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E-recruitment: A conceptual study

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Abstract
"The smartest business decision you can make is to hire qualified people. Bringing the right people on board saves you thousands, and your business will run smoothly and efficiently."
(Brian Tracy)
The process of finding and hiring the best-qualified candidate (from within or outside of an organization) for a job opening, in a timely and cost effective manner. The recruitment process includes analyzing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee to the organization. online recruitment has came a long way since its inception. It is the latest trend in recruitment process in this competitive globalized era. The success of every organisation depends upon a vital component that is human resource and recruitment is crucial for success because it generates human capital. The traditional methods of recruitment has been revolutionarized through the influence of internet. Many organizationa have already implemented e-recuitment processes for posting jobs and accepting resumes on internet and corresponding with applicants through e-mails. In this paper light will be thrown on the concept, benefits, problems and criteria for effective e-recruitment. It also focuses on the recent trends and methods of e-recruitment.

Keywords: E-recruitment, internet, methods, organisation, trends.

1. Introduction
"It's giving employers a lot more information to act on," says Ray Wang, CEO and principal analyst of Constellation Research Inc.

The world of recruitment is undergoing rapid transformation. Mass adoption of new tools and technologies has made the talent acquisition process data rich and workflow friendly. We are a part of the millennial generation, who cannot imagine life without computers or smartphones. Recruiters understand the need to be millennial friendly as that's where the raw talent lies. For the same reason, more and more organizations are now shifting their recruitment strategy to digital domain.

E-Recruitment or eRecruitment is the process of personnel recruitment using electronic resources, in particular the internet. The first references to e-recruitment Appeared in articles of the mid-1980s. E-recruitment can be divided into two types of uses: corporate web site for recruitment and commercial jobs boards (such as monster.com) for posting job advertisements. Corporate websites are a company's own website with a link for job posting/career options where candidates can log into for current openings. If the company advertises its vacant positions on other website that specialize in recruitment such as - naukri.com, timesjob.com, monster.com, etc., the companies would be adopting commercial job boards for recruitment.

Companies and recruitment agents have moved much of their recruitment process online so as to improve the speed by which candidates can be matched with live vacancies. Using database technologies, and online job advertising boards and search engines, employers can now fill posts in a fraction of the time previously possible. Using an online e-Recruitment system may potentially save the employer time as usually they can rate the eCandidate and several persons in HR independently review eCandidates. Recruitment agencies also use a method of e-Recruitment by using a cloud based SaaS service, there are several online offerings for ready to use recruitment software the internet, which reaches a large number of people and can get immediate feedback has become the major source of potential job candidates and well known as online recruitment or E-recruitment. However, it may generate many unqualified candidates and may not increase the diversity and mix of employees.

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In terms of HRM, the internet has radically changed the recruitment function from the organisational and job seekers' perspective. Conventional methods of recruitment processes are readily acknowledged as being time-consuming with high costs and limited geographic reach. However, recruitment through World Wide Web (WWW) provides global coverage and ease. Likewise, the speedy integration of the internet into recruitment processes is primarily recognised due to the internet's unrivalled communications capabilities, which enable recruiters for written communications through e-mails, blogs and job portals. The use of websites such as LinkedIn, Facebook and Twitter for some aspects of recruitment is sometimes referred to as social recruiting.

2. Research Methodology
Exploratory and Qualitative research approach is selected for this research and various articles, research papers have been studied in this regard.

3. Literature Review
A survey conducted by Williams (2009) on E-recruitment showed dwindling recruitment spends focused on web-based recruitment at the expense of traditional methods. The author also reported that online methods proved far more popular, as two-thirds (66 per cent) of the HR professionals surveyed said that the jobs section of their own company's website was used as a recruitment tool for most jobs.

Dr. A J du Plessis(2012) This article focuses on the background of the 'conventional' or 'old' way of recruiting, it reviews different 'new' ways; e-recruiting and its effectiveness; advantages such as accessibility and disadvantages such as transgression of some legislation in erecruiting and the impact it has on management.

Ms. D Shahila (2013) The study helps to analyse the overall trends in erecruitment use and practice, e-recruitment methods, E-Recruitment Challenges and issues of E-Recruitment and its increasing scope in the recruitment process of a company. And also discuss the main success factors of e-Recruitment are the value-added services provided by the job sites, cost effectiveness, speed, providing customised solutions, helping to establish relationships with HR managers and facilitate brand building of the companies.

4. Objectives
1. To highlight the benefits and drawbacks of e.recruitment.
2. To list out the methods and trends in e-recuitment.
3. To outline the criteria for effective e-recuitment.

5. Forms of Recruitment
Forms of recruitment can be broadly categorized into two. One is centralized and the other is decentralized. Centralized recruitment is in action when the organization is having a centralized power structure and the departments are not involved in decision making, it is only concentrated in one central department. In government Organizations it is visible, like in State Bank of India. Advantages may be Control of the administrative costs, standardization in the process, minimizes biased choices, experts are involved. Decentralized recruitment is having authority to each department to choose their staff. The companies who are geographically spread, or very big in size will find this form convenient. But the philosophy and Organization culture determines which to follow; like Bausch & Lomb have

centralized recruitment form as well as G.E Opticals have the decentralized form.

Cost benefit analysis will determine the source of recruitment. As the process starts by discovering the sources for required manpower, thus the search should be rigorous. Internal sources are many times over-ruled by the Organizations. One of the reason is the search is restricted within the company and limited to the suitable existing employees. External search can be done in various ways. Some of them are- employee referrals, campus recruitment, placement agencies, and advertisements. Advertisements are considered to be most effective and common part of recruitment process. Advertisements can take place through several means, like through newspaper, through magazines/journals using specifically job advertisement newspaper, through professional publication, placing advertisements in windows, through online. On line advertisements for recruitment is a minute part of e-recruitment.

6. Why E-Recruitment
e-recruitmen can overcome the barriers of traditional recruitment methods for easy access of the candidates. To be a successful Organization and to maintain the position recruiting high caliber staff is fundamental. Not finding the right person can lead to frustration. Many employers now aren't limited to attracting candidates from their own country and they can appeal to qualified candidates all over the world. The same holds true for job seekers. They can search and apply for jobs in areas where their skills are in demand regardless of geographical location. The widespread use of internet today has meant that advertising for candidates has become cheaper while at the same time appealing to the wider audience. This is the secret of e-recruitment gaining popularity in a short time span.

7. Advantages of E-Recruitment
7.1. Reduced time-to-hire
E-Recruitment allows for immediate real-time interaction and 24x7 hiring/job search activity. Employers can post a job in as little as 20 minutes on a career site such as Bayt.com with no limits to ad size and start receiving CVs in response immediately. The posting typically remains active for as long as 30 days and continues to receive applicant CVs immediately as job seekers come across it. This is in comparison to traditional methods where a newspaper ad may take appear a week later and only for a day, or a recruiter has to wait till month-end to reap the benefits of an ad in a monthly industry or geography-specific publication. Typically, e-recruitment hiring is on average 70% faster than traditional hiring methods and the recruiting cycle is speeded up at every stage from posting, to receiving CVs to filtering to managing the contacts and workflow

7.2. Reduced cost-of-hire
Costs of posting jobs and/or searching for candidates on job portals can be up to 90% lower than the costs of using traditional search firms and/or advertising methods. Online postings at approximately USD250 on a site like Bayt.com are substantially more cost-effective than the 30% of annual salaries fee that many traditional recruiters charge or the costs of newspaper/publication ads for the same reach and time period.

7.3. Wider reach for employers

Unlike traditional methods which are usually restricted by career level, geography, industry or other parameters online recruitment portals typically have current and active talent databases that cover all career levels, industries and regions. Top marketing dollars are spent ensuring the databases are diverse, updated regularly, relevant and high quality. Sprawling business development teams also ensure that affiliations are established whereby the portals are always prominent and top-ofmind with the relevant candidates and are visited by the target job seekers regularly.

7.4. Wider reach for candidates

Candidates benefit immensely from the wider scope they gain through online job sites. They are able to access jobs in companies, industries and locations they 1, Issue9, October 2014 ISSN 23486848 may not otherwise have learned of and can apply immediately with the click of a mouse. By posting their CVs online they can be contacted by employers/recruiters directly for opportunities that may not even be advertised.

7.5. State-of-the-art filtration tools

Leading job sites like Bayt.com offer employers the latest technologies and filtration criteria that help them find potential future candidates in the easiest, most rapid and efficient way. Bayt.com provides its community of employers with more than 33 unique search criteria and state-of-the-art screening and sorting tools to help them quickly and easily target and contact both active and passive professionals without the delay of using a go-between.

7.6. Branding opportunity for employers

Employers can use their job ads to project a consistent brand and company image/values to prospective job seekers. With the heat on for top talent, candidates can be very particular about who they work for and these company descriptions often serve as a basis for their application decisions.

7.7. Sophisticated management tools

The entire recruitment process is managed from one location which allows the employer to post vacancies, receive CVs, screen, prioritize and contact candidates individually or collectively and track all activities from the confines of a private and highly functional employer Workspace. job seekers similarly can track the progress of their application at every stage of the hiring process from their own functional Workspace. This allows for an enhanced user experience for both employer ad job seeker.

Allows for confidentiality Both employers and job seekers can elect to maintain their confidentiality. Employers can elect to search the databases without posting a job if the vacancy is sensitive in nature, or they can post a vacancy while keeping the company name confidential. Similarly, candidates can post their CVs online while keeping their names and present employer's name confidential.

7.8. Allows for proactivity

The employer/recruiter is in full control of the hiring process with online recruitment, can contact candidates real-time and directly and does not require a middleman to sift through, filter, assess or select the required candidates. By being in the driving seat the employer gains valuable insight into the nature of the marketplace and the competitive landscape for

the position. He is also able to ensure a superior match and a better fit for the long term.

8. Drawbacks of E-Recruitment
8.1. Require being computer savvy

The process is restricted within computer savvy candidates. As the search is based on various websites, their screening, keywords application demands for a computer savvy person and company.

8.2. Legal consequences

Alike other recruitment sources this source also should be aware of the words used in the advertisements otherwise it may lead to the charge of discrimination. For example, Disney World was sued for screening the resumes preferring the key words used by whites.

8.3. Vast pool of applicants

This benefits the Organizations as well as it is disadvantage to them also. Because the huge database cannot be scanned in depth. Either first few candidates are called for interview or the resumes are screened based on some key words. On the other hand applicants also face global competition.

8.4. Non-serious applicants

Lot of applicants forward their resumes just to know their market value. As personally the candidates are not checked thus whether they are serious is not known. At the time of interview the recruiter might realize that the candidate is not serious in leaving the current job. But by that time some serious candidates might have been rejected.

8.5. Disclosure of information

Candidates profile and company details are available to public. The applicants do not want their employer to know that they are looking for a change. Phone number, address information has lead to many security problems. Again the companies do not want their competitors always to know the current scenario.

8.6. Outdated job postings

Occasionally, human resource representatives fail to remove old postings for positions from the website that have been filled. Sometimes this is due to miscommunication between the hiring manager and HR or a glitch in the system. Recruiters get swamped with resumes for jobs that are no longer open. However, employers will continue to get flooded with resumes from interested applicants until the posting is removed.

8.7. Website malfunctions

Applicants often complain about company websites that breakdown when attempting to submit their documents. Others complain that some website layouts are so confusing and find it difficult to navigate around the site. Some get so frustrated that they give up trying to apply for work on that particular site.

8.8. No response from the company

Another popular complaint from job applicants is, they don't get responses from some companies where they've submitted their resume and contact information to the company website. Well of course there's no way for the applicant to call the company because they've purposely omitted a

contact number. Or else state, "No phone calls please". Nowadays, companies discourage applicants from calling the company to inquire about a job posting, it's strictly web based process. Nonetheless, applicants want to hear something…even if it's an email stating, "You will not be considered for the job". This will, at least, advice the applicants to continue his/her job search elsewhere.

9. E-Recruiting Methods

- Job boards: These are the places where the employers post jobs and search for candidates. Candidates become aware of the vacancies. One of the disadvantages is, it is generic in nature. Special skill candidates to be searched by certain job boards.
- Employer web sites: These sites can be of the company owned sites, or a site developed by various employers. For an example, Directemployers.com is the first cooperative, employer-owned e-recruiting consortium formed by Direct Employers Association. It is a nonprofit organization formed by the executives from leading U.S corporations. Press release by Recruiters Network (February 20, 2003) showed the site has 98 members approximately 45 percent of which are Fortune 500 companies.
- Professional websites: These are for specific professions, skills and not general in nature. For an example, for HR jobs Human Resource Management sites to be visited like www.shrm.org. The professional associations will have their own site or society.

10. E-Recruitment Trends
Social Media finds an inherent place in hiring process
With social media coming up on the scene, companies have more information than ever on the job seekers. While earlier recruiters were dependent solely on the candidate's resume, today they can easily perform a web search and find more information about them by scouting their social media profiles, and also examine their work samples, all through the use of web. Social media can also be a great way of discovering candidates who are employed but are open to changing jobs if offered the right opportunity.

Since the best jobs are hardly advertised out there on job boards, and a smart job seeker would probably know that, in order to find these prospective employees, recruiters will have to search through various communities such as Github (for engineering professionals). This makes social media a fascinating way of finding talent that one may not be able to find otherwise.

Further, while using social media is an immensely helpful tactic for recruiters, the job seeker is also at advantage here as he has more opportunities today to find the right job than he had ever before.

Mobile recruitment: the hottest topic doing the rounds:-
Even if you aren't a part of the HR industry, chances are less that you must not have come across the immensely popular buzzword, mobile recruitment. More than half of the internet users now access the web from mobile devices. By the end of 2014, mobile devices will overtake computers as the most used tool to access the web. These statistics highlights the underlying need to invest in mobile recruitment by every organization that is serious about hiring in 2014. According to a recent LinkedIn survey, 59% of the candidates are using mobile to search for vacancies and 52% are using mobile to apply. However, these stats wouldn't matter if you do not

have a well-developed mobile recruitment strategy at first place.

Using online media for brand building:-
Online media can have many more benefits if used in a more comprehensive manner against the piecemeal approach. Taking time to chalk out a detailed plan for utilizing all forms of online media towards strengthening brand presence of the company and its communication with potential candidates' works even better compared solely to recruitment. Employers can use job ads to promote a consistent brand to prospective job seekers. With there being some tough competition for available talent, it ultimately boils down to how well a recruiter is able to communicate his brand to the prospective employees.

Talent CRM, the future buzzword:-
Most people know CRM as Custom Relationship Management tool, a platform for tracking existing and target clientele and measure the progress toward business goals. 2013 was the first time when this concept made its serious debut into recruiting. Talent-related CRM platforms like Avature, Telemetry, Jobsite Engage are being implemented in many of the Fortune 500 companies. The basic concept of Talent CRM is to establish relationships with passive and target candidates. The Talent CRM will help recruiters manage marketing content including job descriptions, photos, videos or any other media that optimizes recruiting. Effective Talent CRM will also help in offering localized content based on the target audience. The recruiting landscape continues to evolve with the best candidates facing multiple options. The fusion between recruiting and marketing has been incredible. Leaders are companies big and small are focused on their employer brand and looking to attract passive candidates online. Social recruiting and other hot trends like employer branding, talent communities, recruitment videos, and mobile engagement leave no doubts that online recruitment is more of a digital marketing initiative now than ever before.

11. Criteria for Effective E-Recruitment
- The requirement for it is to benefit the selection procedure. Thus to make the process effective, the Organizations should be concerned about various factors. Among them most important are- Return on investment (ROI) should be calculated to compare the costs and risks. It facilitates to evaluate benefits and to calculate the estimated return.
- Recruitment policy should be flexible and proactive, to adapt market changes. The companies will have their own mix and match sources according their objective. The guidelines to be provided in the policy.
- Unemployment rate, labor turnover rate are considered. As the whole process depends on the availability of candidates in the market. For every post, position it is not viable to spend too much of time. These rates will determine whether to be stringent or lenient.
- Impact of supplying compensation details to be considered. That is the wage, salary, benefits, when disclosed on line then it should follow the legal norms. Chance for negotiation will not be there. Compensation rate of the company not only reaches to the candidates but will be known to all.
- Precautions to be taken for resume screening. Words that discriminates gender, age, religion etc to be avoided. For an example, 'recent' college graduates only

in an ad are not preferable.

- Review the results periodically and also update regularly to achieve a better result. Otherwise pool of candidates will remain static and will not serve the purpose.
- Organizations need to selective while choosing the sites. It refers to whether it is required to be giving to the job search sites like www.monster.com or in their own site. When special skill candidates are searched then generic job search sites to be avoided.

12. Conclusion

Traditional methods should not be replaced by the e-recruitment, it should supplement. The loopholes of e-recruitment can be covered by the traditional methods and recruitment process will be faster, global due to e-recruitment. One method should not replace the other. When two vacancies are there and two candidates are available the companies do not have much choice, thus they prefer to widen their search and attracts numerous applications. But when for two vacancies a company receive 2000 application, the in depth screening process is not possible. While other methods like campus interview, internal search has a personal touch. But receiving application in hand, communicating with candidates becomes time consuming without internet. No doubt there has been a paradigm shift in the recruitment process by companies and the credit goes to the value, efficacy and ease of using today's career sites. As the use of internet is indispensable physical boundaries are blending and when it comes to professional mobility and the hunt for talented and skilled workforce at peak level in regional economies this medium is definitely here to stay for long.

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