A Comparative Study on Employee Recruitment Satisfaction and Organisational Commitment Pre and Post Pandemic

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Abstract

This study explores the impact of the COVID-19 pandemic on employee recruitment processes and organisational commitment. It examines how recruitment strategies have evolved in response to the challenges posed by the pandemic and assesses the implications for employee engagement and retention. By comparing pre-pandemic and post-pandemic practices, the research highlights significant shifts in organisational approaches to attracting and retaining talent, providing insights into the future of recruitment in a changing work environment.

Post-pandemic, organizations that successfully adapt their recruitment strategies to meet these new expectations tend to see higher levels of candidate satisfaction. Providing a seamless and engaging virtual recruitment experience can significantly impact a candidate's perception of the company, ultimately influencing their decision to accept an offer.

In conclusion, the pandemic has reshaped recruitment strategies and candidate satisfaction. Companies that embrace innovative approaches and prioritize candidate experience are likely to thrive in the evolving job market.

1.0 Introduction

The COVID-19 pandemic has fundamentally altered the landscape of work, prompting organisations to rethink their recruitment strategies and commitment to employees. As businesses adapted to remote work and shifting market demands, understanding the dynamics of employee recruitment and organisational commitment became crucial. This study aims to investigate the comparative changes in these areas before and after the pandemic, shedding light on the evolving relationship between organisations and their workforce.

2.0 Recruitment Strategies and Recruitment Satisfaction Pre and Post Pandemic

The landscape of recruitment has undergone significant changes due to the COVID-19 pandemic. Pre-pandemic, recruitment strategies often focused on traditional methods such as in-person interviews, job fairs, and networking events. Employers relied heavily on face-to-face interactions to assess candidates and build relationships. However, the onset of the pandemic forced organizations to adapt quickly to remote work environments, leading to a shift in recruitment strategies.

Post-pandemic, many companies have embraced digital recruitment tools, including virtual interviews, online assessments, and social media recruiting. These strategies not only broaden the talent pool but also enhance efficiency in the hiring process. Employers have started to leverage technology to streamline their recruitment efforts, making it easier to connect with candidates from diverse geographical locations.

Recruitment satisfaction has also evolved during this period. Pre-pandemic, candidates often valued personal interactions and the opportunity to experience company culture firsthand. However, the shift

to remote recruitment has led to a new set of expectations. Candidates now prioritize flexibility, remote work options, and a strong digital presence from potential employers.

3.0 Organizational Commitment Pre and Post Pandemic

Organizational commitment refers to the psychological attachment an employee has to their organization, influencing their willingness to remain with the company and contribute to its goals. Pre-pandemic, organizations focused on fostering a strong culture, employee engagement, and loyalty through various initiatives such as team-building activities, career development programs, and competitive benefits. Employees often felt a sense of belonging and purpose, which enhanced their commitment levels.

However, the COVID-19 pandemic drastically altered the workplace landscape. Many organizations shifted to remote work, leading to changes in communication, collaboration, and employee interaction. Post-pandemic, organizational commitment has evolved as employees seek flexibility, work-life balance, and mental health support. Companies that adapt to these new expectations by offering hybrid work models, wellness programs, and a focus on employee well-being are likely to see increased commitment levels. The pandemic has highlighted the importance of adaptability and understanding in fostering a committed workforce.

4.0 Literature Review

Agarwal, P. (2021). This study explores the psychological and professional challenges faced by hotel employees during the pandemic and emphasizes the role of empathetic HR policies in maintaining employee morale and commitment. Al Ali, M. S., & Park, J. (2022). The study presents a moderated mediation model demonstrating how remote work has positively impacted employee engagement, mediated by trust and technology support, influencing organizational commitment. Belzunegui-Eraso, A., & Erro-Garcés, A. (2020). The research outlines the sudden adoption of telework across sectors and discusses its potential for long-term structural change in HR practices and workforce flexibility. Carnevale, J. B., & Hatak, I. (2020). The article examines the emotional labor and adjustment issues employees experienced and recommends HR interventions focused on well-being and job design to foster commitment. Chaudhary, R., & Sharma, S. (2021). This study confirms that perceived organizational support and job meaningfulness significantly enhance employee commitment during crises such as COVID-19. Donthu, N., & Gustafsson, A. (2020). This article provides a broad overview of disruptions in business and academic research, highlighting evolving recruitment and retention strategies among organizations. George, S., & Thampi, P. (2022). Explores how employer branding and digital platforms have become central to recruitment, with candidates expecting transparency, flexibility, and digital fluency from employers. Kniffin, K. M., Narayanan, J., Anseel, F., Antonakis, J., & Ashford, S. P. (2021). This interdisciplinary review identifies key changes in workplace dynamics post-COVID and emphasizes the long-term implications for employee engagement and work design. Muratov, D., & Petrov, K. (2021). Findings indicate that remote work has increased employee autonomy and satisfaction, but also challenges organizational cohesion, requiring new commitment-building strategies. Yang, E., Kim, Y., & Hong, S. (2021). Provides empirical evidence that working from home improved work-life balance and job satisfaction, ultimately influencing retention and loyalty. Babalola, M. T., Stouten, J., & Euwema, M. C. (2021). This study highlights how ethical leadership fostered innovative HR strategies and organizational resilience, helping employees remain engaged and committed during crisis conditions. Bozkurt, S., & Sharma, R. (2021) The paper reviews how organizations adopted digital HR technologies during the pandemic, emphasizing their role in streamlining recruitment, onboarding, and performance monitoring. Chawla, D., & Sharma, R. R. K. (2022) This study proposes a hybrid HRM framework that balances flexibility, accountability, and employee well-being to maintain

performance and commitment post-pandemic. Cucinelli, D., & Fabbri, M. (2021) The authors examine how cultural shifts and flexible HR policies post-pandemic helped organizations adapt to fluid work environments and sustain productivity.De-la-Calle-Durán, M. C., & Rodríguez-Sánchez, J. L. (2021 Findings reveal that supportive leadership and adaptive HR policies such as telecommuting and schedule flexibility boosted employee commitment during the crisis. Fee, A., & Hadjimarcou, S. (2021) This study compares multinational responses to the pandemic, emphasizing the effectiveness of decentralized decision-making and digitally integrated HR processes. Lapointe, É., & Vandenberghe, C. (2021) The paper argues that innovative HR practices must address evolving employee expectations and psychological contracts to retain talent in post-COVID settings. Lee, C. K., & Lee, Y. (2022) This research emphasizes agile HR as a key organizational capability, helping firms respond quickly to employee needs and business uncertainties post-pandemic. Minondo, A., & Santamaria, J. (2021 SMEs that shifted from reactive to strategic HR policies—like remote training and flexible scheduling—saw improved employee satisfaction and retention. Waizenegger, L., McKenna, B., Cai, W., & Bendz, T. (2020) This study applies affordance theory to demonstrate how digital HR policies enabled knowledge-sharing and collaboration in distributed teams.

4.1 Comparative Studies: Pre vs. Post Pandemic

Baruch, Y., & Sullivan, S. E. (2022). The authors discuss how career paths shifted from structured, hierarchical models to flexible, self-managed trajectories in the post-pandemic labor market. Biswas, S., & Mishra, S. (2021) This study shows a sharp shift from traditional to digital hiring practices, citing increased efficiency, access to wider talent pools, and lower costs. Dey, M., & Loewenstein, M. A. (2022) Analysis of U.S. labor data shows increased job transitions and employer competition post-pandemic, with remote roles seeing higher retention. Dubey, A. D., & Tripathi, S. (2020) The paper outlines cultural and procedural changes in recruitment, emphasizing greater demand for soft skills and digital readiness. Kamal, M. M. (2021).

The research outlines how recruitment became more strategic, with emphasis on adaptability, resilience, and long-term fit. Kumar, V., & Singh, B. (2021) This comparative study found that WFH enhanced employee autonomy and satisfaction but required strong communication to maintain organizational cohesion. Lund, S., Madgavkar, A., Manyika, J., & Smit, S. (2021) The report compares sectoral shifts, highlighting which industries adapted successfully to remote work and which ones struggled. Mahapatro, B. B., & Dash, S. (2021) Finds that post-COVID employees valued transparent communication and managerial empathy more, which influenced their commitment levels. Nguyen, M. H., & Armoogum, J. (2022). Data reveals a structural shift to hybrid work, with long-term implications for employee mobility and workplace design. Srivastava, S., & Agarwal, N. (2021) Employee engagement methods evolved to include more virtual recognition, digital collaboration tools, and mental health check-ins.

5.0 Research Methodology

The research aims to explore whether there has been any change in Employee Recruitment satisfactions and organizational commitment pre and post pandemic. The descriptive study undertaken combines both qualitative and quantitative data for a comprehensive examination. The study analysed set of manifest variables in the form of questionnaire derived from different studies to examine the employee recruitment satisfaction and organizational commitment through both pre and post pandemic. Different case studies, surveys, interviews, and content analysis were reviewed in order to understand how organizations have transformed their HR polices after pandemic.

5.1 Data Collection
Primary data is collected through surveys and interviews with HR specialists, marketers, and employees, as well as case studies of businesses that have studied with similar objectives. Secondary data includes academic articles, industry studies, and publicly available digital content that demonstrate diversity and inclusion initiatives.

5.2 Sampling Method
The study uses a composite sample approach for comprehensive representation. Employees of different organizations were targeted for receiving responses through convenient sampling. Surveys and interviews were conducted with HR managers, marketers, and employees to gather relevant information. Demographic variables, including age, gender, Employment/Function, Employment Duration, Employment Type and Position Level were included. A sample of 100 responses were collected for the study.

6.0 Data Analysis
The data collected through 100 responses were reliable having value of 0.763. The descriptive statistics of demographic variable are shown in table below:

Table 1: Demographic Statistics

		Count	Column N %
Gender	Male	41	41.0%
	Female	41	41.0%
	Non binary/Third Gender	18	18.0%
	Prefer Not to Say	0	0.0%
Age Group	18-24	21	21.0%
	25-34	26	26.0%
	35-44	24	24.0%
	45-54	15	15.0%
	55 Above	14	14.0%
Department/Function	Human Resource	20	20.0%
	Finance	20	20.0%
	Operations	20	20.0%
	Sales & Marketing	20	20.0%
	IT	20	20.0%
	Other	0	0.0%
Employement Duration	Less than 1 year	21	21.0%
	1-3 years	25	25.0%
	4-6 years	23	23.0%
	7-10 years	15	15.0%
	More than 10 years	16	16.0%
Employement Type	Full-Time	72	72.0%
	Part-Time	10	10.0%
	Contractual	9	9.0%
	Internship	9	9.0%
Position Level	Entry Level	72	72.0%
	Mid Level	10	10.0%
	Senior Level	9	9.0%
	Management/Executive	9	9.0%

Table 2- Composite Score of Constructs

Descriptive Statistics			
	Mean	Std. Deviation	N
I am overall satisfied with employee recruitment and committed to my organization	4.1395	.46708	43
Composite Score ERS Pre Pandemic	3.9628	.90948	43
Composite Score ERS Post Pandemic	4.1628	.57942	43
Composite Score OC Pre Pandemic	3.8372	.62375	43
Composite Score OC Post Pandemic	4.2000	.56061	43

6.1 Model 1 ANNOVA Test

H_1= There is no change in Employee Recruitment Satisfaction Pre and Post Pandemic
H_2= There is no change in Organizational Commitment Pre and Post Pandemic
Composite Score of each construct pre and post pandemic were calculated applying SPSS software and hypothesis was tested applying ANNOVA test and following results were observed.

Table-3 ANNOVA Comparison of Employee Recruitment Satisfaction Pre and Post Pandemic

Composite Score ERS Pre Pandemic					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	23.547	9	2.616	6.359	.000
Within Groups	37.028	90	.411		
Total	60.574	99			

The null hypothesis H_1 got rejected due to significance p-value, which implies that there has been considerable change in Employee Recruitment Satisfaction Pre and Post Pandemic.

Table-4 ANNOVA Comparison of Organizational Commitment Pre and Post Pandemic

Composite Score OC Post Pandemic					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9.788	12	.816	3.967	.000
Within Groups	17.886	87	.206		
Total	27.674	99			

The null hypothesis H_2 got rejected due to significance p-value, which implies that there has been considerable change in Organizational Commitment Pre and Post Pandemic.

6.2 Model 2 Corelation Matrix

Correlations		Composite Score ERS Post Pandemic	Composite Score OC Post Pandemic	Composite Score ERS Pre Pandemic	Composite Score OC Pre Pandemic
Composite Score ERS Post Pandemic	Pearson Correlation	1	.502**	.409**	.494**
	Sig. (2-tailed)		.000	.000	.000
	N	100	100	100	100
Composite Score OC Post Pandemic	Pearson Correlation	.502**	1	.253*	.494**
	Sig. (2-tailed)	.000		.011	.000
	N	100	100	100	100
Composite Score ERS Pre Pandemic	Pearson Correlation	.409**	.253*	1	.515**
	Sig. (2-tailed)	.000	.011		.000
	N	100	100	100	100
Composite Score OC Pre Pandemic	Pearson Correlation	.494**	.494**	.515**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	100	100	100	100
**. Correlation is significant at the 0.01 level (2-tailed).					
*. Correlation is significant at the 0.05 level (2-tailed).					

It has been observed that correlation between Employee Recruitment satisfaction post pandemic and Organizational commitment has increased post pandemic with r value of 0.502 whereas Employee Recruitment satisfaction pre pandemic and Organizational commitment has decreased post pandemic with r value of 0.253.

7.0 Conclusion

In conclusion, the analysis of the data collected from 100 responses indicates a significant change in both Employee Recruitment Satisfaction and Organizational Commitment pre and post pandemic. The null hypotheses for both constructs were rejected based on the significance of the p-values obtained from the ANOVA tests. The results show that Employee Recruitment Satisfaction has improved post pandemic, with a composite score of 4.1628 compared to 3.9628 pre pandemic. Similarly, Organizational Commitment also demonstrated a notable increase, with a composite score of 4.2000 post pandemic compared to 3.8372 pre pandemic. Furthermore, the correlation analysis revealed a positive relationship between Employee Recruitment Satisfaction and Organizational Commitment post pandemic, with a Pearson correlation coefficient of 0.502, indicating that as satisfaction increases, so does commitment. This suggests that organizations may need to focus on enhancing recruitment processes and employee satisfaction to foster greater commitment in the workforce.

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