E-Recruitment Challenges and Methods used in Modern Organization

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Abstract: *The only imperative vista for an organization that can ignite it, and give it a direction to flourish is the workforce of an organization. Human resource is the means apparatus for any organization. Organisation have to recruit people with requites skills, qualifications and experience, if they have to survive and flourish in a highly competitive environment. While doing so, they have to be sensitive to economic, social, political and legal factors within a country. To be effective they need to tap all available sources of supply, both internal and external. Internal promotion boost the morale of people and External sources too need to be explored regularly to bring qualified people with innovative ideas. Recruitment of potential staff and bringing them to the organization is a crucial job for the human resource manager in any organization. There are numerous ways they companies are adopting for recruiting the talents for their organisation. It can be 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. E-recruitment is a concept which have been using by many concerns now a days, 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. Likewise human resource management is also undergone a huge technological advancement. Internet has a great impact on the overall functioning of human resource department. Human resource functioning whether its recruitment, selection, training, induction, database management all are done through internet media. By doing this a concept of E-HRM has came into existence. E-HRM is a progression in which all the HR plans, policies and practises are undertaking through internet medium. E-Recruitment is an internet media through which job seekers can apply for vacancies online. Here the job seekers can attach their curriculum vitae and application form and the recruiters can get the detail of the candidates. The aim of this research paper is to determine what all E-Recruitment strategies are used by the organizations in India after being globalised. For this purpose a study has been made in some of the reputed banks of India. This study has been conducted in Jaipur city; the study identifies the overall processes and methods of e-recruitments, it also study whether it's challenging for the manager and relevant advantages & limitation of E-Recruitment.*

Keywords: *Traditional Recruitment, E-Recruitment, E-HRM.*

I. INTRODUCTION

The Internet Will Help Achieve 'friction free capitalism' by Putting Buyers & Sellers in Direct Contact And Providing More Information to Both About Each Other." – Bill Gates

Today the world is based on technology; everything is getting automated day by day. We heard about trendy attire, shoes and brood as well, it is a new creation of inherent manufacturing. Now the couples can create their own of brood, all these are possible now because of technology. Computers are a very crucial part of human life now; people cannot imagine there lives without computers. How it is related with HRM and recruitment, as we can move in the past and remember how complicated it

was to send to the resumes to the prospective employers. But now because of this technology we can send our resumes to numerous employees within a span of clicks, which was not feasible in the past. An organization needs to be forward and aggressive towards the goal they want to achieve, but it all depends upon the fact that what all resources the organisation cater from the environment in respect to human resource etc. Today in this race both domestic and international companies are running in this field to pool the best manpower for their organisation. For getting the best employees for the organisation recruitment considered to be the second main process selection and staffing are considered to be the main process. In this recruitment is to get the resume of various candidates in the company's database and in selection the securitization process is done in which the deserving candidates are selected and in the staffing process the selected candidates are placed in the right position. E-Recruitment is involving the information technology for hiring the employees to reach the masses and to save time. E-Recruitment falls under E-HRM.

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 . "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". 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. 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. 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.

II. OBJECTIVES

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

- To analyze recent trends of recruitment practices

- To analyze potential of e-recruitment and the challenges faced by it

III. REVIEW OF LITERATURE

- E-Recruitment formally implies sourcing of jobs online (Ganalaki, 2002). E-Recruitment is also known as online recruitment with the help of which the job seekers can send their CV's directly to the employer in an electronic form and their on the other end the employer will receive the CV and can filter is from the other respective candidate's CV's (Finn, 2000). By installing the software like "active recruiting" it is now becoming much easier for the employer to catch the deserving candidate for a particular profile, earlier 62 days were required to fill up vacant position but now it just require 42 days to fill up the same position it is now much easier (willenbrock, 2005). It has been argued that online recruitment cannot replace the traditional way of recruiting but a well implemented online recruitment can help the organisation to make their much more easier (caggiano, 1999 & borck, 2000). At the Nike's headquarter they don't miss any of the resume they receive, they treat every CV's to be a prospective one, and the application like "active recruiter" makes it's much easier for them (Nike's, 2005).

- 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.

- 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.

- 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

- 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.

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▪ 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.

IV. RECRUITMENT AND E-RECRUITMENT

Organization make planning on the basis of which required number of human resource are determined, then the next step will be the procurement role is to allocate the sources from where the required manpower can be available & to attract them towards the organisation. This is known as 'recruitment'. Organization has to recruit people with mandatory skills, qualifications and experience, if they want to undergo & prosper in exceptionally ruthless surroundings. While doing this they have to be responsive to fiscal, opinionated and lawful factors inside a country. In true sense, it is always not easy to find and select a suitable candidate for a job opening. The recruiter's choice of a communication medium (e.g. advertising in a trade journal read by the prospective candidate) may not be appropriate; some of the vivid candidates may commence to view the opening as not in queue with their present prospect (e.g. tough work, excellent rewards, flexible schedules and so on. One of the on the whole non-conventional forms of recruitment practice is e-recruitment. E-Recruitment is the use of internet torecognize and draw the prospective candidates. It is the method of promoting position vacancies online, and the information regarding that profile. Two trends which make it obligatory for petite and intermediate sized concerns are to devote in the equipment for a triumphant e-recruiting plan are demographic trends and fiscal dearth. Easy availability of information generates the higher chance of getting the best manpower for the required position. It also helps the organisation in lowering their screening cost by maintaining the employee's details in a database; all the employees will be connected to the line manger through a central system.

V. E-RECRUITMENT METHOD

Advertising job openings, tracking the source of applications, and online enquiry forms, were the most frequently used methods for attracting candidates. In many cases, web-based technology in selection and assessment is only being used by the most selection-sophisticated organizations that can afford the high start-up and maintenance costs. The IES survey reported that, out of the

50 organisations surveyed:

➢ A large proportion were using online application forms (67 per cent).

➢ Only four per cent were using psychometric tests online.

There was wide variety in the extent to which online applications were structured, and also in how they were screened, eg electronically by keywords or manually. There exists a great deal of variation and less maturity in this part of the e-recruitment process in terms of application and use, than in the application of Internet technology at the attraction stage of the process.

In terms of applicant tracking and workflow systems, of the 50 organisations surveyed, 78 per cent received CVs and application forms online, 49 per cent used email response letters, with 39 per cent using progress-tracking systems. Only nine per cent provided status reports to hiring managers.

VI. E-RECRUITMENT CHALLENGES

From the employer viewpoint:

➢ The best candidates for a job are likely already employed by your competitors. But identifying these candidates is a hard problem, convincing them to come and work for you is harder still.

➢ The hiring pipeline (screening, interviewing, etc.) is often fairly unreliable at separating the good candidates from the bad.

➢ References are almost worthless now, as people have stopped giving bad references.

➢ Mismatch between hiring schedule of employers and candidates means that often when good candidates are available, job vacancies aren't.

From a candidate viewpoint:

➢ Most candidates are weak negotiators only negotiating their salary a handful of times in their lifetime. The company likely negotiates salaries on a daily basis; hence negotiations tend to favour the more experienced employer.

➢ Finding a company you want to work for is hard

➢ Opaqueness of the hiring process is often frustrating (candidates often left "hanging" rather than rejected outright)

➢ It's hard to tell what a company's culture is like internally before you work there.

➢ Salaries are blinded, often companies give no indication of the salary of a role.

➢ Most of these problems are fundamentally information asymmetry problems, so it's certainly feasible that the internet could be used to tackle them.

From a job seekers' perspective

Online recruitment is not meant for everyone and it is not a solution for all hiring needs. It is always important to keep in mind how an online environment affects the applicant pool (Boone and Kurtz, 2010). The greatest barrier of online recruitment lies with the type of job seekers who are attracted towards online recruitment portals.

Ethnic difference, gender and age play a major role in the usage of online recruiting portals. It has been identified that well educated young individuals with literacy towards computers are attracted more to seek job through online recruitment. Age as criteria negatively affects the use of online recruitment portals in applying for a job. It has also been identified that the rate of usage of online recruitment portals for applying a job is same among men and women in Canada and United States, but not in other nations (Waddill and Marquardt, 2011). Further it has been estimated that employed men use online recruitment portals for searching a job.

VII. E-RECRUITMENT MUTINY

Internet proved to be the recruiting mechanism in the end of 1990's, and in the early stages of internet recruitment it provides many benefits to the recruiters. It was predicated as that internet is the back bone of recruiting business. And it brings a huge development in the field of recruiting and makes the world a single place to work in. The latest trend in recruitment is the 'E-Recruitment' or 'Online Recruitment'. It made the business much easier for the employer, the employer can select or call his candidate from anywhere around the world. It also gives huge business opportunities to the organization. Internet acts as an interactive interface between the employers and the job seekers.
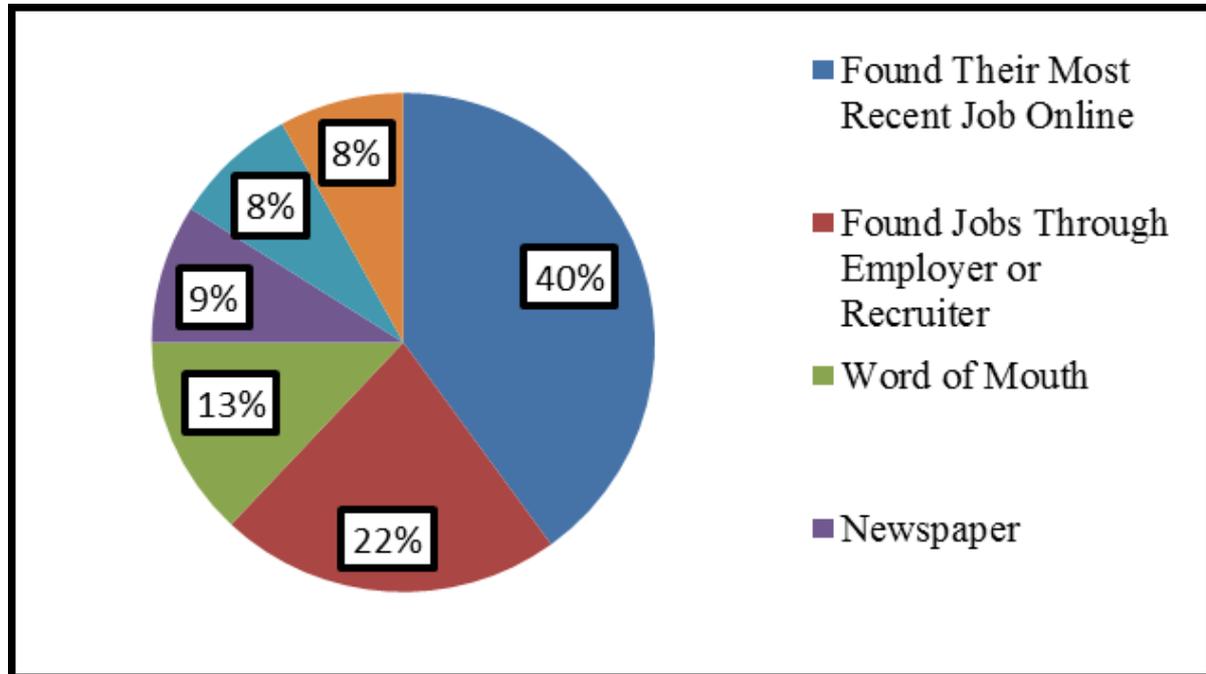
Figure – 1 Hiring Online Takes off in a Big Way in India

Here 78% candidates are satisfied with online recruitment and remaining 54% are satisfied with the traditional written and posted applications. "Temping" or hiring people for a short length is catching upbeat it provides elasticity, lowers predetermined overheads, and cuts down on dreadful hires. But tempts may lack zeal and vow. This method of recruitment is appropriate for startup enterprises.

VIII. E-RECRUITMENT REIMBURSEMENT

Probable payback of E-Recruitment is –

- Unlimited exposure for both employer and job seeker, as the world become the flat world and everyone has an opportunity to contact one another and grab the chance available in the milieu.

- Advertising cost will be very less as internet will become a single interface where both the employer and job seeker come and interact, no middle man is required.

- Opportunities are unlimited and can immediately grab within a fraction of clicks.

- Employers can maintain their database directly through portals which are available in various websites.

- Candidates can apply for as many jobs they want, soon after they enter their details into the database.

E-Recruitment is getting more and more popularity companies are making developing their own websites and form corporation with online work boards. Primarily recruitment market is separated in newspapers, recruitment agencies and recruitment portals. Print media is used when they require middle-to-senior-level-executives. Portals are used when they need entry-level employees (fresher's), placement agencies only help to expand the on-line market.

Table – 1 Source: Business Today, July 31, 2005

	Naukri.com	Monster.com + obsAhead.com
No. Of Clients	17,000	6,000
No. Of Live Jobs	80,000	70,000
Revenues	Rs. 45 crore (March 2005)	NA
Q4 Revenues	Rs. 11 crore (Jan-March 2005)	NA
No. Of Resumes	Rs. 36 Lakhs	Rs. 53 Lakhs
No. Of Additional Per Day	10,000	8,000

Techniques of E–Recruitment

- E-recruitment should be incorporated into the overall recruitment strategy of the organization.

- Giving a detailed job description and job specifications in the job postings to attract candidates with the right skill sets and qualifications at the first stage.

- A well defined and structured applicant tracking system should be integrated and the system should have a back-end support.

- Along with the back-office support a comprehensive website to receive and process job applications (through direct or online advertising) should be developed.

IX. MODERN TRENDS OF E-RECRUITMENTS

Speedy communication: Company and the prospective employee can communicate with each other via the blogs. Thus blogs, podcasts, vodcasts are being considered a tool of e-recruitmant. 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 files. Vodcasts are the video podcasts.

Candidate's preference: History states that employers had the privilege to be selective in hiring process, especially in screening resumes but were not always fair. Because of the time constraint 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 culture is known.

Search engine advertisement: Print ad is phasing out due the popularity of search engine ads. Pay-per-click is not only convenient but also more attractive.

RSS feed: Job boards are embracing RSS feed. Hotjobs, Google deserves special mention. 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 use to publish frequently updated works. Such as blog entries, news headlines in a standard format.

X. BENEFITS OF E-RECRUITMENTS

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

XI. 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.

XII. CONCLUSION

E-recruitment is easy and simple way of recruiting the employees in the organization compare to traditional method. Now-A-Days the use of internet is on the top, thus it will be easy to find out good jobs online as well as candidates. 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. Thus the cost of Recruitment will be reduced that way and will be ease process as traditional one is tedious. This process will also helps market to cope-up with the technology.

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