

# A Study of Conceptual Framework of E-Recruitment in Current Business Scenario

Prakash Yadao Khillare<sup>1</sup> and Smita Kashinath Shirsale<sup>2</sup>

<sup>1,2</sup>(Ph.D. Research Fellow, North Maharashtra University, Jalgaon (M.S.), India)

**Abstract:** Recruitment is the method of searching and hiring the best-qualified aspirant from inside or outer side of a business for a job opening, in a timely and cost effective manner. The recruitment method includes analyzing the necessities of a work, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee to the organization. So far since its opening online recruitment has come a long way and has become the latest inclination in HR processes. Human resource is the most important resource for any organization in any sector. The use of internet has altered the overall process of recruitment. Many organizations have already employed e-recruitment processes for posting jobs and accepting resumes on internet and corresponding with applicants through e-mails. This paper aims to discuss the concept, nature, problems, benefits, methods and trends and conditions for good electronic recruitment.

**Keywords:** E-recruitment, internet, methods, organization, trends etc.

---

## I. INTRODUCTION

Our assets walk out of the door each evening. We have to make sure that they come back the next morning. -Narayan Murthy, Founder – Infosys.

The world of recruitment is getting revolutionized. All industries are adopting new tools and techniques for talent acquisition and management. The millennial generation cannot visualize life without computers, tabs or smartphones. Recruiters understand the need to be millennial friendly as new talent lies there. For the same reason, more and more organizations are now converting their recruitment strategy from traditional to digital domain.

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

Companies and hiring agents have made much of their recruitment process online to improve the overall recruitment process speed. Using an online e-Recruitment system may potentially save the employer's time as usually they can rate the candidate and several persons in HR independently review the candidate's profile. Recruitment agencies also use a method of e-Recruitment by using cloud based SaaS service.

There is several recruitment software available online which reaches large pool of candidates and is time effective but it may fetch many unqualified candidates and may not increase the diversity and mix of employees. In terms of HRM, the internet has drastically changed the recruitment function for both job seekers and providers. Conventional recruitment is very time-consuming with high expenses and limited geographic reach. E recruitment doesn't have those limitations, rather it has wide reach. Currently recruiters are also focusing on social media sites for potential candidates.

### Rationale of the study

Recruitment is an age old process. It started even before industrialization, probably with the inception of agriculture. With the wide acceptance of internet and online tools, online or e – recruitment has also been there since last two decades but it has not yet reached its full potential as yet. The researchers try to understand the concept of traditional and e-recruitment here in this paper and find solutions to this burning problem because even with this great tool the problem of unemployment or the gap between demand of skilled workforce and supply still persists in India.

### Objectives

1. To study the concept of E-recruitment.
2. To compare the traditional recruitment with E-recruitment methods.
3. To derive the characteristics of effective E-recruitment.

## II. LITERATURE REVIEW

- A research conducted by Verhoeven and Williams (2008) news on learning into e-recruitment and selection. The study focused on the advantages and disadvantages as acknowledged in literature and considered those against the views of HR Managers in.
- An analysis conducted by Williams (2009) on E-recruitment showed declining recruitment spends focused on web-based recruitment at the expense of traditional methods. Online methods proved far more popular of the HR professionals surveyed said that the jobs sector of their own company's website was used as a recruitment instrument for many jobs.
- The results from Holm's (2012) thesis were that there was a disparity among the paper-based and the electronic-based recruitment method. The electronic-based recruitment process began with few electronic tools for line managers to begin the recruitment process, e.g. line managers were putting their hiring needs into a Word document and sending it to the accountable recruiter. The recruiter then had to read each applicant and rate the order. In some cases, this is handled through filter programs bringing top applicants to the forefront.
- Ms. D Shahila (2013) The study helps to investigate the trends in e-recruitment, its apply and practice, e-recruitment methods, E-Recruitment Challenges and issues as well as its growing scope in the recruitment process of a business. It also converses the main success factors of e-recruitment are the value-added services provided by the job sites, cost efficiency, rapidity, providing modified solutions, serving to institutedealings with HR managers and assist image building of the companies.

### Forms of Recruitment

There are mainly two forms/methods of recruitment.

- Centralized
- Decentralized

In centralized recruitment the organization is having a devoted central department for recruitment process and the concerned departments do not participate in decision making. Organization like state bank of India employs central recruitment process.

Decentralized recruitment is having authority to each department to choose their own staff. The companies which are geographically spread or very big in size find this form convenient. General Electric Company follows this method. Cost benefit analysis determines the source of recruitment. There's another method too.

- Internal sources
- External search

Internal search could restrict the number of suitable candidates for the available position. External search could be employee referrals, campus recruitment, placement agencies, off payroll candidates and advertisements.

### Why E-Recruitment



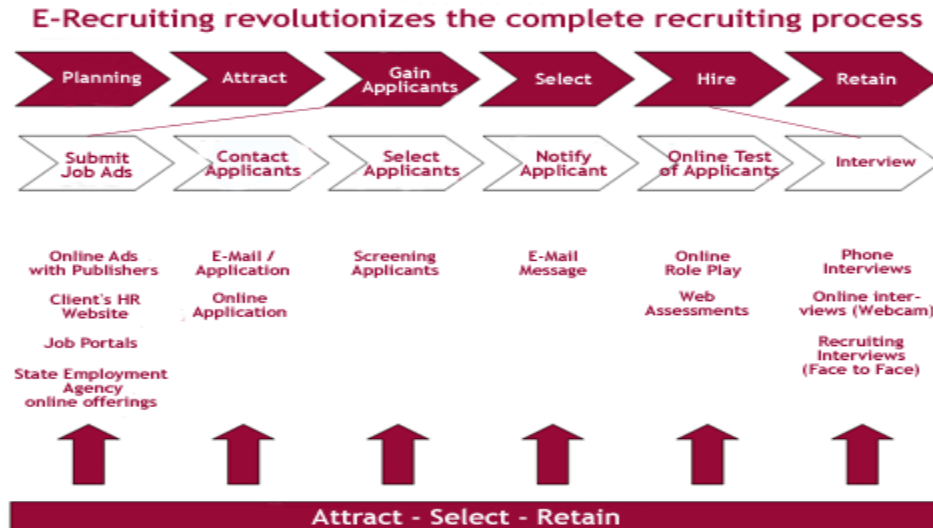
Figure 1 Traditional recruitment process

As shown in the figure traditional method consists of several stages to be managed extensively for better result. They are:

- Job analysis
- Job description
- Specifications
- Advertisements
- Receiving applications

- Short listing applicants
- Interviews
- Acceptance letters
- Joining – contracts

### III. E-RECRUITMENT



As shown in figure e-recruitment has greatly addressed the need to keep database at all the levels of recruitment and selection process. It gives easy access and longer retention. Despite huge investment in the process, not finding right candidate becomes frustrating and many companies go through it routinely.

E- recruitment has made the job and candidate search very cheap and easy compared to traditional method and hence gained quick success.

#### Benefits of Traditional Recruitment

Although traditional recruitment methods are getting replaced day by day, they do have their own advantages. Some methods of traditional recruiting like campus interviews, job fairs, third party payroll recruitment and employing headhunters will never be outdated because –

Campus recruitment is cheap and effective. All the company needs to do is train and refine candidates' skills according to company's needs.

Head hunting for top level executives and managers is a modern day approach to recruitment. Headhunters never publish job vacancies in newspapers or job portals. They still use networking for searching suitable candidates.

Job fairs are still attractive because they provide advertising and promotion activities to sponsors and participant companies. They also collect huge candidate's database compared to newspapers advertising and campus recruitments. Companies can directly conduct in person interviews in job fairs or collect resumes and later call for right candidates after sorting them.

Companies search potential candidates from other rival companies (which is no longer unethical), ex-employees, part time employees, employees on third party payroll, employees in other department, relatives of deceased employees, and also from retired employees too.

#### Benefits of E-Recruitment

- **Reduced Hiring Time:** E-Recruitment allows for instant real-time interaction and 24x7 hiring/job search activity. Traditionally newspapers would print job advertisement which would appear only for one day. Resumes and applications would take several days or weeks to reach to the right person and it would cost much high to both job seekers and providers. But with e recruitment, instant ads can be posted on company or job site, hundreds of candidates can apply at a time within moments and it's also very cheap.
- **Reduced Hiring Cost:** Up to 90% cost can be saved through online recruitment than the traditional one since it reaches to more candidates and doesn't have to physically print advertisements and distribute them. Nowadays many of the job portals give attractive offers and discounts for publishing jobs on their sites and give various services to candidates too.
- **Broader 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.

- **Broader Reach for Candidates:** These days' candidates do not restrict themselves to one geographical location and company if better opportunities are available. They tend to keep searching and changing jobs at their will and keep their CVs up to date. They register at multiple job and company sites and are available for more jobs.
- **Scope for Privacy:** Both employers and job seekers can choose to retain their privacy. Employers can choose to search the databases without posting a job if the vacancy is sensitive in nature, or they can post a vacancy while not disclosing company identity. Similarly, candidates can post their CVs online while keeping their names and present employer's name confidential. Thus secrecy can be maintained and it feels safe for both candidate and company.
- **Better Management Tools:** The company and job portals offer various tools for job posting/searching. Employers can post jobs location or section wise. They can decide which information to provide. They can screen, shortlist, filter and reject candidates that have applied for the jobs. Candidates too can search jobs location, function or domain wise. They can apply to multiple jobs and accept to reject any job offer.

#### **Drawbacks of E-Recruitment**

Although e recruitment has proven to be much cost and time effective, it does have certain inevitable drawbacks as mentioned below –

- **High Volume of Responses:** Since anyone can access a public ad, company can get a very high volume of response from irrelevant resources. It is huge task to screen and scrutinize all the applications which is highly time consuming and less productive.
- **Logistical Issues:** Sometimes it may be found that the candidates that are more suitable for the job are not in same city and are working at a far distance and cannot attend in person interview after telephonic round. The hiring department needs to decide whether to send resources to another city for further processing or pay traveling costs to the candidates. Both ways it is less cost effective and if the candidate is not interested in offer it may waste both time and money.
- **Technology Issues:** Many MNCs have their own jobs sections that invite candidates and publish jobs. They require online application forms to be filled. It is generally time consuming and right candidates may not spare time to fill every detail. Thus company may miss right candidates due to technical issues.
- **Poor Website:** If the company's website is poorly managed then candidates may not be impressed with the company and may not respond. Either someone from company needs to be technology savvy to maintain the website or the company needs to outsource it.
- **Disclosure of Information:** For the candidates who are already working with other companies are reluctant to provide personal information along with the resume since job portals are public in nature. Also some companies do not want to disclose that they have openings for certain positions since their internal candidates may be interested.
- **No Response from Companies:** Many times candidates submit their applications on job portals like naukri.com, monster.com etc. and never actually get any calls or emails from the company. Companies do not provide contact details on the job portals or are strict about communication keeping through emails only. This is major drawback of electronic recruitment system – many of the jobs not getting actualized may shake the candidates' belief.
- **Low Retention of Candidates Hired Online:** Candidates those are hired from job portals like naukri.com or monster.com or freshersworld.com may tend to find better jobs and offers. Hence they have lower retention rate than traditionally hired candidates. Company's budget spent on their induction and training may get wasted and hiring cost of new candidates gets increased unnecessarily too.

#### **Emerging Trends in E-Recruitments**

- **Speedy Communication:** Company and the prospective employee can communicate with each other via the blogs. Thus blogs, podcasts, vodcasts are being considered an instrument of e-recruitment. No more the process can be blamed for being one-way communication like mails, faxes only being speedy as done electronically. Podcasts are the services of digital media records. Vodcasts are the video podcasts.
- **Candidate's Preference:** History states that employers had the freedom to be selective in hiring process, especially in screening resumes but were not always fair. Because of the time restraint it was not possible to go through all the applications. Today the candidates can choose their employers as not only the financial state is known to them but also the ethnicity is known. Applying for the Organization will no more be influenced only by the image.
- **Search Engine Advertisement:** Print ad is phasing out due the attractiveness of search engine ads. Pay-per-click is not only suitable but also more eye-catching.

- **RSS Feed:** Job boards are taking up RSS feed. Hot jobs, Google deserves special point out. Google offers one to upload the jobs on Google Base even when one doesn't have their own site. RSS can be read using software "RSS reader". It is a family of web feed formats apply to publish often updated workings. Such as blog entries, news headlines in a standard format etc.

#### **Solutions for Improved E-Recruitment**

While e-recruitment is becoming more routine, many companies are still not employing the solution as effectively as possible. Six strategies for better e-recruitment practices comprise:

- Follow the feat of new hires and utilize that data to recognize the best social network sources ensuing in industrious employees.
- Maintain job applicants in use by emailing them incessant updates on interview schedules, expected program for feedback, and links to recruitment videos.
- Produce a comprehensive profile of the ideal candidate, including significant skills, proficiency, and character needed for cultural fit. Once the information is detailed, shape the e-recruitment system to search for this data.
- Make certain that e-recruitment options are available on an assortment of platforms, including mobile.
- Keep a pool of capable employees who may be recruited as a reserve. These "boomerang" employees have confirmed skill sets and are known to be a good fit culturally.
- Combine with payroll to ensure that HR is instantaneously aware when positions become open, and can publicize for a new candidate instantly. Also, this data can be used to present current employees promising opportunities in vacant positions.

#### **Limitations of the Study/Future Scope**

This study is conceptual in nature only based on secondary data available from websites and scholarly articles. Considering the upcoming possibilities of increase in business and hence in increased recruitments, a more detailed study needs to take place in future with solid primary database pan India because so far proper focus has not been given on recruitment issue. Companies either have their own HR department for recruiting or they outsource the process hence fragmented information is available from the corporate. Also with increasing use of online recruitment portals, its effect should also be increased but only there are increasing number of complaints that online recruitment sites no longer reply to candidates resulting in frustration. These issues could be addressed by future researchers in their focused primary study.

### **IV. CONCLUSION**

E-recruitment is becoming one of the important tools for selecting a required pool of human resource for the industries. Although this method has few disadvantages but it is completely relevant and applicable in today's modern world. In spite of the huge amount of research available in the field of e-recruiting, there are still many possibilities to proceed accepting of e-recruiting research and apply. Mainly the recruiters' perspective and research regarding the influence of e-Recruiting on the overall recruitment process has established slight consideration. The majority research has been completed on applicants' desirability, reflection and awareness of organizations' corporate career websites. Most important agreements from this research stream advocate that navigational usability impacts on applicants' organization attraction and that organization acquaintance is not related to organization attraction. But above all is the need for a lot more research of the entire e-Recruiting field, to speak to the vast amount of gaps and substantiate current knowledge. Slight research has been undertaken to confront what has been published in the field so far.

### **V. REFERENCES**

- [1] *E- Recruitment*, Avinash S. Kapse Vishal, Patil S, Nikhil Patil V. *International Journal of Engineering and Advanced Technology*. (IJEAT) ISSN: 2249 – 8958, April, 2012, 1(4).
- [2] *Importance and Problems of E- Recruitment*, Dr. R. Ramaabaanu1 & M. Saranya. *International Journal of Research (IJR)*. ISSN 23486848, October, 2014, 1(9).
- [3] Kaur, P. (2015). *E-recruitment: A conceptual study*, 78-82.
- [4] J.Hotwani, S. J. (n.d.). *STUDY PAPER ON E-RECRUITMENT*. *International Journal of Research In Science & Engineering* , 275-281.
- [5] Dr. Ankita Jain, A. G. (2014). *E- recruitment and E- HRM challenges in the flat world: A case study of Indian Banking Industry (with special reference to ICICI Bank, Jaipur)*. *International Journal of Scientific and Research Publications*
- [6] <http://smallbusiness.chron.com/disadvantages-online-recruitment-748.html>
- [7] <http://multirecruit.com/blog/2013/12/09/recruitment-company-india/>