ABSTRACT

The aim of this paper is to determine whether the introduction of e-recruitment has an impact on the process, underlying tasks and subtasks and activities of recruitment. The world is simultaneously shrinking and expanding, growing closer and farther apart: National borders are increasingly global change is extremely rapid, and even those trained to track and analyze it, have difficulty keeping up with new developments and trends.

The question arises as to how one really links prospective applicants to the organization. Markets which are expanding have workforce available from all nooks and corners of the globe, for this mobility of workforce, one need to reach out effectively. E-recruitment has a considerable impact not only within the domestic boundaries but also overseas. Changes in the sequence, divisibility and repetitiveness of a number of assignments take place in any organization. New process designs supported through the medium of communication and technologies, like e recruitment develop employer branding and a reputation to create new relationships with potential applicants.

The article highlights the need for an organization to shift from a traditional recruitment strategy to a technologically advanced medium of e recruitment, which incorporates a diverse range of sources to reach quality applicants in the desired market.

Keywords: E-Recruitment; HRM; Staffing; Online Recruitment; Web-Based Recruitment

INTRODUCTION

Recruitment

The most important resource for the survival of any organization is its Human Resource. This is one resource which needs to be carefully analyzed and put into use for an optimum outcome.

Be it small, medium, or large organization one needs to pay utmost attention to this primary resource. All the factors of production i.e. Land, Capital, Enterprise depend upon the human resource. Recruitment of the right person plays a vital role for the success of any organization.

Times change and so do the demands of the market. While little attention was paid in the past to human resources, the current scenario is way different. The cut throat competition in the market has caused the organizations to produce more and provide quality outputs. To enable any organization to achieve this competitive edge, one needs the right person for the right job.

In today’s scenarios, those firms survive which have an edge over the other in the form of human resources

The most important challenges faced by the human resource department are,

1. The art of attracting potential employees
2. The task of reducing the ambiguity between the employer and the employee

3. The task of retaining employees

Recruitment is an ongoing process and it is not restricted only to the early stages of an organization. Employees quit the firm to explore better opportunities, some retire and some employees die. Besides an organization grows/ merges/takes over other organizations or also diversifies into various sectors. All these activities require new employees to be hired. The hiring of employees stops only when the organization ceases to exist. Recruitment is the process of searching for and obtaining applications for jobs, so that the right people can be selected from this pool.

E-Recruitment

The traditional method of recruitment has been revolutionized with the advent of the internet. Hence the use of internet in the last decade has dramatically changed the face of Human Resources, and the ways an organization thinks about the recruiting methods. In the coming years, online recruitment and hiring of new candidates will be continued ensuring their explosion and growth.

According to Edwin B. Flippo (1979), “recruitment is the process of searching for candidates for an employment and stimulating them to apply for jobs in the organization”. It is an activity that links employers with job seekers. It is the process, trying to discover sources of manpower to meet the requirement of staffing schedule and employing competent measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient work force. E-recruitment, also known as “Online Recruitment “is the use of technology or web based tools to assist the recruitment process. The e-recruitment sources help assessing the importance of such recruitment from the perspective of the applicant as well as the organization.

A job website like Naukri.Com, the organization’s corporate web site or its own intranet are using internet as a source of recruitment. They advertise Job vacancies through worldwide web. The job seekers send their applications or Curriculum Vitae (CV) through an e-mail using the internet. Alternatively jobseekers place their CV’s in worldwide web, which can be drawn by prospective employers depending upon their requirements. The internet penetration in India is increasing and has a tremendous potential.

Presently, e-recruitment has been adopted in many large organizations as well as in small sized companies. Most organizations are already using e-recruitment to advertise jobs and accept applications through the internet. They correspond with the applicants by e-mail. It adds to the benefit of the organizations.

A key element of human resource management is the recruitment of staff, as this function generates the human capital that acts as the base and backbone of any organization. The future success of any company is predominantly based on the success of human resource efforts, which evolves through the identification and attraction of new quality employees

Traditional sources commonly used by the companies include employee referrals, newspaper advertisements, employment agencies, and direct applications (also known as “Walk Ins”).More recently, organizations introduced various alternatives, such as the internet recruitment to identify potential candidates and to reach out to them.

The twenty first century saw a rapid growth in the use of online recruitment and transformation of electronic recruitment into one of the fastest growing recruitment techniques. The most often reported benefits included a more extensive widespread outreach, low cost advertising, faster information exchange between potential employees and employers, reduced cost of communication, increase in data availability and accessibility and increased organizational attraction. In terms of the general literature on e recruitment, advantages have been attributed to this method which relate to its being cost effective, speedy, geographical reach and ease of use. While a coin has two sides the benefits of an online recruitment source is also riddled with drawbacks.
This article highlights the need and the importance for an organization to develop an e-recruitment strategy which incorporates a diverse range of sources to reach out to potential applicants in the desired targeted market.

REVIEW OF LITERATURE

A study by Weiss and Barbeite (2001) focused on reactions to internet-based job sites. A web-based survey was developed that addressed the importance of job site features, privacy issues, and demographics. They found that the internet was clearly preferred as a source of finding jobs. In particular, respondents liked job sites that had few features and required little personal information. Older workers and women felt less comfortable disclosing personal information at job sites. Men and women did not differ in terms of preference for web site features, but women were less comfortable providing information online.

Karla Jurgan et al (2008) highlighted current trend, usage of information technology and web2.0 service in the recruitment process in Germany. How e-recruitment helped IBM company to reduce recruiting time from six weeks to one day and Bank of Montreal saved 1 million dollar cost. At last it was concluded that company can retain and attract high potential candidates only if their specific interest and preferences are met with.

An article by Vyas (2011) has shown the critical role of online recruitment system. Organizations are looking for methods of reducing the time and effort. As per his study, this rush and explosion gave way to job portals to make recruitment more in-house and more effective.

Job portals came as a transparent medium between the recruiter and the job seeker.

A paper was recently presented at an international conference by Florea & Badea (2013), 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.

It is evident from the literature that use of e-recruitment helps the company to reduce costs, saves time and expedites the recruitment process.

The Transition from “Traditional Recruitment to E-Recruitment”

The main objective of recruitment is to identify and attract potential employees. Recruitment can be defined as a practice which is carried out by an organization for the primary purpose of identifying, recruiting, and attracting potential employees.

The recruitment process can vary in parameters; the degree of difficulty depends upon the recruitment objectives and the sources. The most sought after external recruitment sources relate to the use of formal source, such as job advertising. This starts with the process of identifying the potential applicants, their location and placement in the job market, and eventually proceeds with activities to attract and persuade potential applicants to apply. Following which applications are received, screened and sorted keeping various parameters in mind which leads to the short listing of selected candidates. This traditional process ends with communicating the pre screened results to the applicants.

A summary of the Traditional mode of recruitment is presented through Figure 1.
Traditional based recruitment has undergone a transformation. As proposed by Kettinger and Grover (1995) a BPC (Business Process Change) is now the need of the hour as it affects the organization in several ways. There seems to be a transition towards e-recruitment, thus causing a change in the traditional form of recruitment. The model rests on the assumption that an organization is a complex, social system consisting of mutually interrelated and self-adjusting subsystems of organizational change, namely task, technology, people, and structure.

The structured increased use of ICTs (Information, Communication & Technology) in recruitment has had a fundamental impact on all aspects of an organization’s recruitment function, including people, processes, organizational structures, and forms. They suggest that new processes are needed to lower costs, accelerate transactions, improve efficiency, and provide better service. One example of such processes is the automated, web-based, pre-screening of applicants.

Lee (2005), who has studied the evolution of e-recruitment systems and analyzed the corporate career websites of Fortune 100 companies, emphasizes that e-recruiting has fundamentally changed the corporate recruiting process from batch mode to continuous mode, suggesting a major change in the business process. Unlike the traditional paper-based recruiting process, e-recruiting allows a round-
the-clock collection and processing of job applications. Thus, a modern e-recruiting process is a two-way communication process, web-enabled, time- and space-independent, and a ubiquitous system for both job seekers and recruiters.


**Figure 2.** Recruitment process change model

Figure 2 gives an insight into the exhaustive use of ICT (Information Communication & Technology) as a recruitment process.

A study on Internet recruiting, Cappelli [2001] examines different service providers, new technologies, and company’s recruitment strategies. The study consisted of three major exhaustive steps: attracting, sorting, and contacting candidates.

1. The first step involves the appropriate design of web pages, using electronic networks for promotion and tracking potential candidates on the internet.
2. The next step is sorting; it involves the screening of candidates with the help of sophisticated on-line tests.
3. In the third step, the candidates are contacted. E-recruitment system plays a passive role in this step as the communication is automated.

Recruitment is a process of developing a pool of job seekers in accordance with the human resource plan. This planning for personnel needs has to be done taking into account both the external as well as the internal factors. Various environmental factors play a passive role in the management process of an organization. The recruitment of people through a channelized structure is very important. With the help of information technology, organizations today are able to coordinate and manage the recruitment process more effectively.

Organizations consist of various tasks, subtasks and activities that differ in system, style and objectives. The use of IT thus helps in improving the overall recruitment process, thus enabling an
organization to improve its performance through reduction in the cost of hiring. The time required for recruitment, which in turn increases the quality

**Methods of E-Recruitment**

Methods of e-recruitment are many, such as,

**Employer web sites:** These sites can be of the company owned sites, or a site developed by various employers. Candidates usually have an access to the various job openings which are posted online. They are able to understand if they “Fit the Bill” in terms of their required qualifications and desired skills.

**Commercial job boards:** Commercial job boards are amongst the most common form of online recruiting sources. These are places where the employers post jobs and search for candidates. Job boards work like classified ads in the newspaper. These are global and allow a larger reach into the candidate pool. Candidates become aware of the vacancies. One of the disadvantage is, it is generic in nature

The scope of social media is huge, social media is a shared place where people meet each other, share information and interact. Social networks link people together. Due to / Because of their wide member database, it can be used as an excellent advertising tool, and mostly companies are using it in recruitment.

**LinkedIn:** It is a business oriented social network website, mainly used for professional networking, it is more business oriented, to gain access one needs to register themselves personally. Information with reference to key skills, talents, qualifications are entered by the applicant, through this data base prospective employers are then able to contact the concerned applicant, if the employee meets the requirement of the employer.

**Facebook:** Facebook is a social networking site. A” company page “is created by the organization stating the various job openings available in the organization. One can get hands-on information about the company by visiting face book page or its advertising page, additional information about the company and its activities are also available. Eventually the applicant is continuously updated about company Thus we realize that while the medium of traditional recruiting and modern recruiting are different, the underlying strategies are still largely the same. Modern recruiting, however, offers the added convenience of faster and wider information dissemination, with opportunities for feedback and engagement.

**Significance of “E Recruitment”**

Online job portals have revolutionized the recruitment landscape for both employers and job seekers and increased the efficiency with which hiring decisions can take place

**Reduced time to hire:** E-recruitment allows for an immediate real time interaction and 24*7 hiring/job search activity. While employers can post job vacancies on career sites and start receiving CVs immediately. The posting usually remains active on the portals until job seekers come across it. In comparison to traditional methods where newspaper advertisements would appear a week later and recruiters had to wait till month end to reap benefits. E-recruitment hiring on average is faster than traditional hiring methods at every stage from posting, to receiving CVs, to filtering to managing the contacts and workflow.

**Reduced cost of hire:** Cost of posting jobs and/or searching for candidates on job portals can be much lower than the cost of using traditional search firms. The traditional recruiters charge or the cost of newspaper/publication advertisements for the same are also curtailed down considerably

**Extensive reach for employers:** 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. Sprawling business development
teams also ensure that affiliations are established whereby the portals are always prominent and top-of-mind with the relevant candidates and are visited by the target job seekers regularly.

**Wider reach for applicants:** Candidates are able to access jobs in companies, industries and locations they may not otherwise have learned of and can apply immediately with the click of a mouse. By posting their resumes they can be contacted by employers/recruiters directly for opportunities that may not even be advertised.

**Branding opportunity for employers:** Job advertisements can be used to develop a company’s image/values to prospective job seekers. Candidates can be very particular about whom they work for and these company descriptions often serve as a basis for their application decisions.

**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 can track the progress of their application at every stage of the hiring process.

**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. Candidates too can post their CVs online while keeping their names and present employer's name confidential.

**Proactive:** The recruiter is in full control of the hiring process with online recruitment, 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.

**Allows for database build-up:** Employers can save high profile or particularly attractive CVs from an existing online search to build a priority database of pre-screened star talent for future use.

**Drawbacks of “E-Recruitment”**

**High volume of responses:** Employers may be inundated with responses because anybody in the world with internet access could potentially see the job advertisements. Scrutinizing each application would take time. To avoid unwanted applications, employers need to be careful as to how they word their job posting and be as specific as possible about the job duties and the qualifications.

**Logistical Problems:** If the best-qualified candidate lives halfway around the world, in that case, the employer will have to consider conducting screening interviews by telephone or Skype, which limits the expense of an in-person meeting. If the process moves forward, it poses the dilemma of whether it is really worth bringing the person in for an interview. If it turns out the candidate wasn't serious about relocating, then the employer has wasted potential time, energy and resources.

**Technology issues:** Some candidates may not want to take the time or may not be confident enough with the security of an online application. There’s always the possibility that the application system may operate slowly or lose information during the submission process.

**Poor website:** In many cases, candidates who wish to apply will be relying on the website to gain additional information about your company, its mission and method of operation. If the website is poorly designed or not updated, the candidate may not even bother to respond. There's also the possibility that the site may not have relevant information regarding the candidate's area of interest.

**Too impersonal:** Because much of the online recruiting process may involve emails and possibly telephone interviews, it can be viewed as somewhat impersonal. Without the opportunity for the employer to hold multiple in-person interviews, it can be difficult to determine if the candidate will be a good fit for the company and its culture. The candidate may also have a hard time gauging whether the company is the right place for his/her interest.
CONCLUSION

E-Recruitment cannot replace the traditional methods, it should supplement. The loopholes of e-recruitment can be covered by the traditional methods. There is many times in which only traditional method can be used while recruiting the employees.

The, traditional recruitment cannot be replaced by e-recruitment completely, and the limitations of traditional methods of recruitment can better be rectified by e-recruitment and vice versa. Due to rapid increase in technology many new techniques of recruitment are available with companies which are better than traditional techniques; in many aspects one method cannot replace the other. When two vacancies are there and two candidates are available the companies do not have much choice, so they prefer to widen their search and attract numerous applications.

Despite the widespread use of e recruitment methods a gap seems to have developed between introduction and the practice of e recruitment. Although recruitment by and for any firm is important to increase its performance, the academic research on the subject form the organizations point of view is still sparse. A slip between the Cup and the Lip exists in this system.

The article contributes to the body of knowledge on the subject of e recruitment which is relevant for both, the academia and practitioners. Nevertheless an online recruitment process is still regarded as the best sought alternative which is regarded as being cost efficient, and a faster route to finding the right candidates than a traditional based recruitment process.

REFERENCES


