skills to work in the company. Within their research Zielinska and Raupeliene (2020) add that internal recruitment implies two options including open hiring that refers to the fact that the publication of the job offer is made available to all employees of the company and any interested employee who has the requirements of the vacancy can apply for the position. The other option is closed hiring, where team leaders are the ones who recommend the most potential employees to participate in the internal recruitment process (Zielinska and Raupeliene, 2020). On the other hand, Green (2020) adds the importance of not forgetting the internal talent pool when recruiting. It is noted that providing opportunities for career development and progression can aid retention and support

succession planning. Both Zielinska and Raupeliene (2020) and Green (2020) share a few key characteristics. Internal recruitment is considered as a method that provides time and money savings for the organization and contributes to the career development of the employee.

2.3.2 External recruitment

Zielinska and Raupeliene (2020) describe and separate external recruitment into two branches, one as direct recruitment, where recruitment is done through the company's internal recruitment team and the second as outsourced contracting that means the hiring of services from an external recruitment company for the search and hiring of candidates. Similarly, Green (2020) describes external recruitment to external supplier base to help companies with their resources and recruitment. Recruitment agencies offer a range of services, such as attracting candidates, managing candidate responses, selecting and pre-selecting, or managing assessment centres on behalf of the employer. It should be added that third-party procurement providers should have extensive knowledge of organizations and their needs. These service providers can also be known as outsourcing.

In addition, a key factor in the success of recruitment processes is the selection of the most suitable source for recruitment (Green 2020). The success of the recruitment process also depends on the competence of the recruiters, the recruitment methods and the tools that will be used. The use of effective recruitment and selection methods contributes to saving time and costs for the company.

Armstrong and Taylor (2020) suggest that the dynamics for recruitment is the use of multiple search channels, concluding that the network results in the recruitment process being faster. There are several search channels available to companies for the search of candidates. The choice of search channels depends on the characteristics and standards of the company.

2.4 Impact of pandemic on recruitment methods

Covid-19 was a global health emergency during 2020. This made it important for the HR department to adapt a safe environment and take care of employees. Angurbala and Subhasmita (2021) In turn, place emphasis on the importance that the recruitment department should have when dealing with

recruiters, as well as candidates to be interviewed. Their research also insists that, to deal with this crisis, recruitment must adapt to the new hiring and search processes.

Jones (2021) in a study of the transition of post-pandemic changes in organizations, mentions that many organizational areas have undergone changes in processes during the pandemic which has forced them to redefine processes. Among these affected areas is the recruitment area. Due to the different restrictions due to pandemic, recruitment methods have been modified, the pandemic has caused the recruitment processes to be complicated for both the recruiter and the candidate, this has led recruiters to modify recruitment methods and has led to the opportunity for recruiters to develop new skills and aptitudes (Jones, 2021)

Preventing the spread of the virus has led to a reduction in the budgets of organizations which implies reformulating policies related to spending, hiring new talent and teaching training courses. COVID-19 has made it even more important to hire and retain top talent, to maintain the organization success and increase the organization readiness for future unexpected disruptions. The skills that organizations are looking for in employees have been permanently altered, and the way recruitment is done has evolved (Angurbala and Subhasmira, 2021). The whole recruitment process has been transformed in many ways, some of which were in motion before the pandemic hit and many which have been accelerated as a result. According to Angurbala and Subhasmita (2021) the pandemic has changed the way we work around the world. During the pandemic, companies have started working remotely, and this has now become the trend. This has provided flexibility to the recruitment process from the beginning to the end of its process since online activities are conducted.

The COVID-19 pandemic is an undeniable worldwide crisis that has caused chaos in the global economy's supply and demand. The COVID-19 pandemic has impacted every industry. The hospitality, tourism, and education sectors have all been hit particularly hard. COVID-19 has had an impact on businesses in a variety of ways, including hiring. In a study conducted by Ciupitu et al (2022) in the context of the pandemic, mention that the recruitment department must ensure employees are safe from the virus and can continue their work. One of those measures proposed in his study to prevent contagion in employees was the work from home technique that allows

employees to work without going to the office (Ciupitu et al., 2022). All recruitment processes are being done online, starting with search, remote interviews and hiring processes. Candidates are on recruitment platforms; video interviews are conducted in different applications and the signing of the contract is online or sent through courier. In addition, the training processes were moved, and it is now common to carry them out online through conferences or video calls.

2.5 Current trends in recruitment methods

One of the most current trends used in recruitment methods, is data analysis and it has been shown that the proper use of this analysis improves several key areas of hiring, such as cost, time, and quality (HovHan 2021). When it comes to recruitment methods trends, Artificial Intelligence (AI) is a recent recruitment practice, it is an effective way to hire new talent (McConnell 2022). Social media including Facebook, and networks are communication methods used to share information among an infinite number of people (Hovhan 2021). Czopek and Kasusek (2020) also talk about online recruitment, they express that is one of the current trends in recruitment methods, publishes vacancies online, provides information about the job and organization, and allows email communication between employers and candidates. Recruitment processes can be done completely online, sharing information, maintaining communication, and now even providing tours of the company completely online. The advantage of online recruitment is that it can reach a wider range of applicants, it is faster and cheaper than traditional methods of advertising, more details of jobs can be provided and if you consider using it in conjunction with other recruitment methods it can maximize the response. Consequently, social media is a suitable place to look for candidates, even more now that the limits of location have decreased by the implementation of remote jobs. Social media consists of online platforms such as LinkedIn, Facebook, Twitter, blogs, or networking options (Ciupitu et al. 2022). They can be used to search and recruit candidates and learn more about them online. By far the most popular site for recruitment is LinkedIn, ranked by the Green (2020) as a professional networking site. LinkedIn allows companies to search for potential candidates by sector, job license, specialty, and location. Other social networking sites such as Facebook and Twitter can also be used to promote the company's brand and make more contacts, hence it is accurate to assure that AI can revolutionize recruitment. For now, organizations have

been using corporate websites, social media, and online job boards as a major source of recruitment from which the most developed form is a cooperative website, consisting of a dedicated area that provides details of vacancies, specification of people, benefits, and how to apply for jobs by filling out online application and test forms. In this same, it is possible to find complete information about the company, news and different publications that are of interest to candidates (Green, 2020). It shows complete information about the company, news and different publications that are of interest to the candidates.

Likewise, another of the new practices they are using in recruitment is to omit job titles in the published descriptions to find the most qualified candidates without limitations for any specific study, position.

It is important to mention that one of the most popular trends in the recruitment method today is virtual interviews, these are a time saver for all stakeholders (DiFranza 2020). In addition, a trending technique is video interviews where candidates record themselves answering some basic questions in a quick 15-minute video, which also benefits the company by creating a more efficient recruitment process.

The evolution of online interviews, the use of social networks in recruitment and videoconferencing has provided an advantage to the recruiter to be able to evaluate with these, the communication skills in the candidates, is also helping with the adaptation to the new ways of working and to the new methods of recruitment. In addition, online skill tests are being applied to candidates, tests that will help verify that the employee is able to maintain clever work efficiency without having to be monitored by the company since the work may be remote (DiFranza 2020).

Recruiters have identified benefits for both parties, for the recruiter as well as for the candidate, as it saves time and speeds up the process by using recruitment technologies and taking interviews through video conferencing.

2.6 Summary

The recruitment department is a fundamental area of HR. Recruitment is the first face of the company, the recruiter provides the first information and introduces new hires to the company.

Recruitment is a job of human contact, the recruitment processes were affected by the pandemic, and although they had to be modified, recruitment innovated quickly, and it was able to adapt to this change successfully. The new recruitment methods are stronger and faster, they help the savings and success of the company, and above all, it provides attention and care to the employee and participant of the processes. Recruitment is not just about filling an immediate vacancy, but about having an impact on the long-term success of the business, using workforce planning data to understand what skills are needed for organizational performance.

Chapter 3 Research Methodology

3.1 Introduction

This chapter will show the path taken during the investigation. The research question, research objectives, methodology, research strategy and how to find and collect the necessary information that will complement the research. Research methodologies will be outlined, and rationale provided for qualitative methodology which was selected for the purpose of this study. It will be possible to observe the development of this methodology through a subjectivism theory and an epistemological philosophy, from which interpretivism is derived. The objective of this knowledge will lead to the formulation of the research strategy.

This chapter is also composed of research methods, an important part since it will lead to the collection of research data and the analysis of data. Ethical standards followed will be outlined in relation to data collection. The interview guide used in the research; and the template of the invitation to interviewees provided. Finally, the research limitations will be outlined.

3.2 Research Paradigm

The theory of subjectivism refers to the fact that social phenomena are continually being realized by social actors and incorporates assumptions from the arts and humanities. In contrast, interpretivism develops as a critique of positivism but from a subjectivist perspective. Interpretivism emphasizes that humans are different from physical phenomena because they create meanings (Saunders, 2016). With the above, it is defined that the paradigm used in this research will be interpretive.

To understand the theory of the research paradigm, it can be observed that ontology refers to the assumption about the nature of reality (Saunders, 2016). This means that their different ontological assumptions focus on how resistance to change can best be harnessed to benefit, rather than seeking elimination (Thomas and Hardy, 2011). Far from epistemology which refers to assumptions about knowledge, what constitutes acceptable, valid, and legitimate knowledge, and how knowledge is communicated to others (Burrell and Morgan 1979). Studies show there are two important aspects that define the philosophy of research: ontology, which is divided into

objectivism and subjectivism, mentioned above in our research as part of the research methodology; and epistemology, which is divided into positivism and interpretivism (Bryman, 2008). These theories help to the develop properly of this research methods.

For the research paradigm, the epistemological philosophy will be used where Bryman (2008) suggests and divides: Positivism suggesting establishing this paradigm in quantitative methodology. Bryman (2008) mentions that only phenomena and knowledge that can be measured and observed by the senses can be considered valid. Interpretivism used for qualitative methodology, rejects an exclusive focus on scientific methods. Bryman (2008) suggest that this paradigm recognizes the difference between people and objects and focuses on the subjective meaning of the action.

To know this information, the research will be put into practice through interviews to know from the impact of the pandemic, as well as the evolution of the methods of recruitment, from the centre of execution of these activities that are the recruiters.

3.3 Research Strategy

Writing about research strategy, Denzin, and Lincoln (cited by Saunders et al., 2016) define research strategy as an action plan that leads to a goal, through the relationship between philosophy and the method of data collection. Therefore, different techniques can be considered for the research strategy. Creswell (2007) agrees on five approaches to research: narrative research, phenomenological research, grounded theory research, ethnographic research, and case study research. For the purposes of this research interviews were chosen. According to Saunders et al. (2016) the interview is an intentional conversation between two or more people, with the intention of asking concise questions regarding a research topic. Essentially, it is about asking questions with purpose and listening carefully to the answer so that you can explore them further into the information obtained. Unlike Saunders, Quinlan (2011) proposes that interviews are generally used when the researcher can identify key respondents in relation to the phenomenon under investigation. Defines interviews into five types of interview research: the one-to-one interview, the group interview, the call interview, and the online interview.

Different from the survey, the interview is typically composed of a maximum of 15 questions and is called an interview as it is done in a personal way, interviewing a candidate to obtain the most information on a topic, from the point of view of a professional. Questions are formulated on the objective of the investigation.

The interview template for this research includes twelve questions developed to address the research objectives of this study. Each interview will be 45 minutes to 1-hour in duration. Interviews will be applied to recruiters' participants from different companies, interested in participating voluntarily in this research, contributing their knowledge and experience in recruitment before, during, and after the pandemic. The interviews will be conducted online, using communication tools such as MS Teams, Google Meet, Skype, or Video call on WhatsApp. It is proposed to record interviews with the consent of participants. The proposed interview schedule will be according to participants availability. Some participants will be Ireland based and some Mexico based. A time difference of six hours will be applicable to Mexico based participants. For the interviewed participants residents in Ireland, they will also be offered the option of face-to-face interview.

For the research strategy, it is necessary to specify that the population to which the interviews will be applied will be only participant working specifically in area of recruitment.

3.3.1 Semi-Structured Interviews

Interviews are one of the most frequently used to generate qualitative research. In qualitative research, according to Quinlan (2011) the interviews are of freer structures, the interview schedule more flexible or semi-structured and the interview is conducted in an open manner. The focus in the interview in qualitative research is on the exploration of the interviewees.

Quinlan (2019) in the company of other authors proposes to order the structure of the interviews based on the following steps: decide on the interview method, design the interview schedule, select the interviewees using the appropriate sampling method, contact the interviewees and invite them to participate, provide the interviewees with formal information about the research, establish interviews, conduct individual interviews, conclude the interview, and manage the data.

For this research, the interview begins by mentioning the rights of the participant, as well as that it is a voluntary and confidential interview. It starts with a couple of questions to obtain general data from the participant, such as: position, time of experience in recruitment and type of company where the participant works.

The interview will be structured in 4 phases: The first phase will talk about the definition of recruitment methods and will have two questions; the second phase includes changes in recruitment methods during the pandemic and consists of two questions; the third phase includes the recruitment methods used after the pandemic and this includes three questions; and finally, the fourth phase talks about the most effective recruitment methods for the recruiter and general information such as, how they are measured, costs and way of choosing, and it consists of two questions. The interview is concluded by asking the participant if he would like to add something more that contributes to the research and thanking him widely for his participation. The collaboration of the participant will be of significant help and contribution of information to the investigation. The interview guide developed is shown in the Appendix 1.

3.4 Research Methods

Research methodology is the selection of the research design to use, which can be qualitative, quantitative, or mixed methods. For research design, one or more research strategies should be used, which fit your research philosophy and choice of methodology (Saunders et al., 2016). In addition, research design is the plan of how to ask a research question, specifically, the sources that are used to collect information and data, how these will be collected and analysed, and the discussion of ethical issues (Saunders et al., 2016). The research methodology used in the research must be able to support the research and facilitate the achievement of the research objective (Quinlan, 2011). Or as Creswell (2009) mentions, research methods involve the forms of data collection, analysis, and interpretation that research proposes for its studies.

Creswell (2009) breaks down the research methodology into three parts, qualitative, quantitative, and mixed methods. Quantitative methods are pre-determined, instrument-based question, performance data, statistical analysis, and statistical interpretation. Compared to qualitative methods which are emergent methods, open-ended questions, interview data, analysis of texts and

images and topics, and interpretation of patterns. A set of these two methodologies is how mixed methods are described, which are both pre-determinates and emerging methods, open- and closed-ended questions, multiple forms of data, statistical and text analysis and across databases interpretation Creswell (2009).

It is in the way questions are asked and research is conducted, that they help the choice of research methodology. This will provide an approach to research design and data collection Bryman (2008). With this approach it was decided to select a qualitative methodology for this research.

3.4.1 Qualitative v Quantitative v Mixed Methods

Agarwal (2015) establishes the definition of two methodologies, quantitative and qualitative: the qualitative methodology an exploratory and quantitative research as a statistical investigation. However, going into a study, these methodologies can be used together creating a third methodology identified as mixed.

Unlike what was mentioned by Agarwal, B., Saunder (2016) exposes three diverse types of methodologies that can be used in research: qualitative methodology, quantitative methodology or mixed methodology.

One way to differentiate quantitative research from qualitative research is to distinguish between numerical data and non-numerical data. In this way, quantitative is used in data analysis that uses numerical data and, quantitative research is generally associate with positivism; in contrast to qualitative, any data collection or data analysis technique that uses non-numerical data is often used, also, qualitative research is often associate with an interpretive philosophy. Instead, for mixed methods research is the branch of multi-method research that combines the use of quantitative and qualitative data collection techniques and analytical procedures (Saunders et al., 2016).

A final focus on the description of these research methodologies, proposed by Bryman (2008) refers that quantitative research can be construed as a research strategy that emphasize quantification in the collection and analysis of data; by contrast qualitative research can be construed as a research strategy that usually emphasizes words rather that qualification and the collection and analysis of

data. Also adds that mixed methods research is widely used nowadays to refer both quantitative and qualitative research, which social research combine these two research strategies.

3.4.2 Qualitative Methods

Qualitative research is a situated activity that locates the observer in the world. Denzin and Lincoln (cited in Saunders et al., 2016) explain it consists of a set of interpretive, material practices that make the world visible. These practices transform the world. They turn the world into a series of representation, including fieldnotes, interviews, conversations, photographs, and recordings. Qualitative research involves an interpretative, naturalistic approach to the world. These mean that qualitative research study thing in their natural settings, attempting to make sense of, or interpret, phenomena in terms of the meaning people bring to them.

This is the reason a qualitative approach was adopted for this study as it allows the investigation of the participants perspective to investigate from experience. Qualitative methodology allows research to be developed using a variety of data collection techniques; the process is flexible and is shaped according to the flow of the research; the researcher establishes a close relationship with the participant, it is done through small research samples and close to people (Bruman 2008).

As Bryman (2008) defines methodology, qualitative research is a research strategy that typically emphasizes words rather than quantification in data collection and analysis. As a research strategy it is inductivist, constructionist and interpretivist. Qualitative methodology is an option when looking to discover an idea using exploratory research with general research objectives. It is a methodology based on observation and interpretation and is a flexible investigation (Bryman, 2008).

3.5 Data Collection Method

The ability to achieve research objectives depends on the effectiveness of data collection. Adams et al., (2014) state that the collection of primary data can be through observation, experimentation, surveys, interviews, a diary method, data storage and case studies. They also propose the collection of secondary data, where research is collected through books, libraries, and the web. According to an investigation conducted by Mwita (2022) data collection is a systematic process that collects

information necessary to answer research questions or also to provide a basis for acceptance or rejection of research.

The purpose of all qualitative research is to understand some part of the human experience (Donalek, 2005). Qualitative research represents a great challenge for the researcher as it tries to reduce the abundant information of data collected. Adams et al (2014). Mwita (2021) describes interviews as a method used to collect data through a personal conversation between a researcher and a respondent. Interviews can be carried out in person or using technological devices. These interviews divide it into structured, semi-structured or unstructured. As opposed to Donalek (2005) which divides interview questions into only two parts, semi-structured or unstructured interview, depending on the purpose of the investigation.

To what corresponds to this investigation, a semi-structured interview method will be used, since a series of questions formulated and asked according to the objectives will be raised, however it will be an interview of flexible schedules and open answers that will give the interviewee freedom to express, to know in depth his point of view based on his experience. Therefore, it is considered a semi-structured interview.

3.6 Sampling Strategy

The strategy is the plan that is established to ensure that the sample you use in the research study represents the population from which the sample was extracted. Sampling is fundamental for the practice of qualitative methods (Robinson, 2014). Robinson (2014) divides sampling into four types: establishing a sample universe; select a sample size; the development of a sampling strategy; and sample sourcing. In turn, Sekaran and Bougie (2009) divide the samples into population, element, sample, sampling unit and subject. The reason for using a sample, rather than collecting data from the population in general, provides a more accurate result. These same authors define sampling as a process of selecting enough of the correct elements of the population.

Based on what is described above, the sample for this research is recruitment professionals or recruiters. Participants were a combination of colleagues and previous co-workers who were

invited to participate by email. A sample size of twenty size were invited to participate, ten agreed to participate.

Table 1 outlines the research participants providing detail on their role, years of experience, sector, and country:

Table 1: Overview of Research Participants

Interviewee	Job title	Experience	Sector	Country
Interviewee 1	Recruiter	1 year	Service	Ireland
Interviewee 2	Recruiter	10 years	Service	Ireland
Interviewee 3	Recruiter	10 years	Industry	Mexico
Interviewee 4	CIO	18 years	Service	Mexico
Interviewee 5	Talent Attraction Co-ordinator	10 years	Industry	Mexico
Interviewee 6	Talent Attraction Analyse	6 years	Industry	Mexico
Interviewee 7	Talent Attraction Supervisor	14 years	Service	Mexico
Interviewee 8	Talent Attraction Supervisor	7 years	Finance	Mexico
Interviewee 9	Recruitment Management	3 years	Industry	Mexico
Interviewee 10	Recruitment Management	3 years	Industry	Mexico

3.7 Data Analysis Method

Data analysis is undoubtedly the most complex part of research. Creswell (2007) states that data analysis in qualitative research consists of preparing and organizing the data to then show them in order through figures, tables, or discussion, Qualitative data is data in the form of words. Some of these, for example, may be interview notes, focus group transcripts, answers to open-ended questions, transcripts of video recordings, and stories of experiences (Sekaran and Bougie, 2009).

Qualitative research may involve repeated sampling, data collection, and data analysis. The first step in qualitative data analysis is data reduction. Data reduction refers to the process of selecting, coding, and categorizing the information collected. Therefore, data visualization refers to the ways in which data is presented. Saunders et al., (2016) proposes different analytical techniques to analyse qualitative data, such as thematic analysis; template analysis; analysis of explanations; discourse analysis; content analysis; and data visualization and analysis.

Based on the approach described above, thematic analysis was selected for this study. Qualitative research tends to be more exploratory and unstructured, with an emphasis on understanding. Ghauri and Gronhaug (2005) highlight the interaction between data collection and data analysis as often being interactive. The essential purpose of this approach is to look for topics or participants that are in the same search area, which are related to the research question. This analysis involves research that encodes qualitative data (Saunders et al., 2016). Thematic analysis was selected as it helps understand substantial amounts of information collected, to integrate related data obtained from different notes, to identify key themes or patterns, to develop and test pattern-based theories, and to draw verifiable conclusions.

3.8 Reliability and Validity

Reliability depends on the ability of researchers to formulate categories and clearly present these. Reliability can be defined as a degree of consistency between codes that process the same data. Instead, validity is defined as the extent to which the instrument measures what it is intended to measure according to Sekaran and Bougie (2009). The verification strategy can be found in an analysis, inspection or test that is applied to the collection of data in all research (Salado, 2018).

As far as this research is concerned, the interviews were conducted as follows: nine through Microsoft Teams or Video call by WhatsApp; one interview was conducted in person. Six interviewees granted permission for their interviews to be recorded. Four interviews were not recorded at the request of the interviewee. In terms of validation, in addition, interview notes were transcribed by the researcher in Microsoft Word. With these terms the validation of the information can be verified.

3.9 Ethical Consideration

Research interviews are usually composed of sensitive or confidential information, so the researcher needs to be highly careful with the handling of the information, providing confidentiality and privacy to the interviewee's data. For this, the researcher must be aware of the ethical questions. For example, Corbin and Morse (2003) recommend using written consent to be able to participate in the interview, this consent should specifically include the participant's right to refuse to answer a question, to stop the interview at any time or withdraw from the study without consequences. The identity of the participants can be hidden in most qualitative methods. Consent to participate must include a clear writing with an explanation of these issues.

In this stage, ethical approval is sought, which will be prescribed by the institution. There are aspects of a simple ethical principle such as: negotiating access, in terms of reference with organization; Right to privacy; confidentiality agreements; and informed consent, freely given (Fisher, 2010).

In relation to this point, for this research the names of the participants were not used, these however are identified based on the number of interviews. The data collected, such as videos and audios of interviews, are stored on computer equipment used only by the researcher. This data will be stored for a period of one month for the exclusive use of research, after this time this information will be deleted. It is important to add that the interviewee participated in the interview freely and voluntarily, having the right to answer or avoid any questions during the interview, as well as to leave the interview at any time. These are all ethical considerations taken during the collection of research data.

For the purposes of this research an information sheet template and consent form template were provided to all participants in advance of each interview. See Appendix 2 Information Sheet and Appendix 3 Participant Consent Form.

3.10 Limitations

The following limitations were found it during the research process: The investigation is based only on participants in specific recruitment area, so it reduces the size of the population to be

investigated. The intention to conduct research with participants in Ireland and Mexico entails a challenge with time zones so it is considered a limitation. In addition, the pandemic lasted two years, so participants must have at least three years of recruitment experience, to evaluate the before and after pandemic. Finally, the research questions will have to be a bit open to let the interviewee answer freely and thus be able to know their point of view as an evaluation objective for this investigation.

3.11 Summary

This chapter outlined the research methodology which was formed based on the theory of subjectivist and interpretivist. These theories provided guidance and support for the election of the research methodology. Based on the qualitative methodology selected for this research, another aspect of importance was the elaboration of a research strategy that includes the data collection tool, data analysis, validation, and ethical concepts to be applied. Also, research limitations were provided.

Chapter 4 Findings and Analysis Chapter

4.1 Introduction

The following chapter will outline the data collected during the primary research process. It will identify where the primary research links to the research objectives set. The chapter will link the primary research conducted with secondary research conducted. This chapter is to identify the coincidences, or the differences between what is raised by literature review and data collected during the interviews, this with the intention of advancing and increasing knowledge in the investigation of the impact of the pandemic on recruitment methods from the perspective of the recruiter.

This chapter will show a thematic research analysis. Thematic analysis is normally used when working with substantial amounts of data and information obtained in data collection (Crosley, J. 2021). In this case, thematic analysis is highly beneficial since it allows to divide and categorize the information in a more feasible way. A thematic analysis was selected because the data collection was done through interviews, also the information below will be presented in a narrative way.

4.2 Recruitment methods by recruiter perspective

The results obtained through the interviews conducted were effectuate with different recruiters as part of the investigation, show that the recruiters express their understanding as research methods to the recruitment processes and strategies proposed by the company; the steps to follow in recruitment from the feeling of the recruiter; types of interviews; psychometry; job profile; and recruitment sources. The similarity between the interviews regarding this section is that recruiters refer to recruitment methods as the way to attract candidates. Keywords: social media, tools, techniques, strategy, analysis, interviews, process, and job profile.

The results observed during the interviews in this section were close to what was cited in the literature review. As Pshdar (2021) mentioned in the literature review at the beginning of this research, recruitment is a systematic procedure that provides methods to attract candidates, develop a profile and conduct the interview.

Interviewee 1 mentions:

“The way of asking the question according to the candidate has more opportunity for expression, it can also be considered a method of recruitment”

Interviewees 3 and 7 agree that each position has a different recruitment method. According to the position to be recruited, a recruitment method would be established. It varies from the requirements of the position to the requirements of the head of the position. Both consider important a previous analysis of position to establish the correct method of recruitment.

Interviewee 3 states

“Recruitment methods are the ways in which you perform recruitment; as interviews, if you use a simple interview or a competency interview; and tools you use like psychometry.”

Interviewee 7 supports this information with,

“Recruitment methods are the recruitment strategies, the analysis that is made of the vacancy and all the sources of recruitment to be used”.

Interviewee 10 in his experience adds:

“Recruitment methods are used in two ways, to recruit as to retain the company's talent.”

4.3 The recruitment method changed during the pandemic.

Although the literature review shows evidence where recruitment methods began to use more advanced technologies such as E-recruitment and the application of psychometric tests online, we can assure through this research that technological advances were largely accelerated because of the pandemic. Online interviews, social networks, social media, and communication through the Internet such as a video call, email, and sources such as Microsoft team, google meet and WhatsApp are some of the recruitment methods used with more changes during the pandemic. According to literature, face-to-face interviews became almost obsolete and replaced by online interviews. The variety of recruitment methods is expanding, appropriating new technological opportunities. (Behr 2021).

Recruitment methods that became obsolete due to the information collected in research interviews were methods such as the flyer, posting, field recruitment, job fairs, fixed recruitment points in the field and face-to-face interviews.

Interviewee 8 shares,

"Traditional recruitment methods such as flyers and posting are no longer used, they were replaced by technological methods."

Interviewee 1 add:

"Face to Face interviews are no longer an option, online recruitment methods are a trend."

Recruitment methods that lost steam during the pandemic were OCC, newspaper vacancy advertising and outsourcing.

Interviewee 7

"OCC is a now obsolete tool, however, after the pandemic Indeed has taken advantage in recruitment methods".

Interviewee 4 adds,

"Companies no longer hire the services of outsourcing instead use their own digital media as pages on the Internet."

Recruitment methods already existing but that gained strength during the pandemic were LinkedIn, Facebook, social networks such as Tick Tok and Instagram, indeed and portfolio exchanges.

Interviewee 4 says,

"LinkedIn has always been a favourable recruitment method, however, during the pandemic, it became more functional."

Interviewee 4 complete,

"Companies are starting to pay for advertising on social media such as Tik Tok and Instagram."

Within the answers of the interviewees there is a common denominator that is to call to the methods of recruitment as “Traditional” to the methods of recruitment used before the pandemic or “Social media,” to the methods of recruitment used after the pandemic.

As an extra fact shared by interviewee 10,

“All recruitment methods evolved and companies that do not evolve, their methods will not be effective.”

4.3.1 Main changes in recruitment methods

Facebook: As the literature method reported in point 2.5, social media is one of the active trends in recruitment methods, including Facebook, this tool changed during the pandemic. Social media consists of online platforms such as LinkedIn, Facebook, Twitter, blogs, or networking options (Ciupitu et al. 2022). Social media including Facebook and networks are communication methods used to share information among an infinite number of people (Hovhan 2021).

Interviewee 7 support this standing,

“Facebook managed recruitment pages divided into sections either by city or by profession, which allowed you as a recruiter to publish vacancies free and free of charge. Currently Facebook allows companies to advertise vacancies with a moderate cost and allowing the recruiter to select their propaganda by selected territory, I mean, the propaganda is spread by region or city to have a more specific scope of the population that requires contact. Facebook remains a popular method of recruitment that went from being free before the pandemic to having a cost for advertising.”

Online interviews: Similarly, interview processes changed during the pandemic. As the literature review in section 2.4 implies, Covid-19 was a global health emergency that impacted personal contact, directly affecting this recruitment method. The interview processes went from being face-to-face to being conducted online. All recruitment processes are being done online, starting with search, remote interviews and hiring processes (Ciupitu et al., 2022). Recruitment platforms are increasingly used, interviews and hiring are online, and the training and welcome processes are virtual (Ciupitu et al., 2022).

According to what was collected in the research interviews, all the answers conclude that the biggest change in recruitment methods focuses on online interviews. The interviews are currently conducted, during and after the pandemic, by phone call, video call or through the most popular tools such as Microsoft teams, Google meet, Skype, Zoom and WhatsApp.

This information is according to the comment by Interviewee 6 who contributes,

"The recruitment processes have changed since the pandemic, now the interviews are carried out through MC Teams, zoom and WhatsApp. All recruitment processes are online. All recruitment processes are online. Trainings and tours of the company are also done digitally." Trainings and tours of the company are also done digitally".

4.3.2 Advantages and disadvantages in the change of recruitment methods

According to the results obtained through the application of the interviews, the advantages of the changes in the recruitment methods derived from the pandemic are, use of technological platforms, effective processes, time savings, lower cost, fewer recruitment filters and support to the environment.

Interviewee 2,

"The biggest savings that online recruitment methods have is in time. Online interviews reduce travel times and make the process effective."

Interviewee 8,

"Monetary savings in flyer prints have meant a lot in the costs of recruitment methods."

However, there are disadvantages within the changes in recruitment methods caused by the pandemic which are: scarce use of social media, no internet accessibility, poor internet connection, little formality in the process, external noises during the interview and distractions.

Interviewee 3,

"It is common now, that candidates often have problems with their internet connection. Also happens that candidates for vacancies to operational positions do not have skill with new technologies, so it makes interviews difficult."

4.4 The recruitment methods post pandemic

The review of the literature talks extensively about recruitment methods online, however, something to add according to the information collected based on research interviews is that the hiring and induction processes are done remotely, that is, through online applications that allow candidates to know the company's facilities and share documents without being present, such as those mentioned above, email, Microsoft team, Google meet and WhatsApp. Online interviews and the use of social networks have favoured communication skills between candidates and recruiters (DiFranza 2020).

The most used post-pandemic recruitment methods are online interviews, recruitment through social media and digital contracts. Something that recruiters agree with is that video call interviews were used only during pandemic, now post pandemic, telephone interviews are becoming a trend, without the need to meet face to face. The time savings that virtual interviews cause is a benefit to all parties involved in an interview (DiFranza 2020).

Companies are increasingly investing in their online platforms, as they serve to disseminate information and at the same time as a recruitment method. The candidate can search for vacancies through this platform and know the necessary information of the company. According to Vasile and Zhan (2020) Online recruitment, such as online job boards, company websites, and online newspapers, are methods of recruitment now widely used by recruiters. The private online recruitment centres as well as government and newspaper are also becoming a trend, since they have currently modified their information and share through the Internet the information that was previously done in a presential way. As mentioned at the beginning of this chapter, this helps to make processes more efficient with time and cost savings, it also helps the environment with printing savings and paper reduction.

WhatsApp groups and portfolio exchanges are increasingly being used, as information is shared between recruiters of current trends, recruitment groups and candidate information useful for future vacant positions in companies.

Interviewee 8 comments,

“The video call interviews are no longer essential, by phone call it is enough to meet the candidate, conduct the interview and continue with the hiring process.”

Interviewee 4 talks,

“The importance of electronic contracting highlights the importance of providing confidence to the candidate to provide confidential information through an online process. Unlike before the pandemic that contracts had to be signed presence, now contracts can be sent by email and signed electronically.”

Interviewee 6 confirms,

“Companies are beginning to invest in their online pages as a method of recruitment and talent attack.”

interviewee 8 also comments,

“The importance of the candidate knowing the company through an online video and taking a complete training without the need to go to the company in a presential way. Saving time in transfer and effectiveness of processes are some of the benefits of this recruitment method.”

4.5 Social media and online trends in recruitment methods

Applications that gained success from the pandemic are LinkedIn and Indeed, these applications, apart from Facebook, are trending within social media as a recruitment method. Social media consists of online platforms such as LinkedIn, Facebook, Twitter, Instagram y TikTok (Ciupitu et al. 2022).

Interviewee 8,

“The evaluation of the recruitment method itself is one of the most effective methods in recruitment, that is, carrying out an evaluation of the method to be used for each individual vacancy can generate success.”

Interviewee 7,

“The effective use of the tools generates success. Using multiple times, the same method of recruitment will not make that method more effective, on the contrary, it will lower the attraction of the applicants. Also, there are free recruitment methods when you have few vacancies. Recommendation, pay for publication on social media when you have more than 3 vacancies. This makes the recruitment methodology more productive and reduces costs.”

Interviewee 8,

“Apart from Facebook, LinkedIn is a recruitment method that allows you to search for candidates with a profile more specific to what you are looking for. Candidates after the pandemic are using LinkedIn more as a method to find employment.”

Interviewee 4,

“Knowing the job description to perfection generates cost savings. Also, Facebook is more successful in terms of volume of vacancies. LinkedIn on the other hand is for vacancies more particles and of low volume.”

Interviewee 3,

“Indeed, is a tool for general vacancies, with low costs and very effective as a recruitment method.”

4.6 Summary

A broad overview of recruitment methods was obtained through research interviews, as well as extensive knowledge of new applications and trends. Obtaining information from recruiters currently active in the position, makes us understand from the heart of recruitment, the perspective with which they do their work.

There are recruitment methods that evolved during the pandemic, but these same ones have not stopped evolving and are now applied differently after the pandemic ended. We can conclude that recruitment methods are used in separate ways according to the vacant position that is sought to be filled. Also, the recruitment method is chosen according to the cost of the vacancy. As an example, trading positions can be searched from Facebook, as more specialized positions in knowledge can be searched by LinkedIn. Trend apps used before the pandemic such as OCC were replaced by Indeed due to the cost of the application. Which leads us to conclude that recruiters mostly use recruitment methods that make processes more efficient at low cost.

Finally, 6 of the recruiters interviewed concluded that the new technological recruitment methods contribute to the environment; 10 out of 10 recruiters interviewed considered changes in recruitment methods to be favourable as they save time and costs; Apart from 9 out of 10 recruiters interviewed consider that the current recruitment methods are more efficient in the process.

Chapter 5 Discussion

5.1 Introduction

The purpose of this chapter is to interpret and analyse the importance of the findings obtained during the research conducted. The implications and limitations presented during the research will be critically discussed, and recommendations for future research provided.

The main purpose of this research is to contribute to the evolution of the recruiter by providing information and knowledge about the evolution of recruitment methods during and post pandemic including trends, effectiveness, how to select the best fit method and, the most appropriate use. The objective of this research was to explore how recruitment methods changed during the pandemic, to know their transformation and the most recent recruitment methods in use by recruiters today.

The intention of conducting this research from the perspective of the recruiter was to obtain a clear insight into the changes that have occurred and the prevalent trends in use in recruitment today. This perspective also gave human insight to the investigation, where each recruiter interviewed as part of the primary research conducted gave a valuable practical perspective.

5.2 Overview of Findings

During this research, from the perspective of recruiter, recruitment methods are the sources and tools used for the search of candidates and prospective hires. In addition, recruitment methods have undergone various changes derived from the pandemic, they have evolved due to the need for technological methodologies in this new era, Cox (2021). Recruitment methods are used by recruiters for the search, hiring and retention of personnel (Breathe 2021). A relevant aspect, which was not considered at the beginning of this research that emerged during the investigation is that recruitment methods are also used as a tool for talent retention.

Another finding was around the recent version of Online Interviews, one of the most recent and successful recruitment methods applied during and after the pandemic DiFranza (2020) highlights that the evolution of recruitment methods has highlighted the function of online interviews and the use of social networks (DiFranza 2020). This brings with it many positive aspects however with

some limitations. During this investigation, the use of Facebook and social media as a recruitment method was found relevant, it was found that these are an increasingly popular tool for talent attraction.

As a last finding, the measurement of effectiveness of recruitment methods lacks precision due to unavailability of attention, which generates an area of opportunity in the recruitment department. This finding provides an opportunity for future research in this area.

5.3 Discussion

5.3.1 Theme 1. Recruitment Methods

The first objective of this research was to clarify what is meant by recruitment methods. According to Carroll et al. (1999) recruitment identifies the needs of the vacancy through an analysis and performs the search for the ideal candidate through recruitment methods. Recruitment methods include all activities, ways, tools, and sources used for talent attraction and during the recruitment process. Green (2020) specifies that recruiters have the skills to adapt recruitment methods according to the needs of the vacancy. Each recruiter by individual has his particular way of recruiting, which identifies that each one has a different method of recruitment. These in turn can be similar but never accurate because just as each recruiter has their specific way of recruiting, so each candidate is different, so these processes are conducted differently according to the type of candidate. To clarify this information, the recruiter recruitment uses methods as social networks, online interviews and similar psychometric tests, recruiters conduct different recruitment processes, which modifies the effect of recruitment methods. Green (2020) also complemented by the key elements of recruitment that it defines as identification of need, job role, job description, source of recruitment and type of interview, these can be used in different orders. Some of its recruitment processes are implemented as internal regulations of the company however, others are implemented at the preference of the recruiter, which makes recruitment methods have personal characteristics of the recruiter. In these processes where recruitment methods are implemented in different order, there are specific characteristics such as: the way to publish the specifications of a vacancy, the duration of the interview, the type of question to be applied during the interview and the source of recruitment to be used (Green 2020).

The results collected in the research interviews show that the information is quite similar to the collected in the literature review. Recruitment methods are methodologies used by the recruiter for the search and hiring of new human talent.

The results also show that recruitment methods were highly affected by the pandemic, due to the health contingency and the lack of contact between people, which caused these methods to become entirely technological. There are new recruitment methods that have had an impact on the recruiter's activities (Cox 2021). Recruitment trends before the pandemic already showed an advance in the use of technological tools, however, the pandemic forced companies to evolve their methods in this direction.

According to the information collected through the research interviews, recruiters are satisfied with this evolution in recruitment methods because it shows a high saving in time and effectiveness of processes, so the recruiters consider the change positive and favourable for recruitment. However, these changes also brought a set of limitations which were identified in the research as: bad internet signal, in some cases there is no access to computer equipment or no access to the internet, and remote processes reduce the possibilities of, as a recruiter, providing a personal guide to complete tests applied online.

5.3.2 Theme 2. Online Interviews

Online interviews, as the literature review shows, are interviews conducted online through different applications, by phone or on a computer. Online interviews can be applied through previously popular applications such as Skype or WhatsApp, or applications known recently and during the pandemic such as MC Teams, Google meet or zoom (Talentlyft 2022). According to TalentLyft (2022) E-recruitment allows to share electronic information in addition to conducting online interviews.

Within the literature review, the traditional recruitment methods and the new technologic recruitment methods were studied (Ciupitu et al. 2022). According to the results of the interviews applied as part of the research, among the traditional recruitment methods are personal interviews. One of the biggest and significant changes caused in recruitment methods by the pandemic is online

interviews. The most positive aspects of the use of online interviews are the saving of time, also as a positive aspect it was found that online interviews open the horizons of hiring, since people may be residing in another city or even in a different country. One of the variants of online communication is that hiring is being done virtually (Ciupitu et al. 2022). Now you can also take the contract online, and the signing of a virtual contract, conducting a series of confidentiality rules, this is already legal and allowed to facilitate the contracting processes during and after the pandemic.

An unsurpassed fact in the results of the research was that interviews by video call were a trend during pandemic, however, after pandemic, interviews by phone call are becoming increasingly common. What refers to that, it is no longer necessary to know physically the candidate; people are learning to trust using another of their senses which is the auditory. Both the recruiter and the interviewee are developing a new ability to detect the reliability of people in an auditory way, through the tone of voice. According to this, 1 of the 10 people interviewed during the research is already using a technological tool to measure the reliability of the voice. This finding indicates that, the methods of recruitment after pandemic, continue in a rapid process of evolution according to the new needs and adaptation, which leaves us a new field of study.

There are also limitations that stood out during the research process that indicate that online interviews continually lack formality, audio problems and a high level of distractions around the interviewee. Which has become a challenge for the recruiter.

5.3.3 Theme 3. Facebook and Social Media

According to the information observed in the literature review, Facebook is since before the pandemic, a method of recruitment quite used by recruiters. However, the use of social media such as Instagram, twitter and Ticktock, have become methods of recruitment used more frequently since the pandemic. Even though the use of social media increased, Facebook continues to lead as one of the recruitment methods with the highest use by recruiters and according to research results, one of the most effective recruitment methods. This is because, according to the answers obtained through research interviews, Facebook covers a larger geographical area, so it reaches a larger group of people.

According to the results of the research, Facebook is a method of recruitment with greater effectiveness for the attraction of talent, and as that is, attracts more candidates to participate in a vacant position, however, this does not ensure quality, to which I mean, Facebook can reach a wide group of people, without necessarily being the candidate profile we are looking for (Sands 2021). For this reason, Facebook is a considerable source to provide information and make the company more attractive to work.

Another important aspect collected during the investigation is that Facebook evolved with the pandemic. Facebook is considered a method of communication that contacts an immense group of people (Hovhan 2021). Before the pandemic, Facebook was a free source of recruitment, where recruiters could post vacancies in different recruitment groups. Unlike now, post-pandemic, Facebook has a specific section of recruitment, with cost for the recruiter, and possibility of specifying to choose which sector of people to show their publication. This change has provided positive aspects to the recruiter as, now the publications are more elective, and reach a group of people more limited and specific to the need for recruitment, so it makes this source of recruitment more effective. The fact that the publication has a cost, means that the publications are lower since the recruiters only post real vacancies and with a greater need for coverage, which makes this tool more trustful. As a negative aspect, that being a recruitment method with cost makes it possible to increase the recruitment budget for companies. A relevant aspect collected as a result of the research interviews is that, at the recommendation of the recruiter, recruitment methods with cost such as Facebook, are only used when there are more than three vacancies of the same position, so that the cost has productivity remission.

5.3.4 Theme 4. Measurement of Effectiveness

As a relevant finding for this research, it can be observed that both the literature reviewed and the findings from the primary research conducted that recruitment methods lack an established measurement format for effectiveness. The main weakness of this finding is that most of the responses obtained from the interviewed recruiters show that 8 out of 10 recruiters do not use any established format for the measurement of effectiveness of their recruitment methods. It also

shows that their recruitment method to use is the method always in trend and what their experience and feeling indicates, which makes this variable unreliable and uncertain.

For recruiters who use Facebook as a recruitment method, recruiters indicated in their responses that Facebook send at the close of a vacancy a statistic that shows how many people saw the vacancy, how many candidates interested in the vacancy there were, how many interviewees were contacted to participate via message and how many candidates were hired. They are excellent parameters of measurement of effectiveness of the recruitment so it could be applied with each of the recruitment methods used. In addition, as at the beginning of this chapter, recruitment methods include the order of the recruitment process and the way of conducting interviews, these recruitment methods should also be measured by a range of effectiveness which would show the level of productivity of the recruiter. Apart from that, it important to pay special attention to the way in which the interviews are conducted, since due to the responses of the recruiters we had during the investigation, evaluation of the effectiveness of the interviews could provide a percentage of the productivity of the recruiter.

There is a wide area of opportunity in this section, which leaves an opportunity for further investigation of the methods of productivity measurement in recruitment. Many researchers have written about recruitment methods, however, only some consider the limitations of these, and no sources consulted for this research had considered the measure of effectiveness of the methods proposed in their theories.

5.4 Recommendations for Further Research

For this research a qualitative methodology was used, so for the collection of information regarding the measurement of effectiveness, for future research it is recommended that using a quantitative methodology could be used, which would be of great help for the precise measurement of these results as well as for the elaboration of a measurement format that can be invented and applied to companies in general.

During the course of the recruitment methods, the retention methods were verbalized in the recruiters' responses. Therefore, it is recommended that an extension to this investigation based

on the methods of talent retention be conducted. Also, it should be considered that the methods of retention are important to research since it could inform the recruitment method initially used to attract talent. This could also lead to an effective way to measure the effectiveness of recruitment.

5.5 Summary

In this chapter we were able to detect that the recruiter and the candidates went through a process of change during and post pandemic. This change is still ongoing post pandemic in relation to adaptation to the new processes and recruitment methods. It has not been easy for either of recruiter or candidate, since this change caused due to the pandemic, in addition to bringing with it positive things, brought a lot of new knowledge and new and favourable tools for the recruiter and the candidate, which facilitates the processes and helps make time and cost more efficiencies. However, this period of change has been a great challenge for recruiters who are looking for the most effective way to facilitate the recruitment process. Like any recent change, areas of opportunity continue to be presented, which shows that this process of change continues to evolve looking for the best way to adapt and be more efficient.

Chapter 6 Conclusion

6.1 Introduction

This chapter concludes with an explanation of the findings obtained in the research and the significant data collected in the study. The purpose of this chapter is to provide practical recommendations that will work as support in the search for recruitment methods and in the adaptation of these in the new post-pandemic era.

6.2 Overall conclusion

This research is carried out based on a qualitative methodology, which shows in a narrative way the data collected in the research. For the collection of data, 10 interviews were conducted from which relevant information was obtained for the study and this information was compared and completed with the findings collected through the literature.

Among the information collected, significant findings stand out, a detailed description of the recruitment methods and how the pandemic affected, directing them to a technological evolution.

The first objective of this research was the definition of recruitment methods, where it was found that recruitment methods are all the sources and tools used by the recruiter for the search for candidates. Breathe (2021) describes recruitment methods as the ways to search, attract, hire, and retain employees that fit the needs of the company, this through a set of activities and tools previously selected by the recruiter. Recruitment methods can be defined as the recruiter's secret weapon to find the best prospect to fill their vacancy. Breathe (2021) shares in his research a kind description about recruitment, where he says that recruitment is one of the kindest and most important practices in the human resources department. The recruitment task is to find talent according to the needs of the organization. Within the research, recruitment methods were defined in two areas, internal and external recruitment Zielinska y Raupeliene, (2020). Internal recruitment applies when the search of candidates is done with personnel already active in the company. This means savings in training time and ensures that the candidate shares the company's values Zielinska y Raupeliene, (2020). On the other hand, external recruitment according to Green (2020) describes is the search for candidates in an external medium using different recruitment sources.

This study also explored changes in recruitment methods due to the pandemic. Recruitment methods were highly affected because of the pandemic, these underwent a change that made them take a leap on average of five years in technological innovations (Kaul 2021). In addition, not only did the recruitment methods innovate, with them, the skills of recruiters also had modifications that continue in a process of change and adaptation to this new era, Cox (2021). Ciupitu et al. (2022) shares in their research that recruitment processes began to be carried out online due to the pandemic, the biggest effect of changing online recruitment methods was to conduct interviews and hiring processes online.

Likewise, this study explored the recruitment methods used by recruiters post pandemic. In this way, the study had some important findings, among them highlights Artificial Intelligence (AI) where McConnell (2022) recognizes as a recent practice in recruitment. Artificial intelligence includes social networks, Facebook, and easy-to-communicate platforms (McConnell 2022). Post-pandemic recruitment trends are technological recruitment methods in particular social media and online platforms, the most used today is Facebook, Indeed and LinkedIn (Ciupitu et al. 2022). It should be noted that organizations have been investing more time and cost in updating their own corporate websites, social networks, and online job boards as part of the main post-pandemic recruitment methods (Green, 2020). Hovhan (2021) in his research mentions with great importance that the use of data analysis has shown great improvements in the recruitment and hiring processes, reducing costs and times, as well as favouring effectiveness. Data analysis consists of evaluating the vacancy in advance to select the best recruitment methods, which benefits the search for the ideal candidate (Hovhan 2021).

Among the objectives of the investigation was the search and identification of the most effective recruitment methods today. The findings showed that the most successful post-pandemic recruitment methods are Facebook and online interviews. Virtual interviews are among the most popular trends, with them saving time benefits the recruiter and the candidate (DiFranza 2020). A new technique in online interviews is video interviews, where candidates share their information and experience through a video with recruiters as part of the recruitment process. TalentLyft (2022) in its research shares, E-recruitment benefits online interviews, it that they can be developed

through different online platforms. Online interviews began due to pandemic restrictions, although thanks to the benefits with which it supports the recruitment process, it is a recruitment method that is still used even after the pandemic (BBC 2022). The findings show that recruitment methods went from a traditional process to technological recruitment methods that brought with them time and cost saving benefits (BBC 2022).

6.3 CIPD Requirement

Based on the findings gathered during the investigation, four recommendations can be found in this chapter that lead to the success of the recruitment methods used by recruiter's post-pandemic.

6.3.1 Practical recommendation

6.3.1.1 Recommendation 1

As well presented in the discussion of this research, the lack of evaluation in the methods of recruitment leaves us a new opportunity for study. Recruitment methods are the tools through which recruitment activities are carried out, so keeping track and measuring their effectiveness is highly recommended. It is possible to keep track of the operation of recruitment methods. From my experience, I would recommend dividing its effectiveness by evaluating the success of each recruitment method according to the rank of the vacancy to be filled, I mean maybe some recruitment method has success when using it with operational vacancies, instead this same method may have little effectiveness with an administrative vacant position. Keeping track of the evaluation of the recruitment method can take us a while to start, however, having this information, it will be easier to ensure that the recruitment method to be used will be the correct according to the vacancy that as a recruiter we are looking to fill. This recommendation will provide the recruiter with security when selecting a recruitment method as well as more options of search methods, it can also provide success to the recruitment process by finding more qualified candidates in a shorter period of time. In terms of timeline, this process would take us a period of 1 to 2 months to carry out the necessary evaluation based on evidence and during the daily processes in the recruitment area. The estimated cost of this evaluation will be the investment of

time in analysing the use of each of the recruitment methods in different vacancies for a collection of information.

6.3.1.2 Recommendation 2

Data analysis and data collection was a prominent topic in the literature of this research because the use of innovative technologies gave Artificial Intelligence an advantage within recruitment methods. This new digital data collection opportunity is of significant help to recruiters, since the data of the interviewed candidates could be found within an internal database, and with the authorization of the candidate, for a faster search for the right candidate for future vacancies in the company. It is recommended that the information in this database be confidential and exclusive for labour purposes posted by the company. It would also be recommended that the data in this database be specific and very relative to identify candidates quickly according to their area of interest. Data such as name, email, area of interest, desired salary, skills of the candidate and a brief description of the recruiter's point of view on the interview carried out could be collected. In question of the timeline, a period of 6 months could be established to count a complete and satisfactory database that would serve as an internal recruitment method of the company. The cost of that recommendation would be investment of recruiter time in capturing candidate information within this database. The data of the candidates could be in this database for a period of one year and then be deleted for reasons of security and data protection. Estimated time to be able to propose a job opportunity after being interviewed.

6.3.1.3 Recommendation 3

Primary research conducted highlighted that when the right recruitment method is used, it can lead to better retention rates. The recruiter invests time in identifying the best recruitment method to use for each open position, however, as mentioned in recommendation 1, by recognizing the best recruitment method, a clean and accurate recruitment can be carried out, leaving pleasant experiences in the candidate, which will bring advantages to the retention. This recommendation is made based on the search for lower percentages of staff turnover which will benefit a strong work culture and mean success in the recruitment processes. based on the timeline, this will take 2 to 3 days depending on the duration of the recruitment process of each candidate. This

recommendation will have an estimated cost of investment of time to provide quality to the recruitment process and monetary cost according to the cost of the technology or recruitment platform used during the process.

6.3.1.4 Recommendation 4

Finally, a recommendation provided according to online interviews. Online interviews were identified in primary research as one of the recruitment methods with the greatest impact and changes due to the pandemic. According to the findings, recruitment methods represented a saving in recruitment costs, which would recommend investing part of this budget in skilful technologies to properly conduct online interviews, facilitating communication between the recruiter and the candidate. Investing in new recruitment technologies will provide the process with greater success and fluency. According to the timeline this will take between 1 or 2 months to identify the technology more according to the needs of the company and the estimated cost is, according to the costs provided by the recruiters in the primary research, between 200 and 300 euros per month.

6.3.2 Personal Learning Statement

To conclude with this research, I would like to add that, the course of this dissertation was based on errors, corrections, and a lot of learning. The constancy in the study and the search for information was a challenging task, writing the most relevant data and continuing to look for more information that complemented my research was a tired but remarkably interesting task full of new knowledge. It is satisfying to have come this far. I would like to complement with, according to my experience of some years in recruitment in my country, the methods of recruitment were greatly affected due to pandemic. The Codiv-19 brought many changes to the processes and enlarged the technological methods that facilitated and led the activities to an outstanding evolution. The application of technology in recruitment methods directed recruiters to reevaluate their processes and improve them. This process brought about a change not only in the recruitment methods, but also in the skills of the recruiter. A couple of years ago a boss told me that success is in people who adapt to change more quickly. Today I can say that the adaptation to modern technologies significate a success in recruitment. The new foundations of recruitment methods are technology.

Recruitment methods are technological now and the change that began during the pandemic, even though the pandemic is over, is still constantly changing and evolving.

I do not want to end without first mentioning that, although the new methods of recruitment are technological, human resources specifying recruitment, works with real people, human beings with skills and feelings, so it is worth mentioning, that the value that will bring meaning to the recruitment tasks is the sense of belonging and added value that the recruiter provides to the candidate during his process will provide confidence and support to the results of the recruitment.

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Appendices

Appendix 1 – Interview guide

Interview Questions

Research Area:

An investigation into the impact of the pandemic on recruitment methods from a recruiter's perspective.

Instructions:

- a) Please listen to each question carefully and answer according to your experience.
- b) The answers will be confidential & used only as research for this dissertation.
- c) The personal data of participants will remain confidential and will not be included into the dissertation.
- d) If you have any questions, please feel free to contact me directly at x20241291@student.ncirl.ie

Date: _____

1. Please confirm your job title:

2. Please confirm how many years you have worked in recruitment:

3. Please indicate the sector your company operates in:

To define what is meant by recruitment methods.

4. When we talk about recruitment methods, what is your understanding of recruitment methods and what these include?

5. Thinking about before the pandemic (pre-2020), as a recruiter, what recruitment methods did you typically use?

To investigate how recruitment methods changed during the pandemic.

6. Thinking about recruitment during the pandemic how did recruitment methods you use as a recruiter change?

7. What factors do you think lead to this change?

To investigate the recruitment methods being used by recruiter's post pandemic.

8. Thinking about recruitment now, post pandemic, what recruitment methods are you currently using?

9. Thinking about the recruitment methods you use most frequently how do you measure its effectiveness?

10. Thinking about the recruitment methods you currently use how is budget and cost a consideration in determining which recruitment methods to use?

To explore which recruitment methods are most effective in successfully filling open roles.

11. Thinking about recruitment methods, what do you consider are the most successful in recruitment today and why?

12. Thinking about the recruitment methods you currently use, how do you identify which method to use for each open role you have to recruit for?

Is there anything else you would like to add that I have not covered?

Thank you for being answered the questionnaire honestly and voluntarily. Your answers will be very helpful and considered confidentially in the investigation.

Appendix 2 – Consent form template

Participant Consent Form

This template is designed primarily for those doing qualitative interviews with adults from non-vulnerable populations and dealing with non-sensitive topics.

The form would be different in the case of focus groups or quantitative research. If conducting research with vulnerable populations and / or sensitive topics, please see Research Ethics Committee website for further details.

The points listed on the template below are for illustration only. You may alter the wording to suit your project as you see fit.

A consent form is not simply about a person giving you permission to involve them in research, it is an agreement between the researcher and the research participant outlining the roles and responsibilities they are taking towards one another throughout the whole of the research process.

The researcher should retain one copy of the consent form signed by both themselves and the participant. The participant should also be given a copy of the consent form as a record of what they have signed up to.

Even if a person has signed a consent form consent should still be re-established at the point of doing the interview.

Template

[Title of project]

Consent to take part in research

- I voluntarily agree to participate in this research study.
- I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.
- I understand that I can withdraw permission to use data from my interview within two weeks after the interview, in which case the material will be deleted.
- I have had the purpose and nature of the study explained to me in writing and I have had the opportunity to ask questions about the study.
- I understand that participation involves...[outline briefly in simple terms what participation in your research will involve].
- I understand that I will not benefit directly from participating in this research.
- I agree to my interview being audio-recorded.
- I understand that all information I provide for this study will be treated confidentially.
- I understand that in any report on the results of this research my identity will remain anonymous. This will be done by changing my name and disguising any details of my interview which may reveal my identity or the identity of people I speak about.
- I understand that disguised extracts from my interview may be quoted in...[list all forum in which you plan to use the data from the interview: dissertation, conference presentation, published papers etc.].

- I understand that if I inform the researcher that myself or someone else is at risk of harm they may have to report this to the relevant authorities - they will discuss this with me first but may be required to report with or without my permission.
- I understand that signed consent forms and original audio recordings will be retained in [specify location, security arrangements and who has access to data] until [specific relevant period – for students this will be until the exam board confirms the results of their dissertation].
- I understand that a transcript of my interview in which all identifying information has been removed will be retained for [specific relevant period – for students this will be two years from the date of the exam board].
- I understand that under freedom of information legislation I am entitled to access the information I have provided at any time while it is in storage as specified above.
- I understand that I am free to contact any of the people involved in the research to seek further clarification and information.

Names, degrees, affiliations and contact details of researchers (and academic supervisors when relevant).

Signature of research participant

Signature of participant

Date

Signature of researcher

I believe the participant is giving informed consent to participate in this study

Signature of researcher

Date

Appendix 3 – Information sheet template

Hello (NAME),

Thank you for agreeing to participate in this interview. The purpose of my research is to investigate the impact of the pandemic on recruitment methods from the recruiter's perspective. This research is part of my postgraduate study with National College of Ireland (NCI).

This interview will take between 45 minutes to 1 hour. Please confirm a time and date that suit your schedule. The interview will consist of 10-12 questions, where we will talk about recruitment methods, the changes that occurred in recruitment methods during and post pandemic and the most popular and impactful recruitment methods used by recruiters post pandemic.

The interview can be by MS Teams video call or in-person. With your consent the interview will be recorded. Also, with your permission, selective quotes from the transcription may be included in the final written dissertation to support points made or themes that arise from the interview. Your responses will not be discussed with any fellow interviewees and your identity will not be discussed with the researcher's dissertation supervisor.

Signed consent forms and original audio recordings will be retained in a secure location on a personal laptop until after the postgraduate qualification has been conferred. The insights shared will form primary research for my dissertation which will be submitted to the National College of Ireland as part of the MA Human Resource Management programme of study.

Thank you again for your participation in this interview. I know that your experience in this area will be of significant help to my research.

Best Regards,

Sara