E-recruitment: An Exploratory Research Study of Paradigm shift in Recruitment Process

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Abstract: *"The most professional business decision one can make by hiring, efficient and competent people. Bringing the right people on board saves you thousands, and your business will run efficiently and effectively." Recruitment is the process of finding and hiring the best candidate (from within or outside of an organization) for a job task 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 inducting them in organization. Online recruitment is the latest trend in recruitment process in this competitive globalized era. The success of every organization 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 have been revolutionized through the influence of internet. Many organizations have already implemented e-recruitment processes for posting jobs and accepting resumes on internet and corresponding with applicants through e-mails. The present paper focuses attention on the concept, benefits and criteria for effective e-recruitment with a justified eye-watch on the limitation of this Non-conventional recruitment process.*

Keywords: *E-recruitment, Internet, Organization, Non- Conventional, Competent.*

I. Introduction

The world of recruitment is undergoing rapid transformation. Mass adoption of new tools, techniques and aid has made the talent acquisition process quiet rich and worker friendly. Computers or Smartphones have become Part and Parcel of our lives. This is the reason why more and more organizations are now shifting their recruitment strategy to digital periphery. E-recruitment is the process of personnel recruitment using electronic resources, particularly the internet.

E-recruitment can be divided into two types of uses: Corporate Web sites for recruitment and Commercial Jobs boards (such as naukri.com) for posting job advertisements while the Corporate websites are a company's own website with a link for job posting/career options where candidates can log in 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. Now-a- days Companies have moved much of their recruitment process through online mode so as to improve the speed by which candidates can be matched with concerned vacancies.

Using database technologies, and online job advertising boards and search engines, employers can now fill posts in a fraction of the time. Using E-recruitment system may potentially save the employer time as usually they can rate the candidate and several persons independently. Recruitment agencies also use a method of e-Recruitment by using a cloud based 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.

In terms of HRM, the internet has radically changed the recruitment function from the organizational 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 recognized due to the internet's unrivalled communications capabilities, which enable recruiters for written communications through emails, 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.

II. Research Methodology

Exploratory research approach is conducted to pursue present research and various articles, journals, reports and other write-ups have been studied in this regard.

III. Literature Review

Parry & Wilson (2009) stated that "recruitment includes those practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees". E-recruitment emerges as a handy and advantageous method over traditional methods of recruitment (Tong and Sivanand 2005).

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. (Cober et al., 2000)

A survey conducted by marketresearch.com (2006), 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.

Maurer and Liu (2007) 'web-based recruitment protects cost up to 87% per new employee employed by an organization'.

Parry and Tyson (2008) 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.

Avinash S. Kapse (2012) 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.

Haroon and Zia-ur-Rehman (2010) 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.

IV. Objectives

1. To mark the benefits and limitations of E-recruitment.
2. To enlist the methods and trends in E-recruitment.
3. To draw out the factors criteria for ideal E-recruitment.

V. Forms of Recruitment

Forms of recruitment can be broadly categorized into two. One is **Centralized** and the other is **Decentralized**.

5.1 Centralized recruitment happens where the organization is having a centralized power and authority with one person or department in decision making. It more easily can be seen in public sectors like State Bank of India. The advantages may be Control of the administrative costs, standardization in the process, minimizes biased choice and involvement of experts only.

5.2 Decentralized recruitment is having authority to each department to choose their staff. The companies who are geographically spread, or are much big in size will find this form convenient. Cost benefit analysis will determine the source of recruitment. Advertisements are considered to be most effective and common part of recruitment process through Newspaper, Magazines/ Journals. On line advertisements for recruitment is a minute part in this form of E-recruitment.

VI. Why E-Recruitment?

E-recruitment can overcome the barriers of conventional recruitment methods for easy access of the candidates. To ensure oneself as sustainable Organization; the position recruiting high caliber staff is fundamental. Many employers are now seeking the prospective employees globally with no restrictions on the geographical part. The same applies to be rue for prospective job seekers. They also search and apply for jobs in areas where their skills are in demand regardless of geographical location. This is the 'Mool- Mantra' of great success of e-recruitment strategy for gaining popularity in a shorter span of time.

VII.   Advantages of E-Recruitment

7.1. Less Time consumption in hiring: E-Recruitment allows for 24x7 hiring/job search activity. Employers can post a job in as little as 20 minutes on a career site such as naukri.com 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.

7.2. More Economical: 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.

7.3. **Wider accessibility for candidates**: Candidates benefit immensely from the wider scope they gain through online job sites. They are able to access jobs in companies and can apply immediately with a mere clicking of mouse.

7.4. Great Sorting and Filtration Tool: More online job sites offer unique search criteria and state-of-the-art screening, sorting and filtration tools to help them quickly and easily target and contact both active and passive professionals without any delay of time.

7.5. Branding opportunity for employers: Employers can use their job ads to project a consistent brand and company image/values to prospective job seekers.

7.6. Easy tracking facility: 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.

VIII.   Limitations of E-Recruitment

8.1. **Requirement of being computer friendly**: 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. Big pool of applicants: Since the huge database cannot be scanned in depth so 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. At the time of interview the recruiter might realize that the candidate is not serious in leaving the current job. It is a big loss of time and money for the employer.

8.5. **High perceived risk in 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 lacuna in the system.

8.7. Website malfunctioning: Applicants often complain about the technical functioning of the company websites that usually breakdowns when candidate sits to submit their documents. The websites sometimes are so complex in look that even many icons do not get displayed at time.

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.

IX. E-Recruiting Methods

9.1 Job boards: These are the places where the employers post jobs with an aim of searching the prospective employees. One of the disadvantages is, it is generic in nature.

9.2 Employer web sites: These sites can be of the company owned sites, or a site developed by various employers.

9.3 Professional websites: These are for posting the job vacancies for the specific professions and skills. Like HR jobs Human Resource Management sites to be visited like www.shrm.org.

X. E-Recruitment Trends

Social Media finds an indispensable place in today's e-recruitment age. 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.

Further, while using social media as an immensely helpful platform 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. More than half of the internet users now access the web from mobile devices in search of prospective workplace.

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.

XI. Criteria for Ideal E-Recruitment

* The requirement for it is to benefit the selection procedure and make it simple. Thus to make the process effective, the Organizations should be much concerned about various factors importantly Return on investment (ROI) which should be calculated to compare the costs and risks. It facilitates to evaluate benefits and to calculate the estimated return on it.
* Recruitment policy should be flexible and proactive to go hand in hand with the market changes.
* 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.
* Review the results periodically and also update regularly to achieve a better result.
* Organizations need to be selective while choosing the sites especially in case of requirement of specific skill candidates and in this regard then the generic job search sites to be avoided.

XII. 12. Conclusion

* Conventional methods should not be replaced by the E-recruitment, but it may go move ahead as a greater supplement with a bright scope in future.
* The loopholes of e-recruitment can be covered by the traditional methods and recruitment process will be faster and global due to e-recruitment.
* 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.
* Since every employer needs less cost input and less time consumption in recruitment process then for sure this method is going to be the first choice of all the stakeholders.
* Undoubtedly the future of E-recruitment method and technique is bright and shining as a need of this digital age.

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