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A study on effectiveness of e-recruitment process in large scale organization with special reference to India

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Abstract

Recruitment and selection lie at the heart of how businesses procure human resource required to maintain a sustainable competitive advantage over its competitors. Staffing personnel and especially managerial personnel in the organizations may well represent one of the most important human resource management functions. Conventional recruitment has always been a time consuming and paper intensive process. They also tend to stress out monetary resources. Online recruitment agencies are looking to remove the headaches associated with finding the right person or job. Appealing to both active and passive job seekers, recruitment web sites save companies and job hunters both time and money.

The present study is a modest effort in this direction. It aims to expand the existing body of knowledge in the area by describing the development of human resource recruiting discipline with a supply chain perspective that is fundamentally a different paradigm from the traditional approach. This will provide new emphasis and scope to the notion that recruitment is an ongoing activity and that it is not a solitary errand rather a layered and multifaceted process with internet as a major facilitator. Hence, the research examines the impact of e-recruitment on Large Scale Organizations in Indian Context.

Keywords: Recruitment, human resource organizations competitive advantage, managerial personnel

Introduction

E-recruitment is a process of recruiting candidates through the internet for filling various vacant jobs in the organization. E-recruitment is an integration and use of internet technology to improve competence of recruitment process. Electronic recruitment, online recruitment, cyber recruiting or internet recruiting are all synonyms of e-recruitment. E-Recruitment plays very important role in the process of recruitment as it provides base where employers can find large number of potential qualified candidates. In attempt to explore pioneering and efficient way to attract the interest of suitable candidate at a time, when competition for talented staff is fierce, organization have been quick to explore and adopt an "e-approach" and have applied internet technologies in the hope of gaining a competitive advantage. Internet becomes an important tool for the employer to recruit as well as potential job seekers. Through the internet recruiter can reach the large number of qualified people and can get the immediate response from the potential job seekers.

When recruiters recruit the candidate through the online process or internet known as online recruitment or e-recruitment. Online recruitment also provides a large platform for the potential job seekers. It gives the updated information to potential employees whereas they can utilize this information for their career prospective. In terms of HRM, the internet has radically changed the recruitment function from the organizational and job seekers' perspective.

Conventional recruitment has always been a time consuming and paper intensive process. They also tend to stress out monetary resources. Online recruitment agencies are looking to remove the headaches associated with finding the right person or job. Appealing to both active and passive job seekers, recruitment web sites save companies and job hunters both time and money. Online recruitment is not just restricted to specific web sites either; many major companies are using some form of e-recruitment, enabling candidates to e-mail their CVs to the human resources department. E-recruitment, though at nascent stage, is becoming a part of corporate strategy with increasing numbers of companies setting aside budgets for online recruitment.

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Internet Users in India

The users of Internet in India have radically grown from year to year. The advent of the Internet has radically transformed the world of communications, information exchange, entertainment and business. Today's life cannot survive without internet. India has the second largest Internet user base in the world out of which more than 50 percent are mobile internet users. Over the last decade, the preferences for communication, financial transactions, information exchange, search and even shopping have changed radically in India. This shift has been driven by use cases afforded by Internet technologies and more importantly due to penetration and adoption of mobile internet.

The figure no. 1.1 provides information of the number of internet users in India from 2015 to 2022. In 2017, India had 331.77 million internet users.

Scope of the Study

The aim of this research is to examine the impact of the e-recruitment on the quality of applicants, cost and time involved in acquiring applications, wider choice of applicants and employees job search behavior and the development of the resulting conceptual model. Nevertheless, although it is well accepted that e-recruitment leads to increase in the chance to find the right candidate, facilitates geographical spread, quicker turn-around time/cost savings and higher quality of applicants, there is a great need for additional empirical evidence to understand the impact of e-recruitment.

The study undertaken looks at the issue from emerging markets perspective by focusing exclusively on Indian hospitality and healthcare services. The major objective of this research is to empirically examine the impact of e-recruitment on quality of applicants, cost and time taken for employee acquisition, wider choice of talent, and employee job search behavior.

Review of Literature

Lauran *et al.* (2008) contemplated the systems administration path as the best approach to progress particularly organizing made through online interpersonal organizations. It engages representatives with better working abilities and made them skillful to acquire upper hand. Moreover, this investigation clarified the utilization of person-to-person communication site for progress and how an organization separates him in the serious period. It additionally clarifies the preferences and challenge of the long-range interpersonal communication site.

Jansen B. J. also, Mimi Z. (2009) explored the Twitter power as electronic informal. This paper found that miniature writing for a blog is an online device for client informal correspondences and examine the ramifications for enterprises utilizing miniature publishing content to a blog as a feature of their general advertising methodology.

Kluemper, D. H. (2009) assessed interpersonal interaction sites as a business choice technique for the future through overview strategy. The examination discoveries reasoned that dependent on review long range informal communication profiles, judges are predictable in their evaluations across subjects and ordinarily ready to precisely recognize high from low entertainers.

Sylva Hella (2009) inspected candidate view of electronic systems, in light of a field concentrate among 1360

candidates to a global monetary administrations association going after positions in the United Kingdom, the Netherlands, and Belgium. As for the individual attributes it was discovered that outer (instead of inward), Belgian (rather than Dutch), and Internet shrewd (instead of less astute) up-and-comers were happier with the online application method and its element. It was likewise discovered that highlights of the site, seen productivity and ease of use, were by a wide margin the main determinants of candidate fulfilment.

Shepherd Tamara (2009) investigated twittering in the Organization for Economic Cooperation and Development's (OECD's) through participative web as a miniature publishing content to a blog technique and new media strategy which is embraced by different corporate houses. Thusly, new advancements in new media guideline need to coordinate basic points of view on techno-fantasies to adopt a more nuanced strategy to the primary imbalances that swarm online culture.

Jennifer S. Evans-Cowley (2010) investigated the job of long-range interpersonal communication destinations in arranging cycles to coordinate people in general around place-based arranging issues. Utilizing content examination of long-range informal communication locales, place-based arranging bunches are distinguished and broke down. The consequences of this examination found that general society fundamentally coordinates to restrict improvement projects. While on normal these gatherings draw in many individuals, organizers and gathering chairmen report that there is insignificant impact on the arranging cycle.

Leigh A. Clark (2010) considered boss' utilization of person-to-person communication destinations as web has definitely changed how individuals' interface, convey, lead business, and look for occupations, discover accomplices, and shop. In this article, scientist investigated how these modest, casual online character checks are unsafe to society. Direction is given to businesses on when and how to utilize these destinations in a socially mindful way.

Andrea ML *et al.* (2011) examined the progress job of interpersonal interaction geography and firms with connection to worldwide issue of joblessness and attempted to concentrate association's enlistment methodologies. In this examination the creators attempt to discover the impacts of occupation contact networks on out-of-joblessness changes. What's more, these outcomes unequivocally rely upon the various theories on the association's enlistment system.

Joanne Kuzma (2011) through experimental examination tried to investigate security issues among long range interpersonal communication destinations. Online media networks are expanding their kinds of administrations and the quantities of clients are quickly developing. The outcomes show explicit specialized assortment techniques generally normal inside a few informal community classes. Strategies for improving on the web protection rehearses are recommended.

The Problem Statement

Since traditional methods of recruitment have been in practice for decades, it is necessary to know the role and impact of e-recruitment on human resource supply chain management. Traditional recruitment had many limitations where finding a right candidate was confined to a limited area, or a location for a particular job opening. Owing to its

limitations, other methods have also been explored and found out time to time but traditional method was always a part of human resource management.

The study undertaken looks at the issue from emerging markets perspective by focusing exclusively on Indian hospitality and healthcare services. The major objective of this research is to empirically examine the impact of e-recruitment on quality of applicants, cost and time taken for employee acquisition, wider choice of talent, and employee job search behavior. With the invention of information technology (IT), the reach has broadened and it has resulted into an evolution in almost every sector including service industry. It came with many opportunities. The e-recruitment was such an effort which changed the ways of selection in any organization. However, it is not enough to be satisfied that it has changed the ways of selection.

Research Design

The sample of this study was collected from participants of age group 20-50 (N=426). The sample was taken from hospitality and healthcare industry consisting of different size. As per the literature review, size is measured in terms of the number of people employed by the company.

Respondents included employees, HR managers of the organizations and other senior managers to check different aspects of e-recruitment and its impact on human resource supply chain management in terms of various sources. In the present study, data was collected from the organizations located in India.

Organizations with sound financial position and systematic HR policy were chosen for collecting the data. Employees of such organizations who were the individuals from the same organizations working at the level of 0-15 years of experience were approached.

Objectives of the Study

The study is focused on achievement of following five objectives:

The study is focused on achievement of following objectives:

- To understand the concept of e-recruitment
- To understand the benefits of hiring through social networking Sites.
- To examine the effect of e-recruitment in providing a wider choice of talent.

The analysis of the study would also consider significant influencing factors and the changing attitude of companies towards it. The result of previous study and research is considered for the analysis of various important aspects of e-recruitment.

Difference between Traditional Recruitment and E-Recruitment

Earlier on and still, by large, in India traditional methods of recruitment are in use. This includes advertising in newspapers, journals, magazines, and distributing relevant pamphlets about the job vacancies, body-shopping, using government or public employment agencies, head hunting,

campus recruitment, utilizing consultancies for short-listing candidates on a paid basis for a fixed commission rate etc.

While traditional methods of recruiting human resources for an organization is a time and cost consuming process, modern methods turn the plate around and use time and cost-saving techniques to do the same, much more effectively and with ease. The former refers to the latest fad that is catching up in India. It is the process by which, the hiring company requests a recruitment consultant to assist them in finding eligible candidates to fill up the job vacancies available with them. Unlike the traditional consultants, they charge a very low-cost fixed price based on packages and also, carry out all the activities that an in-house team of recruiters would perform.

Advantages of E-Recruitment through Social Networking Sites

There are various benefits of social networking sites can be explained are as under:

Candidate Quality: Those who frequently use social networks is highly desirable early adopter; these sources identify higher-quality candidates who can then be presented to hiring managers (including those who are more technically savvy and more innovative).

Return on Investment: The dollar value of the program's benefits may far exceed its cost, and the resulting ROI may be significantly higher than other recruiting programs.

Vacancy Days: Because of the high usage rates and the short response times on some social network communications channels, revenue generating, and key positions filled faster, resulting in fewer costly vacancy days in key positions.

Higher Offer Acceptance Rates: Using social networks to attract and communicate with candidates result in higher offer acceptance rates among finalists.

Hidden Candidates: It may identify qualified candidates who cannot be found or successfully messaged using other sources.

Employer Brand: Using social networks may increase the organization's visibility and may significantly improve employer brand image among targeted prospects (even if the image-building it doesn't result in immediate applications).

College Impact: Because of the high social network usage rates among college students; it may directly impact the number and the quality of college hire and entry-level candidates.

Communications Responsiveness: Because there is less spam and in most cases it must be invited before sending a message, using social networks to communicate may result in higher response rates and/or in more immediate responses when send messages to prospects and candidates.

Data Analysis and Interpretation

Table 1: Demographic Profile of the Respondents

	N	Minimum	Maximum	Mean	Std. Deviation
Sex	426	1	2	1.55	.498
Age	426	1	3	1.48	.626
Qualification	426	1	4	2.35	.697
Occupation	426	1	4	1.84	.779
Valid N (listwise)	426				

Source: Field Survey

Table 2: Statistics related to Time Saving of Respondents- Male

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	184	95.8	95.8	95.8
	No	8	4.2	4.2	100.0
	Total	192	100.0	100.0	

Source: Field Survey

Table 3: Statistics related to Respondents-Female

	N	Minimum	Maximum	Mean	Std. Deviation
Time Saving	234	1	5	1.05	.212
Cost & Time	234	1	5	1.74	.785
Valid N (likewise)	234				

Source: Field Survey

Table 4: Opinion regarding the Cost and Time Saving of entire respondents

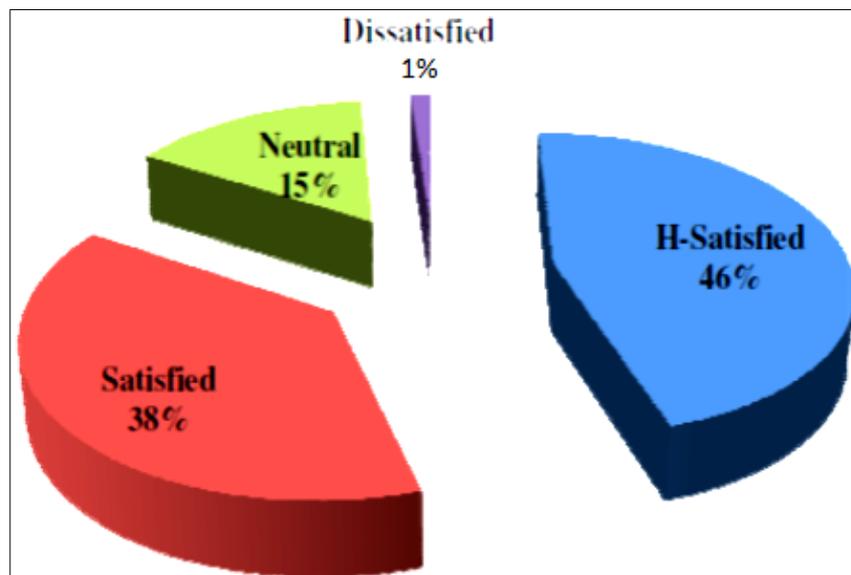
	N	Minimum	Maximum	Mean	Std. Deviation
Time Saving	426	1	2	1.04	.207
Cost & Time	426	1	5	2.30	.765
Valid N (likewise)	426				

Source: Field Survey

Table 5: Facts highlighting the Cost and Time Saving with respect to qualified job applicants

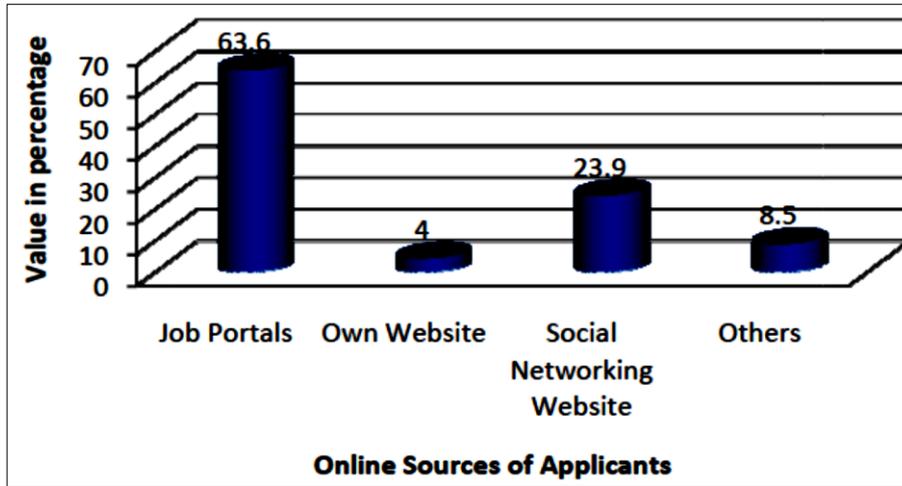
	Frequency	Percent
Employee Referral	34	8.0
E-recruitment	270	63.4
Employment agencies	92	21.6
Links with educational institutions	22	5.2
Ads in general newspaper	8	1.9
Total	426	100.0

Source: Field Survey



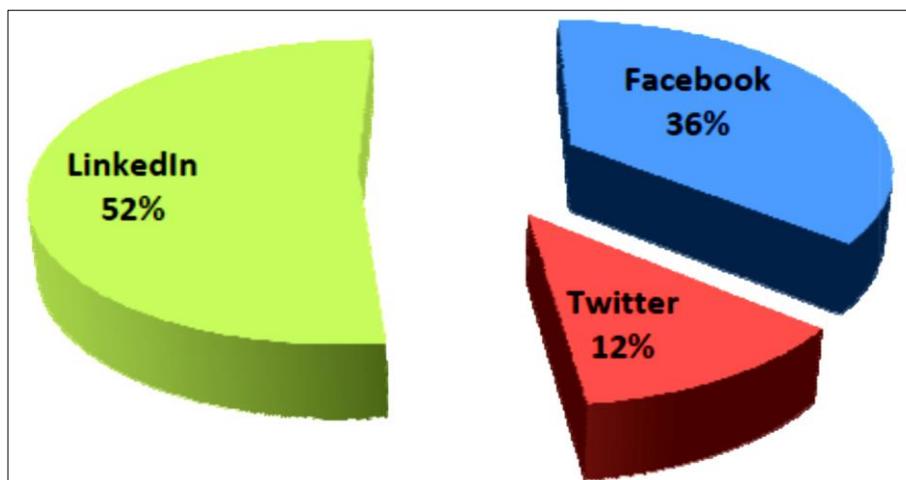
Source: Field Survey

Fig 1: Data related to the Qualities of the Job Applicants



Source: Field Survey

Fig 2: Opinion regarding the Sources of E-recruitment



Source: Field Survey

Fig 3: Different Social Media options

- Male respondent's shows that the outcome as an average for time saving is favorable as it gives mean value of 2.18 and standard deviation of 0.719 on scale of 1 to 5. Similarly, the mean value and standard deviation for cost & time is 1.04 and 0.2 respectively which means that the e-recruitment is much cost and time effective methods of recruitment.
- 'E-recruitment' gets the highest weightage '71.35%' from all sources mentioned here. The percentage is followed by second highest percentage of employment agencies with 14.58%.
- Female respondents shows that the outcome as an average for time saving is favorable as it gives mean value of 1.05 and standard deviation of 0.212 on scale of 1 to 5 where 1 shows highest time savings and 5 shows the least.
- Respondents of age group 20-30 confirm that e-recruitment with 95.29% is time saving recruitment activity and hence it is beneficial to the company as well as jobseekers.
- E-recruitment is also cost and time effective as the result of cost and time for e-recruitment (45.3%) itself explains that e-recruitment is the most preferred source out of the sources taken into consideration for the research.
- Job Portals and Social Networking Websites sources play a significant role in e-recruitment with valid

percentage 63.6% and 23.9% respectively. However own website does not even turn a significant source for e-recruitment.

- Highest number of respondents prefer to source through LinkedIn with 52% followed by Facebook with 36% and twitter with 12%.

Conclusion

It can be observed that E-recruitment has a significant impact on Suitability of Candidate and Targeting Right People. As the future success of the company is predominantly based on the success of human resource efforts, which evolves through the identification and attraction of quality new employees generated from the recruitment process.

Therefore, an organization must identify specific requirements of the job and must also decide whether to target all qualified applicants or to focus its recruitment efforts on certain segments of the qualified applicant population.

These findings lead to the conclusion that if organizations adopt e-recruitment practices, it can lead to have applications from more qualified candidates and this can help in breaking the viscous circle of recruitment, retention and attrition of employees but building up a talented database is still a challenge for the organizations. Therefore,

it is concluded that in Indian service organizations impact of e-recruitment on quality of applicants is less emphatic. Moreover, results for Time depicts that there is a significant impact of e-recruitment on time.

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