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Literature review on E-Recruitment: A step towards paperless HR

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Abstract: Improved technology and security are prompting HR departments to shift more functions to paperless processes. HR departments which have already started down the path of reducing the use of paper identified the benefits. Including the technology in the working process, helps in reduction of cost. Paperless HR department will sort the work in no time. It is not only going to reduce the paper work by will help to organize the documents and maintain it in in less place.

The direction is more focused on movements towards using. Tactics used in e-recruitment include simple systems, such as placing an ad on a public employment website asking candidates to email resumes. More advanced systems route the entire process of candidate selection, assessment, and hiring through web-based applications. Prospective employees can upload resumes, take skill and aptitude assessments, and even complete human resource paperwork from a remote location using e-recruitment tools. The primary benefit of e-recruitment tools and electronic personnel recruitment systems are to reduce the cost associated with finding and hiring employees and independent contractors. Human resource personnel spend less time on the hiring process.

Key words: Recruitment, E-Recruitment, E-HR, Paperless HR, Internet.

I. INTRODUCTION

In today's world human resource are considered as the asset of the organization, so there is a need to develop new strategies to stay relevant in a changing global business environment is the challenge of Human Resource Department of an organization. Human Resource takes place were developed to fulfill the needs of human beings ^[8]. "Human Resource Management is a strategic process and involves attracting, developing, and maintaining a talented and energetic workforce to support the organization's mission, objectives and strategies" ^[7].

Main function of HR department is setting of structure for **compensation and benefit**, compensation and benefits specialist also may negotiate group health coverage rates with insurers, coordinate activities with the retirement savings fund administrator and administrative functions of payroll. Human resource planning consist of the number and type of employees needed to accomplish organizational goals are determined by **Recruiting** best-qualified candidate (from within or outside of an organization) for a job opening, in a timely and cost effective manner. **Compliance** with labor and employment laws is a critical HR function. Noncompliance can result in workplace complaints based on unfair employment practices, unsafe working conditions and general dissatisfaction with working conditions that can affect productivity and ultimately, profitability. HR departments also provide leadership **training and professional development**. Leadership training may be required of newly hired and promoted supervisors and managers on topics such as performance management and how to handle employee relations matters at the department level. Professional development opportunities are for employees looking for promotional opportunities or employees who want to achieve personal goals such as finishing a college degree. HR is to support workplace **safety** training and maintain federally mandated logs for workplace injury and fatality reporting.

Apart from the above functions there are many other HR function viz. Job Analysis, Orientation, Performance Appraisal, Career Planning, Record-keeping in that mainly Personnel records, corporate culture, plans and policies, internal change agent and consultant, historical record of previous action taken regarding employees, raw material for statistics which check and guide personnel policies, and many more^[9].

Electronic Recruitment (E-Recruitment) is also known as online recruitment or internet recruitment. Recruitment processes in which use of electronic resources, such as the Internet is use to achieve and improve the normal outcomes of recruitment by the organization is known as E-Recruitment. It allows Corporate HR to automate and streamline simple tasks, resulting in more efficient and productive hiring processes. But even with the advancements of technology, recruitment is still a people business. And because direct people interactions can take a substantial amount of effort and time, processes supported with online technologies have added automation and efficiencies to the value-chain. That is where online recruitment software technologies excel and where immense value can be derived from them^[6].

Internet job boards are rapidly gaining market share of all advertised jobs. According to HRAdvice.com, the biggest concerns when recruiting on the Internet include not enough time to review resumes, too many resumes, too many unqualified applicants due to the ease of application process, and potential exposure to discrimination charges due to adverse impact.

Faced with the expected wave of retiring baby boom employees, organizations are looking to entice retirees and seniors back into their organizations as employees or as consultants. Several new websites have emerged to address these organizational needs. The websites are: yourencore.com, seniors4hire.org, enrge.us and seniorjobbank.com.

According to TopJobSites.com, the top three general job websites by traffic ranking are Monster.com, CareerBuilder.com and HotJobs.com. TopJobSites.com reviews and ranks job and career websites based on a three month window of traffic volume. In addition to general job sites, the site compiles rankings for college sites, executive sites, niche sites, diversity sites, and international sites.

According to online recruiting commentator Peter Weddle, nearly two-thirds of all companies under-utilize their corporate web sites for recruiting. Weddle suggests the following recruiting website improvements: take full advantage of virtually unlimited web space, communicate your company's image as an employer, attract both active and passive job seekers, and provide a high-quality web experience^[9].

Benefits of E-Recruitment-

HR professionals and Technology experts say implementing computer-based systems that eliminate the need for paper can save time and money. Productivity and efficiency are the No. 1 reasons for people to go to a paperless system. Such systems significantly reduce the storage space needed. And they are designed to accommodate the vast and changing array of compliance issues that keep. Many HR departments have eliminated most of their paper from payroll administration and some other functions but have been hesitant to do so with processes such as performance management. Kicking the paper habit has been a pain point for HR for a number of years. "Paperless is more than just converting documents to digital. It's about what you can do with the data."

Implementation is a challenge. It takes time to explain it to users in team meetings, through group demonstrations, via one-on-one sessions and even create a PowerPoint presentation to answer the questions. I take time initially to scan each and every single document. But once, HR department starts practicing it, it will make life so much easier. It saves so much of once started practicing it. Technology has changed the whole dynamic of hiring people. It has shifted the accountability and ownership.

All aspects of candidate management from searching for prospective applicants to new employee orientation now have the ability to fit into an e-recruitment system. Few employers, employment, and businesses specializing in recruiting job seekers for placement can keep up with today's personnel recruitment practices without implementing some form of e-recruitment system,

even if only a rudimentary system. Many national companies, in fact, now require candidates to complete an initial application for employment online, or at the least submit a resume to an online database.

In the early days of e-recruitment, the concept simply meant using online resources to find candidates for various job positions. Job boards and resume databases allowed employers and employees to search for, find, and contact each other. Once contact was established, the remaining tasks involved in the hiring process were conducted via face-to-face interviews and other traditional methods. Today, e-recruitment consists of job boards, online advertising, web-based applications, talent communities, social recruiting efforts, and pre-employment assessment tools. Additionally, software packages have been developed to allow recruiters and human resource personnel to speed up the hiring process through automated database searches, auto responders, and assessment tools incorporated into web-based employment applications.

With the explosive growth of businesses that exist entirely online, the demands on e-recruitment tools have also grown. Companies have the ability to operate all aspects of the business using freelance contractors and employees working remotely. As such, these businesses often do not have the facilities or means to conduct traditional in-person interviews and other human resources duties. For these businesses, the use of and availability of e-recruitment tools is invaluable. Applicants are directed to apply online, submit work samples or complete assessments, and upon selection, remit necessary documentation and tax reporting information necessary to begin work^[5].

II. OBJECTIVE

Objective of this review paper is to identify the contribution of E-recruitment which helps the HR department to go for paperless.

III. LITERATURE REVIEW

During the course of my research several e-recruitment practices have been found to help recruitment process and enhance paperless HR process which is discussed in the following work.

The digital world has brought a new dimension to the world of recruiting. The World Wide Web, or Web 1.0, shortened the search time, costs and offered a transparent method of information for candidates (Salmen, 2012). 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 recognized globally, and E-HRM helps in conveying any kind of HR policies, training program, and pay slip sheets easily. E-HRM is based on more systematic & technology theorem, which helps the HR department to scrutinize employee performance carefully & accurately. It helps in imparting any HR policy; keep a track on employees daily activity report (DAR), efficiently helps the employees in promotion & transfers^[16]. E-recruitment, also known within the literature as online recruitment, cyber recruiting, or internet recruiting are synonymous. They imply formal sourcing of jobs online (Ganalaki, 2002)^[4]. It is a complete process which includes job advertisements, receiving resumes and building human resource database with candidates and incumbents.

The findings from Holm's (2012) thesis were that there was a difference between the paper-based and the electronic-based recruitment process. From the findings, Holm's found that the electronic-based recruitment process began with few electronic tools for line managers to commence the recruitment process, e.g. line managers were putting their hiring needs into a Word document and sending it to the responsible 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. Holm's (2012) study was conducted between the years 2008 to 2010 in three companies in Denmark, which could have limited the validity of the recruitment process today as electronic technology has been developed for the evolving topic of recruitment^[6].

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 arena. E-recruitment enables the firm to

perform the tasks in speed and improves the process (Tong and Sivanand, 2005). One of the outcomes of the growth of e-recruitment technologies has been that applying for jobs has become simpler and more streamlined. E-recruitment emerges as a handy and advantageous method over traditional methods of recruitment (Tong and Sivanand 2005) ^[20].

Smith (1999) had worked upon e-recruitment where he had tried to conceptualize that internet helps employer's better target prospective employees. The author mentioned that the career web, which small companies may consider expensive, could still be less costly than multiple newspaper ads ^[18].

A study conducted by Connerley, Carlson, & Mecham (2003) on the evidence of differences in applicant pool quality addressed the research need by examining the attraction outcome of firms competing head-to-head for recruits for similar positions. Results of an analysis suggest that applicant quality can vary substantially within and across job families ^[3].

Chapman and Webster (2003) in their survey research on the use of technologies in recruiting, screening, and selection processes for job candidates conducted in USA found that most organizations implemented technology based recruitment and selection tools to improve efficiency, enable new assessment tools, reduce costs, standardize systems and expand the applicant pool ^[2].

According to the Pew Internet Research reported by NAS insights (2006), about 72 per cent of American adults were online. That translated to over 145 million people. This was a wide audience, and the Internet proved to be an integral part of employee recruitment because there was no faster, simpler, or more cost effective way to reach thousands of qualified candidates. In fact, 44 per cent of online Americans were looking for information about a job. The Internet allowed HR Managers to reach these candidates 24 hours a day, 7 days a week ^[14].

A study conducted by Martinez and Martineau (1998) on rethinking human resources stated that when health reforms aims at efficiency savings or overall cost reduction, they go by changing the way in which staff are employed ^[3].

A conceptual paper on Managerial challenges of e-recruitment: extending the life cycle of new economy employees by Smith and Rupp (2004), examined the application of technology to recruiting and retaining knowledge workers in an e-commerce, information intensive environment. The authors reported that e-recruitment as a general process is job specific and offers computer-assisted screening interviews and statistical prediction to aid in reducing recruiting costs, time-to-hire and employee turnover ^[17].

Hadass (2004) in his research on the effect of internet recruiting on the matching of workers and HR Managers developed a model of recruitment in which job seekers have private information about their qualification for different jobs and firms possess imperfect screening technologies. The implications of the model were empirically examined using personnel data from US-based multinational manufacturing firm with more than 15000 employees. The adoption of e-recruitment was modeled as reducing application costs to workers and improving screening technology for firms. He concluded that firms may adopt e-recruitment strategies because of the direct reduction in recruiting costs and because of competition among HR Managers for qualified hires ^[5].

As reported by Aqayo Research on efficient talent acquisition through e-recruitment

(2008), a survey was conducted among several hiring managers at NRG Engineering Pvt. Ltd.; a consulting company specialized in the Oil and Gas industry, to identify how the E-Recruitment software they used enhanced efficiency of their recruitment activities. All unanimously agreed that using Applicant Tracking Systems significantly reduced the time spent on each recruitment activity, and additionally smoothened the recruitment process ^[1].

A survey conducted by Williams (2009) on E-recruitment showed dwindling recruitment spends focused on web-based recruitment at the expense of traditional methods. The author also reported that online methods proved far more popular, as two-

thirds (66 per cent) of the HR professionals surveyed said that the jobs section of their own company's website was used as a recruitment tool for most jobs^[21].

A research on Internet job search and unemployment durations by Kuhn and Skuterud (2004) had tried to find out which types of unemployed workers looked for work online and whether internet searchers became reemployed more quickly. The authors concluded that internet job search is more common among workers with observed characteristics that are usually associated with faster reemployment and internet job search does speed reemployment. The authors pointed out that, internet job search might significantly improve search outcomes on dimensions such as job quality that they had not measured in their research^[12].

Jansen, Jansen and Spink (2005), gave implications for online job seeking and recruiting in their paper on using the web to look for work. The authors focused upon three specific research questions: how do people search for job-related information on the web? How effective are these searches? And how likely are job seekers to find an appropriate job posting or application? The data used to examine these questions come from job seekers submitting job-related queries to a major web search engine at three points in time over a five-year period. Results of their study indicated that individuals seeking job information generally submitted only one query with several terms and over 45 percent of job-seeking queries contained a specific location reference. Of the documents retrieved, findings suggested that only 52 per cent were relevant and only 40 per cent of job-specific searches retrieved job postings^[11].

Ng and Burke (2006) in their study on the next generation at work explored the views, career expectations, and job search behaviors among a sample of business students. The authors conducted a field survey involving 20,771 students across Canada to understand the views of university students on jobs, organizations, careers and perception of their organizations. The study using multiple regression analysis found that cooperative students appear to have more realistic expectation, have better insights into their own abilities and desires, and report higher self-confidence. It also reported that the respondents had low expectations that their campus career offices would get them a job, and expected to use the internet more frequently in their job searches. This suggested a shift away from traditional recruitment mediums to more contemporary approaches such as internet^[15].

IV. DISCUSSION

Hiring is not an easy process. It is time consuming and money consuming. The cost/benefit analysis of establishing a paperless process needs to be evaluated in order to determine the approach to be taken for each process. A more efficient process may or may not reduce the number of staff. Personnel costs may shift from the business function to IT/support resources, either internal to the University or external to a vendor for support the new paperless process. Technology costs may increase and need to be carefully evaluated to ensure hidden costs to supporting new hardware and software components are included on an ongoing basis. Also, the ongoing technical training costs need to be considered. These overall costs may be offset by reduced resources needed to support the existing paper-based process.

Tactics used in e-recruitment include simple systems, such as placing an ad on a public employment website asking candidates to email resumes. More advanced systems route the entire process of candidate selection, assessment, and hiring through web-based applications. Prospective employees can upload resumes, take skill and aptitude assessments, and even complete human resource paperwork from a remote location using e-recruitment tools. The primary benefit of e-recruitment tools and electronic personnel recruitment systems are to reduce the cost associated with finding and hiring employees and independent contractors. Human resource personnel spend less time on the hiring process.

V. CONCLUSION

E-recruitment is easy and simple way of recruiting the employees in the organization compare to traditional method. Internet has made an impact on the overall functioning of human resource department. If E-HRM, is been implemented in the organization, the working of the HR department will be at ease. There will be reduction in utilization of paper, less storage required, less time wasted in documentation, reduction in manpower utilization, time saving and data can be used as and when it is required and in numerous way.

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