



ISSN Print: 2394-7500
ISSN Online: 2394-5869
Impact Factor: 5.2
IJAR 2016; 2(11): 528-531
www.allresearchjournal.com
Received: 18-09-2016
Accepted: 19-10-2016

Anand J
Research Scholar, R&D
Centre, Bharathiar University,
Coimbatore. & Assistant
Professor - SRM Valliammai
Engg College, Chennai, India

Dr. Chitra Devi S
HOD – BBA Dept.,
Pachaiyappa's college,
Chennai, India

Literature review on e-recruitment and its perceived benefits: A walk towards paperless HR

Anand J and Dr. Chitra Devi S

Abstract

Universal struggle in fashionable market provides a business to overwhelm the competitors by looking out for a mixed bag of strategy, So many organizations purposefully in implementing e recruitment for their growth and sustainability, to source right person for right time with right cost. The superiority of real-time communication over the Internet is a reason why e-recruitment become the main podium for HR Professionals to think and use e-recruitment. Many companies use e-Recruitment to post jobs and accept resumes on the Internet, and correspond with the applicants by e-mail. The main success factors of e-Recruitment are the value-added services provided by the job sites, cost effectiveness, speed, providing customized solutions, helping to establish relationships with HR managers and facilitate brand building of the companies. Management of human resource in an organization cannot work smoothly if it's not electronically adopted properly. This research will discuss the theoretical background and the previous results of the perceived e-recruitment benefits from the viewpoint of the HR managers. Thus, following the archival research method this study investigates the impact of perceived effectiveness on adoption of E-Recruitment & challenges faced by HR Professionals.

Keywords: E-recruitment, adoption, perceived benefits, cost, time, saves efforts

Introduction

Universal struggle in fashionable market provides a business to overwhelm the competitors by looking out for a mixed bag of strategy, So many organizations purposefully in implementing e recruitment for their growth and sustainability, to source right person for right time with right cost. The superiority of real-time communication over the Internet is a reason why e-recruitment becomes the main podium for HR Professionals to think and use e-recruitment. Many companies use e-Recruitment to post jobs and accept resumes on the Internet, and correspond with the applicants by e-mail. The main success factors of e-Recruitment are the value-added services provided by the job sites, cost effectiveness, speed, providing customized solutions, this helps to establish relationships with HR managers with applicants and facilitate brand building of the companies.

Nowadays HR professionals in an organization cannot work smoothly if it's not electronically adopted properly. This research helps to identify and analyze HR professional's behavioral intention and acceptance of e-recruitment system. This study investigates the adoptions of E-Recruitment by HR Professionals in Chennai. The study covers the impact of E-Recruitment system by HR Professional and also identifies the attitude, usefulness, easiness, intention to use, barriers of E-Recruitment system.

Literature Review

Bulter (1991) ^[5] suggested this entailed utilizing the inductive methodology for the generation of items of the perceived benefits of e-recruitment. Semi-structured conversations with a number of 30 human resources managers and 10 recruitment supervisors from numerous industrial and services –oriented sectors were conducted. Participants were questioned to grade the benefits of e-recruitment that they supposed based on their experiences and interaction. The outcomes were progressive and used for the generation of the objects. Common interview responses were brief as: low costs, less time, ability to influence applicants from various countries, improved quality of applicants, and sound image for the organization. Whitford, M. (2000) ^[6], This U.S. based study states the benefits of internet for recruitment, the distress being maintenance of employee. The internet plays a vital role in closer recruitment.

Correspondence
Anand J
Research Scholar, R&D
Centre, Bharathiar University,
Coimbatore. & Assistant
Professor - SRM Valliammai
Engg College, Chennai India

(Cober *et al.*, 2000) ^[7], Online recruiting can also produce cost savings and higher applicant earnings. Companies have reported savings of 95% when changing from modern to online recruiting causes and discrete companies have generated as many as 10,000 applicants through their recruitment web sites to fill less than 1000 jobs.

(cf. Cober *et al.*, 2000) ^[7], According to the current research on the recruitment, the Web is increasing in use both as a source of applicants for organizations and as a job search device for individuals looking for employment. As many as 90% of large organizations in the United States have incorporated the Web in their current recruitment practices. (Mohamed, 2002; McDougall, 2001; Baille, 1996;) ^[8] e-recruitment provides global reporting at a constant foundation. Lin and Stasinskaya (2002) ^[9], These suggestions have been sustained by the CIPD (2006), in that 71% of their survey respondents used e-recruitment to reduce recruiting costs, 60% to extend the selection pool and 47% to improve the speed of time to employ. Eleanna Galanaki, (2002) ^[25], Online recruitment is a new tool, at the removal of the HR departments, which has known a impressive success in very short time. This paper presents the findings of some expressive research, involving UK IT companies. The research tries to identify the effect that the perceived characteristics of the research have on the decision of companies to recruit through the Internet. The attributes tested are cost efficiency; recruitment cycle time; response rate; quality of response; impact on the image of the company; directing of specific niches; targeting of the passive job-seeker; worldwide coverage; essential resources, time and effort to implement; attraction of the mean to the job seekers (especially IT professionals and young graduates); risk of excess of answers; and impact of the size and reputation of the company. The paper provides an insight on how the companies recognize and value online recruitment.

Boswell, Roehling, LePine, & Moynihan, (2003) ^[10], attentive on opportunities to meet people and site visit measures. A theoretical paper on Managerial challenges of e-recruitment: extending the life cycle of new economy employees by Smith and Rupp (2004), studied the application of technology to recruiting and retaining knowledge workers in an e-commerce, information intensive environment. The authors reported that e-recruitment as a general process is job specific and offers computer-assisted screening interviews and statistical estimate to aid in reducing recruiting costs, time-to-hire and employee business.

Alan D. Smith, William T. Rupp, (2004) "Managerial challenges of e-recruiting: extending the life cycle of new economy employees". The study conducted by Connerley, Carlson, & Mecham (2003) ^[12], on evidence of differences in applicant pool quality statements the research need by examining the attraction outcome of firms opposing head-to-head for recruits for similar positions. This study studied applicants for on-campus interviews with corporate recruiters at a southeastern university from September 1999 to May 2000. Results of an analysis of 391 applicant pools representing 18 different job families suggest that applicant pool quality can vary significantly within and across job families.

Cober, R., Brown, D., Keepin, L., and Levy, P. (2004) ^[13], For e-recruitment, organizations is building their own web sites ever better because of the higher costs of marketing

and the ease and speed of finding more qualified applicant. Hadass (2004) ^[14] in his research on the effect of internet recruiting on the matching of workers and HR Managers developed a model of recruitment in which job searchers have private information about their condition for different jobs and firms possess deficient screening technologies. He decided that firms may adopt e-recruitment policies because of the direct reduction in recruiting costs and because of competition among HR Managers for skilled hires.

Reeve, Highhouse and Brooks (2006) ^[15] investigated how affective reactions of job searchers affect overall evaluation of organizational appeal and organizational image. A survey conducted by marketresearch.com (2006) ^[16], on the E-Recruitment market, found that the, major trends of e-recruitment were: 1. More advanced tools for candidate management on corporate career sites; 2. Increasing use of social networking technologies (Facebook, LinkedIn) to reach candidates; and 3. More opportunities for specialists in the market. A research by Matthews (2006) ^[17], on the recruitment of law students by the United States Internal Revenue Service designated that how by moving up the start date of its campus recruitment energies it was able to fill jobs more easily and with better quality entities.

Barber (2006) ^[18], at the Institute for Employment Studies also examined the assistances and challenges of Internet recruiting. Barber noted that access to a wider pool of applicants and promotion of a company's repute and brand are frequently mentioned by HR experts who analyzed the strengths of the e-recruiting.

Maurer and Liu (2007) ^[19], that web-based recruitment protects cost up to 87% per new employee employed by an organization. Parry and Tyson (2008) ^[26], conducted a study on the recruitment activities of establishments for a period of six years with the use of survey and interview methods, questions were asked as to why the respondents exploited or did not employ online recruitment, whether they predicted their use of the Internet for recruitment to change, and what impact they expected Internet recruitment to have on the use of other recruitment methods. Human Resource directors and managers, finance directors, managing directors and recruitment experts from a sample of UK organizations with over 25 employees were the respondents of the study. There were 25,524 responses in the survey and twenty (20) HR or resourcing managers were cross-examined. The results of the survey showed that the most common reasons of using profitable or commercial websites in their recruitment were cost-effectiveness (75%), ease of use for candidates (64%), a larger candidate pool (53%), ease of use for the organization (52%), speed to hire (52%), and company policy (50%). On the other hand, the less common reasons were success in finding candidates (44%) and keeping ahead of competitors (32%).

Thompsons, L., Braddy, P., and Wuensch, K. (2008) ^[20], In 2008 studied the influence of organizations, web design on potential jobseekers 182 participants reviewed an online job marketing to rate marketing formatting attractiveness, usability of the website, organization web appeal, impressions of the organization, and readiness to pursue employment and found that both the formatting attractiveness and usability of online recruitment materials influenced participants' inclinations to pursue jobs, planning was more important than usability.

(Kim *et al.*, 2009) ^[21], Through the review of the prior literature on the e-recruitment supposed benefits, there

searcher determined the following named benefits: shorter recruiting cycle time, ability to reach a wider scope of applicants.

Holm, Anna B. (2012) [22] further states it as the organisation of recruitment process and activities, which, by means of technology and human causes, enable time-and-space dependent collaboration and interaction in order to recognize, attract, and influence capable candidates. Avinash S. Kapse (2012) [1] published an article about E recruitment which stated that online recruitment has many advantages to companies like low cost, less time, quick, wider area, better match and along with this they have highlighted some points of disadvantages of online recruitment like scrutinizing applications is a problem, lack of internet awareness in India in some places and they said that employers want to have face to face interaction with candidates.

Florea, N. V., & Badea, M. (2013) [23], The author references that use of internet helps in performance advance, faster decision making and saves cost. The internet helps in displaying vacancy on the website. The internet also helps in finding the precise employee for the job from the pool of information obtainable in the data base.

A paper was recently presented at an international conference by Florea & Badea (2013) [2], which emphasized the manner in which the organizations use technology increases or decreases its positive net effect. The findings suggest that through the Internet, HR can develop an effective recruitment program, which helps manage the highly competitive and time-consuming process of finding skilled personnel.

Haroon and Zia-ur-Rehman (2010) [3], also investigated online recruitment in Pakistan. A total of sixty-five (65) respondents from small and large firms of the different sectors of the industries in Pakistan participated in the study. Data were collected through telephone interviews showed that preference was given to small firms as compared to large firms in terms of using internet recruitment. They also showed that large firms had their own websites and use them for recruitment as compared to small firms. They also revealed that online recruitment became a new medium that was going to replace the other traditional sources of recruitment because online recruitment offered reduced recruitment costs, time-saving capability, quick response features in checking application status, and online resume development.

Ghadeer Mohamed Badr EIDin Aboul-Ela (2014) [24]

- a) **Saves Time:** e-recruitment is associated with time efficiency, this is emphasized in the reduction of time consumed when compared to the traditional recruitment methods, the time needed for the recruitment process becomes shorter, and the time consumed to analyze the collected data is reduced which in return will fasten the selection process.
- b) **Geographical Outreach:** e-recruitment helps the organization to reach more applicants, more geographical locations, makes the process simpler through the usage of technology, and facilitates the process of reaching a wider diversity of applicants through various recruitment sources.
- c) **Saves Efforts:** e-recruitment will allow the organization to save efforts through the utilization of technology thus allowing for the allocation of these

human efforts in other areas which in return may improve the overall efficiency.

- d) **Improved Quality of Applicants:** e-recruitment gives the organization the chances to attract more qualified and competent applicants, reduces the costs associated with attracting unqualified applicants, and makes the process of filtering the applicants easier through the adoption of technology.
- e) **Sound Organizational Image:** e-recruitment creates an improved and a sounder image for the organization thus, allowing the organization to reach more qualified applicants.

By the above reviews collected are stated that Management of human resource in an organization cannot work smoothly if it's not electronically adopted properly. This research highlights the theoretical background and the previous results of the perceived benefits of e-recruitment from viewpoint of the HR Professionals. Thus, following the scales are provided to investigate the impact of perceived effectiveness on adoption of E-Recruitment by HR Professionals.

Perceived Benefits Scale
Quality of applicants
Saves Efforts
Wider choice of candidates
Cost
Saves Time
Sound Organizational Image

Conclusion: The aim of this paper is to study the perceived benefits of e-recruitment from the viewpoint of the HR managers. The purpose of this paper was to develop a scale to measure the perceived benefits of e-recruitment from the viewpoint of the recruiter. E-Recruitment helps organizations to be equipped with competent staff and thus it is linked with many HR activities of organization. E-Recruitment has proved to be important part of the recruitment strategy. It can be used to keep track and maintain candidate applications, mostly among larger organizations. E-Recruitment has provided some remarkable benefits in terms of cost and efficiency. In addition to the above discussion, a continuous improvement in considering the technological issues related to E-Recruitment is highly recommended.

References

1. Avinash S Kapse, Vishal S Patil, Nikhil V Patil. E-Recruitment, International Journal of Engineering and Advanced Technology (IJEAT) ISSN: 2249 – 8958, 2012, 1(4).
2. Florea VN, Badea M. Acceptance of new Technologies in HR: E-Recruitment in Organizations. Proceedings of the European Conference on Information Management & Evaluation, 2013, 344-352.
3. Haroon M, Zia-ur-Rehman M. E-recruitment: Across the small and large firms in Pakistan, Interdisciplinary Journal of Contemporary Research in Business, 2010; 2(1):179-191.
4. Ghadeer Mohamed Badr EIDin Aboul-Ela. www.jbrmr.com A Journal of the Academy of Business and Retail Management (ABRM) 40 Development of a scale to measure the perceived benefits of e-recruitment from the viewpoint of the recruiter, Journal of Business

- and Retail Management Research (JBRMR). 2014; 9(1):40.
5. Bulter JK. Toward understanding and measuring conditions of trust: Evolution of trust. 1991.
 6. Whitford M. High-Tech Hr. 2000; 215(18):48-49.
 7. Cober RT, Brown DJ, Blumental AJ, Doverspike D, Levy P. The Quest for the Qualified Job Surfer: It's time the public sector catches the wave. *Public Personnel Management*, 2000; 29:479-496.
 8. Mohamed AA, Orife JN, Wibowo K. The Legality of Key Word Search as a Personnel Selection Tool', *Employee Relations*, 2002; 24(5):516-522.
 9. Lin L, Stasinskaya V. Data warehouse management concerns in online recruiting. *Human Systems Management*, Amsterdam. 2002; 21(1).
 10. Boswell WR, Roehling MV, LePine MA, Moynihan LM. Individual Job-Choice Decisions And The Impact Of Job Attributes And Recruitment Practices: A Longitudinal Field Study, *Human Resource Management*, 2003; 42:23-37.
 11. Online Information Review, 28(1):61-74.
 12. Connerley ML, Carlson KD, Mecham RL. Evidence of Differences in Applicant Pool Quality, *Personnel Review*, 2003; 32(1):22-39.
 13. Cober R, Brown D, Keepin L, Levy P. Recruitment on the Net: How Do Organizational Web Site Characteristics Influence Applicant Attraction. *Journal of Management*, 2004; 30(5):623-646.
 14. Hadass Yael S. The Effect of Internet Recruiting on the Matching of Workers and HR Managers", Available at. 2004. SSRN: <http://ssrn.com/abstract=497262>.
 15. Reeve CL, Highhouse S, Brooks ME. A Closer Look at Reactions to Realistic Recruitment Messages, *International Journal of Selection and Assessment*, 2006; 14(1):1-15. retrieved from <http://www.itpeopleindia.com/20021202/cover.html> last accessed on November 18, 2010.
 16. E-Recruitment Market Assessment by marketresearch.com, 2006.
 17. Matthews RG. It's Taxing to Recruit Top Law Grads to IRS, But a New Push Better Returns, *The Wall Street Journal*. 2006, B1.
 18. Barber L. E-recruitment Developments, HR Network Paper MP63, Institute for Employment Studies, 2006.
 19. Maurer S, Liu Y. Developing Effective ERecruiting Websites: Insights for Managers from Marketers. *Business Horizons*, 2007; 50(4):305-314.
 20. Thompsons L, Braddy P, Wuensch K. Erecruitment and the Benefits of Organizational Web Appeal. *Computers in human behaviour*, 2008; 24(5):2384-2398.
 21. Kim S, O'Connor JG. 'Assessing Electronic Recruitment Implementation in State Governments: Issues and Challenges', *Public Personnel Management*, 2009; 38(1):47-66.
 22. Holm Anna B. E-recruitment: Towards an Ubiquitous Recruitment Process and Candidate Relationship Management. *German Journal of Research in Human Resource Management*. 2012; 26(3):241-259.
 23. Florea NV, Badea M. Acceptance of new technologies in Hr: E-recruitment in organizations, 2013, 37-38.
 24. Ghadeer Mohamed Badr ElDin Aboul-Ela. Development of a scale to measure the perceived benefits of erecruitment from the viewpoint of the recruiter. *Journal of Business and Retail Management Research (JBRMR)*. 2014; 9(1):40-51.
 25. Eleanna Galanaki. The decision to recruit online: a descriptive study, *Career Development International*, 2002; 7(4):243-251.
 26. Parry E, Tyson S. An analysis of the use and success of online recruitment methods in the UK, *Human Resource Management Journal*. 2008; 18(3):257-274.