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## *E-Recruitment: A New Dimension of Human Resource Management in India*

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*Abstract: In the rapidly changing global world economy, the only essential value for an enterprise is the experience, skills, innovativeness and insights of its manpower resources they are the key components and are considered as the assets of the organization. In this highly competitive market organizations need to have that core strength of effective workforce. Every organization put in their best to attract, hire and retain the talented manpower resources, which is the biggest challenge of current system This paper identifies Internet recruitment methods from relevant literature, and describes how their benefits of online recruitment can influence the time and cost containment. Today, one of the most crucial sources of competitive advantage is based on human resource efforts through attracting and retaining talented individuals. Like all other disciplines human resource management has also grown to heights and working incredibly for the betterment of the organizations and people in general. Recruitment through internet has helped in taking HRM to E-HRM attracting potential candidates to an organization from the recruitment process, which is referred to as E-Recruitment. The practice of issuing a vacant position and applying for a job via a website has increased steadily. The purpose of this paper is to broaden the research on the online Recruitment practices for the entire development of the organization with focus on E-Recruitment practices and trends in India.*

*Keywords: E-HRM, E-Recruitment, Internet, Trends, Retain.*

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### I. INTRODUCTION

E-recruitment, popularly known as online recruitment, is the practice of using technology and specifically Web-based resources for process involved with finding, attracting, assessing, interviewing and procuring new personnel. The aim of e-recruitment is to make the processes involved more efficient and effective, as well as less expensive. Online recruitment can reach a larger set of potential employees and facilitate the selection process .E-recruitment has been an issue of interest over the past ten years. Internet is considered as the latest mode of hiring. It is a kind of revolution in the world of recruitment. The term online recruitment, e-recruitment or internet recruiting, imply the formal sourcing of job information online. We can find the initial traces of E-Recruitment appeared in articles of the mid-1980s. E-recruitment can be broadly divided into two types: corporate web site for recruitment and commercial jobs boards (such as monster.com, naukri.com etc) for posting job advertisements. Now a days, employees take help of private or public agencies, to get their dream job and at the same time it reduces the time and cost of the organizations also. But we must accept the fact that advancement of technologies made much easier for the global HR managers not only to believe on agencies but also they believe on Internet. E-Recruitment is using information technology for hiring the employees, to reach the masses and to save time. E-Recruitment falls under E-HRM. It's completely on the employers that how to take the whole concept of E-Recruitment further.

### A. Journey from Recruitment to E-Recruitment history

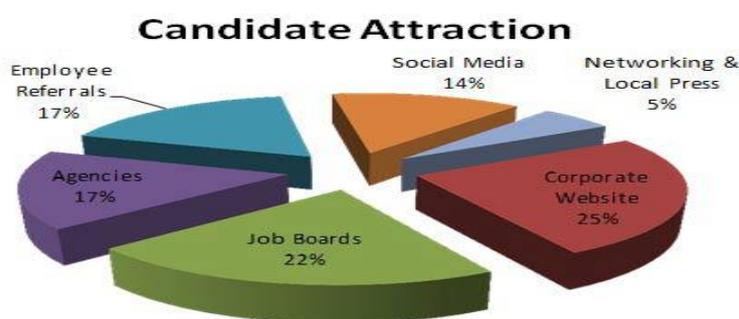
In the 50's to the 80's the most widely used media for recruitment was the newspapers. Indeed, more than 75% of candidates were sourced via newspapers advertisements. The recruitment consultants in the back 80's use to work with limited resources available to get the best talents; the local newspapers, the national newspapers and the specialist job supplements use to be the only links between employers and employees. The interviews were face to face meetings, at a place mutually agreed upon

In the early 90's, the World Wide Web was introduced without considering it will significantly change the recruitment market. It was in the mid 90's the very first on line job sites were launched. Recruitment became then e-recruitment. Recruiters had to change their old habits and start hiring online. They started advertising jobs online along with advertising their offers in a print magazine or newspapers. The first contact with the candidate was usually an email followed by a telephonic conversation. Until the late 1990's, the best way to recruit people was to post an announcement in the newspapers. Almost all the newspapers had a job section, or "job board". At the time, companies had to pay for the space of their announcements! So they were keeping it simple and straight. And there was no Google search engine to help you know more about the position or the company.

Back in 1990's, online recruitment was basically the exact same content that in the newspapers, except that they were accessible online. In the 2000s the recruitment process witnessed a rapid change, leading to growth with every passing day, given that only 6% of job seekers used the Internet in their job hunt in 2002 leading to 46% in 2003. Job boards used to be the recruiters preferred tool. Recruiters use to post their requirement in the form of ads and buy resumes database access to reach the best candidate as per the job requirement. They became far more tech savvy, as print declined.

Today more than 97% of job seekers search their career opportunities over the Internet. The Internet offers many ways for a recruiter to find the potential candidate; they can advertise jobs online through job sites or their career websites. However the recruiters in 2017 are hyper connected. A Job board is not a limit to recruit a talent. Recruiters are socially active everywhere and are connected by all possible modes: 24/7. They use professional social media like LinkedIn and popular social networks such as Twitter or even Facebook to find the best talent. We call that the social network recruitment. Job seekers find it really convenient to find different jobs, go through the entire job profile, and get an idea about the compensation and benefits the employer is offering and every relevant detail, without even visiting the organization in physical.

**Figure 1. Candidate attraction in job search**



Source: - LinkedIn 2014

## II. OBJECTIVES AND SCOPE

### A. Objectives of the study:

1. To explain the importance of E- recruitment.
2. To list major challenges faced by organizations while doing E-Recruitment.
3. To focus the methods and trends in E- recruitment

**B. Scope of the Study:**

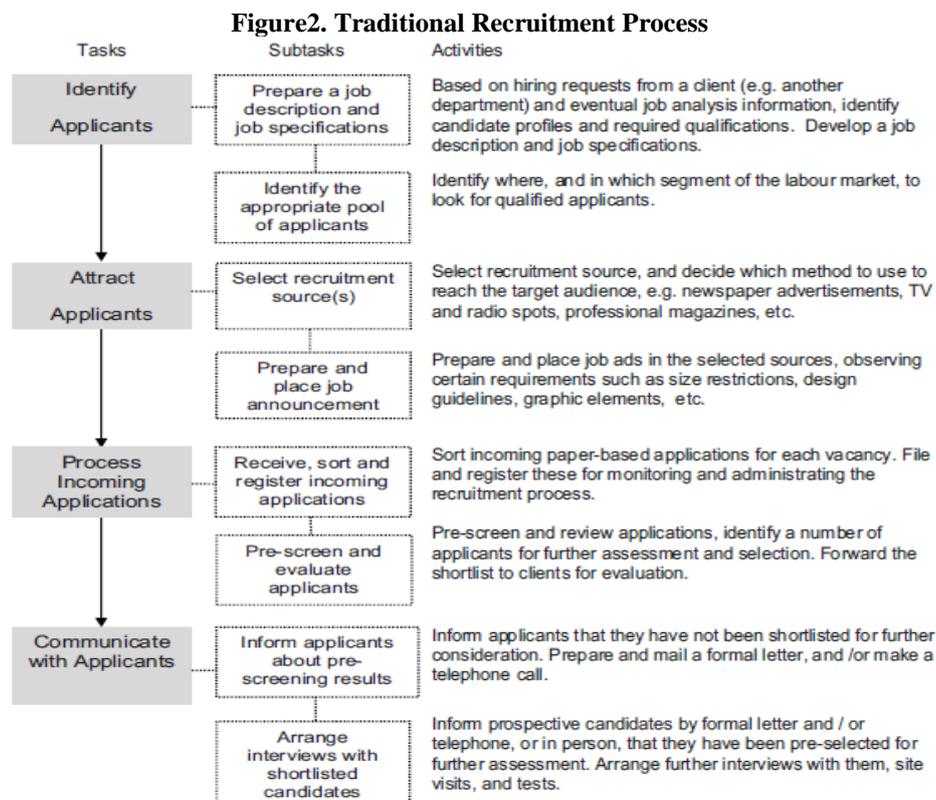
Online recruitment is no more an exclusive domain of the technologically savvy, the curious and the ultra-sophisticated section of the society. Today, with this medium tried, tested and proven to be true and more importantly absolutely necessary, professional recruiters and employers equally depends and trust job portals as a primary source of professional talent both on a whole and in some cases to complement traditional hiring methods.

Online recruitment has an edge in terms of longitivity also as its life is longer than paper based advertisements comparatively. Also, those ads online have the scope of alteration anytime. Companies can post complete detailed description of the jobs & can answer to frequently asked questions called as FAQs. This added information attracts more candidates and saves time of employers. Irrespective of time candidates can check jobs as per their convenience round the clock which gives them handiness to search and apply for a better career opportunity.

As per the above mentioned facts and discussions we can clearly see the commendable growth of recruitment industry and getting benefitted by the implementation of E- Recruitment. We can say on the basis of above discussion that e recruitment has definitely reduced the burden of human resource department to a great extent and also provided with a much more enhanced and efficient working methods. E- Recruitment is undoubtedly time savvy, simpler, transparent and worldwide accessible.

**III. 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, it is to allocate the sources from where the required manpower can be available & to attract them towards the organization. This is known as 'recruitment'. Organization has to recruit people with mandatory skills, qualifications and experience.



Source: - Anna Holm's visual summarization of the traditional recruitment process (2012)

### A. E-Recruitment a part of E-HRM

Internet emerged as the potential 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 declared that internet is the back bone of recruiting field, and it brings a huge development in the field of recruitment and makes the world a global place to work in. The latest trend in recruitment is the 'E-Recruitment' or 'Online Recruitment'. Every organization big or small is using E -Recruitment in partial or full to reach the maximum number of potential candidates.

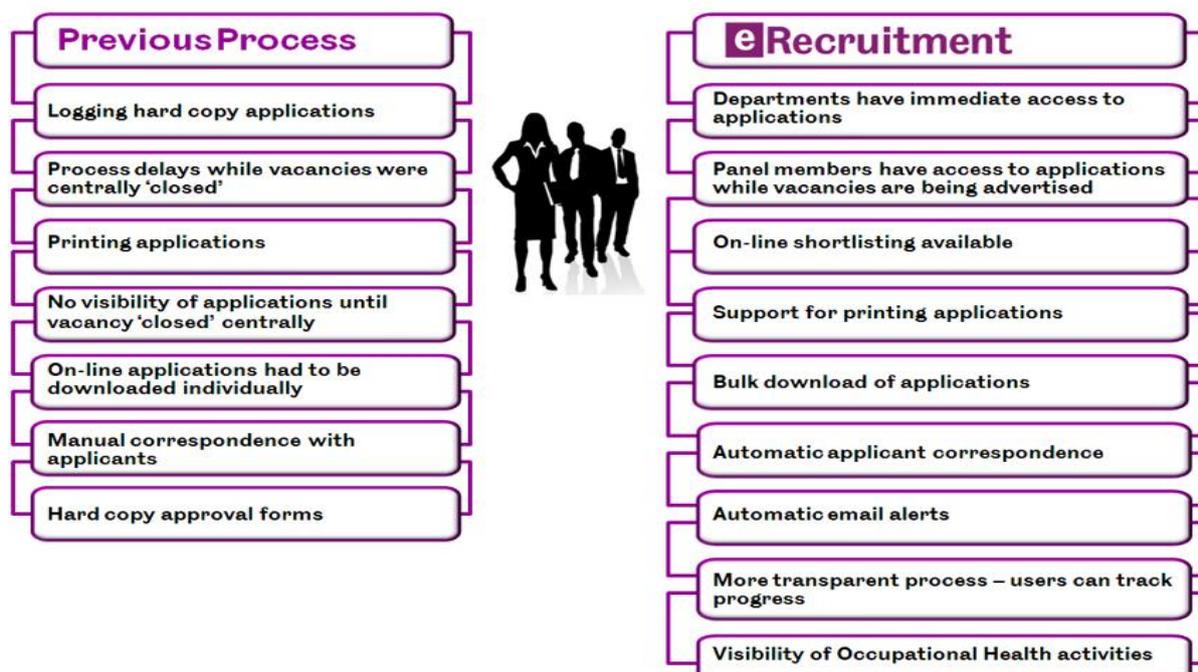
### B. HRIS and E-Recruitment: A Linkage:

Human Resource Information System (HRIS) is one of the most important Management Information Systems. It helps majorly in administrative activities related to human resources of an organization. HRIS provides essential information on how many people work for (and with) a firm, where they are and what do they do so that one can manage them. Noe (2007) told that HRIS is used as a computer system that acquires, stores, manipulates, analyses, retrieves, and give away the information related to human resources. It has become an important tool as it collects, manages and reports information that helps in making decisions.

HRIS help organizations in organizing most of the HR planning functions including recruiting employees in an organization. Recruitment and selection are considered as the core HR activities that need to be well planned and conducted in an efficient and effective manner in organizations in order to attain success (Darrag, 2010). Darrag (2010), identified recruitment as a bridge between the job seeking candidates and vacant positions in an organization. The use of job centers, employment agencies and employee databases is done by the organizations to fill the gap. El-Kot & Leat (2008), mentioned a wide range of selection practices which can be used for recruitment like application forms, psychometric testing, assessment centers, job specific aptitude or knowledge tests, group-based activities etc.

Many researchers have done studies on recruitment methods but much has not been said and talked about new technologies or advancements specially HRIS ,that can contribute a lot in recruitment process, HRIS can enhance and strengthen the recruitment process of an organization. Selden (2000) focused on assessing the effectiveness of human resource information system by presenting a framework and methodology. It can be termed as an important tool for the organizations to offer good results in recruitment of employees.

**Figure3. Traditional recruitment v/s E-Recruitment**



#### IV. REVIEW OF LITERATURE

E-Recruitment formally refer to sourcing of jobs online (Ganalaki, 2002). E-Recruitment popularly known as online recruitment with the help of which the job seekers can send their CV's directly to the employer through electronic means and on the other end the employer will receive the CV of the job seekers and can filter it from the other respective candidate's CV's (Finn, 2000). By introducing the software like "active recruiting" it is now becoming much easier for the employer to trace the deserving candidate for a particular profile, it is now much easier. It has been a matter of argument that online recruitment cannot replace the traditional way of recruiting but a well implemented online recruitment can help the organization to make it much more easier (Caggiano, 1999 & Borck, 2000).

**Hada and Gairola (2015)** in their research clearly reported that Today's world is technology based world and we can feel its presence in each sphere of our lives. Concept of internet has changed our lives tremendously and it has also changed people's approach towards their work. Now the entire world is just a click away from us and we can connect with individuals in any part of the world.

**Oswal and Narayanappa (2014)**, this research states that by online job opening, candidate have a better chance to go through company profile and understand the organizations vision and goals and analyses with their areas of interest. Online recruitment widens the scope and area of talent research for human resource department. Even with organization intranet, managers could go through existing employee's records for internal recruitment process. Even employees can go find out any job openings".

**Dhamija (2012)** in her paper she said that it is more important to get the best and most appropriate candidate in one's human capital rather than selecting the best among those who had applied for the job. From this we can understand that we must not completely rely on e- recruitment and it cannot be considered as the only source of recruitment, infact it should blend with traditional method of recruitment when and wherever required in order to get the best talent.

**Kapse (2012)** this article about E recruitment stated that online recruitment has lot of advantages to companies like low cost, less time, quick, wider reach, better match and with this they have pointed out some of the disadvantages of online recruitment like scrutinizing applications, lack of awareness regarding internet in India in some places and they said that employers want to have face to face interaction with candidates.

**Caggiano (1999) & Borck (2000)** it has been argued by them that internet-based recruiting will not replace traditional practices in recruiting but a well- implemented e-recruitment strategy can help the recruitment process become more successful

According to the study by **NASSCOM** – Job is among the top reasons why new users access come the internet, besides checking e-mails. There are more than 18 million resumes floating online across the world as per the report.

#### V. METHODS USED IN THE PROCESS OF E-RECRUITMENT

There are broadly two methods of executing E-Recruitment:

**1. The corporate website:** The corporate website of the organization is generally used for posting a job through a link for career options where the potential candidates can look for the current openings, eligibility criteria and other relevant details. On company's website, human resource department has a choice of posting the vacancies freely and indicate the career path expected after joining the organization. The corporate website attracts only the interested candidates towards itself. For attracting other candidates, other channels can be used.

**2. Commercial job portals or job boards:** The Company can use commercial job portals (like [www.naukri.com](http://www.naukri.com), [www.timesjobs.com](http://www.timesjobs.com), [www.monsterindia.com](http://www.monsterindia.com) etc) for posting the job advertisements and search for talented candidates. For candidates looking out for job it is easier to go through number of opening at one platform that is commercial job portals,

whereas it is time consuming to visit individual websites of organizations and most of the times candidate did not get to know about the openings if not visited regularly. Job portals emerged as a solution to this problem.

#### A. Advantages of E-Recruitment

- Fast and easy access to information.
- Low cost, compared to print advertising.
- Minimum manual intervention
- Wider range and scope of job opportunities
- Flexibility of accessing the internet as an attractive source.
- For organizations, it provides an opportunity for jobs to be advertised in global market.
- Platform for attracting high quality people who are not actively searching for job, also known as passive job seekers.
- It provides verified and technically good candidates.

#### B. Disadvantages of E-Recruitment

- Organizations can't solely rely on E-recruitment.
- A large applicant pool can have a negative impact of increasing costs in administering recruitment systems.
- In India, employers still prefer a face to face interaction rather than sending E-mails.
- People who are from less educated groups or geographically dispersed may not use this medium to see jobs vacant.
- Screening and checking skill mapping & validation of millions of resumes is a problem at times & is time consuming.

### VI. CONCLUSION

The real strength and power of online recruitment, when done properly, lie in utilizing internet technology to not just attract candidates but to deal with them too. In this sense it is also about rationalizing the recruitment process -so busy HR departments can give a better recruitment service to their colleagues in finance, marketing, sales and manufacturing. E-Recruitment is present as well as a bright future of recruitment industry that will keep growing year after year. With lots of positive traits it has some limitations like problem in rural India, problem with less educated population, strong belief and trust towards face to face interview to name a few, but if we look at the bright side of the story these problems are very little and will surely be gone by the power of education.

As per a report in BUSINESS INSIDER Dated Feb. 14 2017, Online recruitment activities for January 2017 continued to exceed the corresponding period a year-ago at the same rate as in December 2016; up by 11 percent, according to the Monster Employment Index.

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