ROLE OF E-RECRUITMENT IN RECENT

(A CASE STUDY OF FEW CORPARATE COMPANIES IN INDIA)

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ABSTRACT

E-recruitment is the practice of using technology and in particular Web-based resources for tasks involved with finding, attracting, assessing, interviewing and hiring new personnel, this process is also known as online recruitment. The purpose of e-recruitment is to make the processes involved more efficient and effective, as well as less expensive. Online recruitment can reach a large pool of potential employees and facilitate the selection process. Electronic recruitment allows us to do the selection process quick and easy. Companies can recruitment talented and effective employs into to the organisation.

Companies are adopting various ways for recruiting the talents for their organisation. It is done by both the means like internal sources and the external sources, which includes transfer, promotion, press advertisements, educational institutions, executive agencies, employment exchanges, labour contractors, employee recommendations, recruitments at factory gates etc. In present scenario, E-recruitment is a concept being used by organisation, as the world is getting flatter day by day because of globalization, many new technology and concepts has been derived and huge infrastructural changes has been taking place.

This study is an endeavour to know the role of E-Recruitment of corporate companies in reinforcing the Indian societies. The aim of this research paper is to determine E-Recruitment strategies are used by the organisations in India in present scenario. The present attempt is a modest effort in this direction. It aims to expand the existing body of knowledge in the area of human resource recruiting by describing and developing the discipline with a supply chain perspective that is fundamentally a different paradigm from the traditional approach.

INTRODUCTION:

Online or E-Recruitment has become nearly ubiquitous in medium and large businesses and is growing in popularity for small business owners, too. According to industry experts, from 1998 to 2001, the number of Fortune 500 companies that had job recruitment websites increased from 29% to 88%. By 2008, over 98% of them were using some sort of online recruitment process.

As expected, this sharp increase means that traditional avenues for recruitment, such as newspaper advertisements, no longer command the share of use they once enjoyed. In 2000, employment newspaper classified advertising in the U.S. was worth $8.7 billion By 2002, however, the Newspaper Association of America reported only $4.3 billion, a more than 50% loss. Borrell Associated predicts that newspapers will suffer a further 12% revenue decline by 2012 as recruitment budgets continue to move online. In contrast, online advertising for recruitment purposes is growing. Jupiter Research has predicted that online advertising overall will exceed $16 billion by the end of 2008, adding more than $10 billion from the industry's total revenues in 2005. Recruitment advertising will likely be the single largest segment of this sector.

Job seekers have come to expect online access to job data and the application process. Research by Mintel reveals that 42% of respondents with Internet access look for job

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information via online recruitment sites, a number that is projected to increase substantially, with the format rapidly gaining acceptance.Employers and job seekers note a number of benefits of e-recruitment over traditional methods. The Human Resources Management Guide, www.hrmguide.net lists some of the most important ones.

- Wide geographical reach
- Speed of the application process
- Lower costs due to savings on time, design and printing
- Automating the process - allows for a comprehensive pre-selection process and consistency of process
- Interaction with candidates - near instantaneous, and all information can be stored on file for future reference

REVIEW OF LITERATURE:

The words e-recruitment, online recruitment, cyberuiting, or internet recruiting are synonymous. They imply formal sourcing of jobs online (Ganalaki, 2002). It is a complete process which includes job advertisements, receiving resumes and building human resource database with candidates and incumbents. Vidot (2000), suggested that e-recruitment is the use of internet to attract high quality candidates, screening of suitable profiles, streamlining the application and selection process. Internet has made an impact on the human resource field (Bussler & Davis, 2002). Organizational recruitment efforts have increasingly relied on computer technology and one area that has evolved in recruiting via the internet, otherwise known as e-recruitment (Mottl, 1998). From the relevant literature, there is an argument that e-recruitment is needed to be used in conjunction with other techniques. It has been argued by Caggiano(1999) & Borck (2000) that internet-based recruiting will not replace traditional practices in recruiting but a well- implemented erecruitment strategy can help the recruitment process become more successful. Hogler (1998) gave the idea that employers can electronically advertise jobs, scan and store resumes, conduct test, and contact qualified applicants by using the power of the internet to match people to jobs. Cullen (2001) also supports that E-recruitment is not treated as a stand-alone tool but is integrated into an overall recruiting and selection strategy.

General advantages and disadvantages of e-recruitment
Advantages:
(i) Geographical spread.
(ii) Larger audience.
(iii) Greater chance to find right candidate quicker/with greater effectiveness.
(iv) 24/7 - no waiting for issue dates.
(v) Quicker turn-around time/cost saving.
(vi) Relatively cheap.
(vii) Higher quality of applicants.
(viii) Better match of workers - vacancies.
(ix) Shift from manual screening to using „HRM expertise".

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(x) Positive effect on corporate image/up-to-date image.

Disadvantages:
 (i) Higher expectations regarding relocation costs.
(ii) Development fees for small companies.
(iii) Name recognition required (buy banner space etc.)
(iv) Outdated résumés.
(v) Discrimination/privacy.
(vi) Internet not the first option for applicants.
(vii) Overwhelming number of candidates.
(viii) Huge number of unqualified candidates.
(ix) Time consuming sifting of application forms

In addition, e-recruiting can open up access to the process for individuals with disabilities. Through assistive technologies such as screen readers and speech recognition, people can achieve access to job information in ways not previously possible in print and traditional media. Applicants can access job information and fill out application forms without the assistance of others to read the informationor complete applications in hard copy format. An accessible e-recruitment site can invite a broader pool of qualified applicants that might not have previously thought to apply, including those with disabilities (Macromedia, 2003).

Inopportunely, e-recruitment create its own set of barriers if accessibility and usability concerns, have not been taken into consideration. In the same way they can create opportunity, sites can impede it with designs that do not follow accessibility guidelines or standards, and do not consider the ways that assistive technology devices access web information.

Voice output screen readers, for example, will not function properly if images, such as button controls are not provided with appropriate alternative text, or if tables have not been designed to read in the proper order. This can leave blind and very low vision applicants with limited or no access to the search and application processes. Similarly, speech recognition will not function correctly if form controls, such as text input or selection buttons haven't been coded properly, limiting access to those with dexterity limitations.

Unfortunately, these problems are quite prevalent on job boards and e-recruitment sites. Cornell University's "HR Process and IT Accessibility for Persons with Disabilities: Improving Employer Practices under Title I of the Americans with Disabilities Act" (2003) found that none of the job boards sampled in their research achieved 100% accessibility, and only 26% of recruiting site home pages achieved this standard. Seventy-three percent of sampled human resource personnel had no familiarity with guidelines for accessible web design, with 70% having no knowledge of screen readers and similar assistive technologies. These same HR professionals, however, reported that 95% of their organizations relied upon online job postings. This gap between use and appropriate knowledge illustrates a significant problem.

The Employer's Forum on Disability lists some of the more typical accessibility issues encountered on job boards and other e-recruitment sites:

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- Images not labelled properly with an alternative text description
- Inconsistent navigation, including poor hypertext link text
- Inaccessible forms for blind web users who use screen reader software
- Information validation techniques which cause problems with assistive technology devices
- Information laid out in tables is frequently not coded properly for accessibility (e.g., job listings)

Any one of these issues can render job postings or recruitment sites unusable to some people. Taken together, they can create a site that is useless to millions of people with disabilities.

In next installment, we'll look at some of these specific accessibility issues and how to avoid them. In the meantime.

Job Portals and Online Recruitment Techniques

E-Recruitment Process of Employees: Job Portals and Resume Scanners

The buzzword and the latest trends in recruitment is the "E-Recruitment". Also known as "Online recruitment", it is the use of technology or the web based tools to assist the recruitment process. The tool can be either a job website like naukri.com, the organization's corporate web site or its own intranet. Many big and small organizations 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 job seekers place their CV's in worldwide web, which can be drawn by prospective employees depending upon their requirements.

The internet penetration in India is increasing and has tremendous potential. According to a study by NASSCOM   – "Jobs is among the top reasons why new users will come on to the internet, besides e-mail." There are more than 18 million resume's floating online across the world.

The two kinds of e-recruitment that an organization can use is:

Job Portals:

Posting the position with the job description and the job specification on the job portal and also searching for the suitable resumes posted on the site corresponding to the opening in the organization.

2. Creating a complete online recruitment/application section in the company's own website. Companies have added an application system to its website, where the passive job seekers can submit their resumes into the database of the organisation for consideration in future, as and when the roles become available.

Resume Scanners:

Resume scanner is one major benefit provided by the job portals to the organizations. It enables the employees to screen and filter the resumes through pre-defined criteria's and requirements, viz., skills, qualifications, experience, payroll etc., of the job.

Types of recruitment:

1. Internal Recruitment- is a recruitment which takes place within the concern or organization. Internal sources of recruitment are readily available to an organization.

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Internal sources are primarily three - Transfers, promotions and Re-employment of ex-employees.

Internal recruitment may lead to increase in employee's productivity as their motivation level increases. It also saves time, money and efforts. But a drawback of internal recruitment is that it refrains the organization from new blood. Internal sources are primarily[3].

    a. Transfers

    b. Promotions (through Internal Job Postings) and

    c. Re-employment of ex-employees **-** Re-employment of ex-employees is one of the internal sources of recruitment in which employees can be invited and appointed to fill vacancies in the concern. There are situations when ex-employees provide unsolicited applications also.

2. External Recruitment **-** External sources of recruitment have to be solicited from outside the organization. External sources are external to a concern. But it involves lot of time and money. The external sources of recruitment include - Employment at factory gate, advertisements, employment exchanges, employment agencies, educational institutes, labour contractors, recommendations etc.

    a. **Employment at Factory Level -** This a source of external recruitment in which the applications for vacancies are presented on bulletin boards outside the Factory or at the Gate. This kind of recruitment is applicable generally where factory workers are to be appointed. There are people who keep on soliciting jobs from one place to another. These applicants are called as unsolicited applicants. These types of workers apply on their own for their job. For this kind of recruitment workers have a tendency to shift from one factory to another and therefore they are called as "badli" workers.

    b. **Advertisement -** It is an external source which has got an important place in recruitment procedure. The biggest advantage of advertisement is that it covers a wide area of market and scattered applicants can get information from advertisements. Medium used is Newspapers and Television.

    c. **Employment Exchanges -** There are certain Employment exchanges which are run by government. Most of the government undertakings and concerns employ people through such exchanges. Now-a-days recruitment in government agencies has become compulsory through employment exchange.

    d. **Employment Agencies -** There are certain professional organizations which look towards recruitment and employment of people, i.e. these private agencies run by private individuals supply required manpower to needy concerns.

    e. **Educational Institutions -** There are certain professional Institutions which serve as an external source for recruiting fresh graduates from these institutes. This kind of recruitment done through such educational institutions is called as Campus Recruitment. They have special recruitment cells which help in providing jobs to fresh candidates.

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140

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f.　**Recommendations -** There are certain people who have experience in a particular area. They enjoy goodwill and a stand in the company. There are certain vacancies which are filled by recommendations of such people. The biggest drawback of this source is that the company has to rely totally on such people which can later on prove to be inefficient.

g.　**Labour Contractors -** These are the specialist people who supply manpower to the Factory or Manufacturing plants. Through these contractors, workers are appointed on contract basis, i.e. for a particular time period.

Advantages of E-Recruitment are:

a. Lower costs to the organization. Also, posting jobs online is cheaper than advertising in the newspapers.

b. No intermediaries.

c. Reduction in the time for recruitment (over 65 percent of the hiring time).

d. Facilitates the recruitment of right type of people with the required skills.

e. Improved efficiency of recruitment process.

f. Gives a 24 X 7 access to an online collection of resumes.

g. Online recruitment helps the organisations to weed out the unqualified candidates in an automated way.

h. Recruitment websites also provide valuable data and information regarding the compensation offered by the competitors etc. which helps the HR managers to take various HR decisions like promotions, salary trends in industry etc.

Disadvantages of E-Recruitment are:

a. Screening and checking the skill mapping and authenticity of millions of resumes is a problem and time consuming exercise for organizations.

b. There is low Internet penetration, no access and lack of awareness of internet in many locations across India.

c. Organizations cannot depend solely on the online recruitment methods.

d. In India, the employers and the employees still prefer a face-to-face interaction rather than sending e-mails.

Process of recruitment:

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Recruitment includes those practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees. It is animportant part of human resource management as it performs the essential function of drawing human assets into the organization (Barber, 1998). Recruitment is a process of searching candidates to fill vacant staff vacancies in any organization. The recruitment process attracts and secures the services of capable personnel with effective and optimum utilization of human resources. There are so many methods available to recruit the desired staff in any concern viz; recruitment agencies, newspapers advertisements, head hunting etc. All these methods are categorized as traditional methods. The rapid advances in technology have dramatically changed the way the business is conducted and this increasing use of technology is clearly demonstrated by the number of organizations and individuals who utilize the internet and electronic mail (Erica, 2007). In terms of human resource management, the internet has changed the way of recruitment from both perspectives i.e. organizations and job seekers (Epstein, 2003). One of the most popular non-traditional forms of recruiting practice is e-recruitment (Smith, 2004). E-recruitment has been defined as the use of the internet to identify and attract potential employees (Breaugh & Starke, 2000). It refers to the practice of advertising job vacancies online, and the formal sourcing of information about the jobs online (Galanaki, 2002). Two trends which make it mandatory for small and medium sized businesses to invest in the tools for a successful e-recruiting strategy are demographic trends and financial scarcity (Abra, 2007). On one hand, better technology and easier access to information produced between workers and firms is increasing the probability of finding the best match for a given opening. On the other, reduced application costs also encouraged increased applications from under qualified job seekers, triggering increased effort by firms to improve screening mechanisms (Freeman & Autor, 2002). The trends in erecruitment suggest a changing landscape whereby in future the candidate is connected to the central system. Also, there is an involvement of the line manager in the process.

CONCLUSION:

Electronic Recruitment has made the job much easier for both the companies and the job seekers and here the credit goes to the Software, IT Professionals, Internet, Computer and many other people who are working back-end. E-Recruitment is an easiest and convincing way to hire people from any part of the world and promotes opportunity, it benefits the company to be recognised globally, and E-HRM helps in conveying any kind of HR policies, training program, and pay slip sheets easily.

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