

E-RECRUITMENT PRACTICES IN SERVICE SECTOR

Dr. Shine David, Ritika jain, Umangi patel

Abstract— The most important for an organization is the skills, experience, innovativeness and cause and effect of its People. Human resources are the main components in every organization. It represents talent and Attitude, creative ability, total knowledge, aptitude and belief of an individual involved in the affairs of an organization. Management of human resources is an integral part for every sub department. It is associated with the people at workplace and their relationships within and outside the organization. Recruitment of efficient staff is one of the important processes as it generates the human capital for the organization. In the recent years the field of human resource management has uses technological advancements. Internet has made an effect on the overall functioning of human resource department. Human resource processes and procedures have been supported by everything from complex file-folder systems to automation, going from usage multiple systems and databases to a single version of the whole system. It has progressed with frequent innovations; HRIS, Electronic Human Resource Management (E-HRM) and Virtual Human Resources etc. E-HRM means conducting of business transactions by using internet along with other advance technologies. In other words, E-HRM is a medium of implementing HRM policies, strategies and practices in an organization through a directed support of web technology based channels. It affects every area of HR management. E-Recruitment represents to posting vacancies on the corporate website or on an online recruitment vendors' website. It help applicants to send their resumes electronically through an email or in some other electronic format. The e-recruitment methods and systems have helped to reduce much of the routine administrative tasks involved in recruitment. The study tries to find out the overall concept of e-recruitment. Its objective at collecting information regarding methods through e-mails, corporate websites and commercial job boards etc. It includes the advantages and disadvantages of e-recruitment.

Index Terms— E-recruitment, Internet, Human Resources, E-Human resource management

I. INTRODUCTION

Recruitment includes those practices and activities carried out by the organization with the primary objective of identifying and attracting potential employees. It is a most

Manuscript received May 10, 2015

Dr. Shine David, Institute of Management Studies, DAVV, Indore, Madhya Pradesh, India

Ritika jain, Institute of management studies DAVV, MBA HR (4 SEM)

Umangi patel, Institute of management studies DAVV, MBA HR (4 SEM)

important part of human resource management as it performs the main function of drawing important resources i.e. human capital into the organization. Online recruitment, also known as e-recruitment is one of the worldwide trends for human resource functions. It has evolved into a complicated interactive engine with the ability to automate every small part of the hiring process virtually. The internet can comfortable for the selection of employees, especially where long distances are involved. E-recruitment has grown fast over the past ten years and is now widely used by both recruiters and job seekers across the world. The internet has been proved to be a powerful tool for the delivery of different kind of services like HR evaluation, HR planning, HR rewards and HR recruitment etc. under the umbrella of EHRM.

II. RECRUITMENT AND E-RECRUITMENT

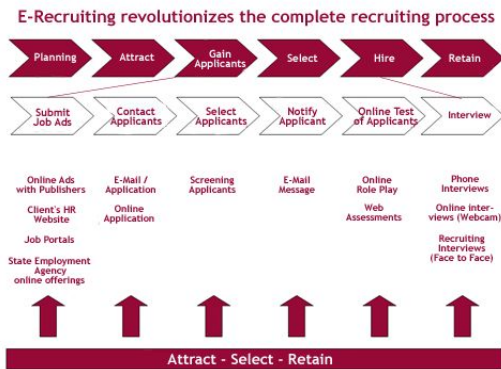
Recruitment includes those activities and practices carried out by the organization with the primary purpose of identifying and attracting potential employees. It is an important part of human resource management as it performs the essential function of drawing human assets into the organization. Recruitment is a process of finding candidates to fill vacant staff vacancies in any organization. The recruitment process attracts and protects 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 through newspapers advertisements, recruitment agencies, 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. In terms of human resource management, the internet has changed the way of recruitment from both perspectives i.e. organizations and job seekers. One of the most popular non-traditional forms of recruiting practice is e-recruitment. E-recruitment has been defined as the use of the internet to identify and attract potential employees. It refers to the practice of advertising job vacancies online, and the formal sourcing of information about the jobs online. 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. 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. The trends in e-recruitment 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.



III. E-RECRUITMENT REVOLUTION

The internet first emerged as a recruiting tool in the mid-1990s and was hailed by the popular media as the driver behind a “recruiting revolution” due to the benefits it could bring to recruitment. It was predicted that the recruitment industries’ “future is on the net” and that the internet had brought radical change to corporate recruiting. 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. Online recruitment and the use of new emerging technologies have many advantages for the modern recruiter. It makes the process of finding candidates and new business opportunities quicker, cheaper and more efficient. The internet has caused the largest change to the recruitment process in the past decade acting as a link between employers and job seekers. Technology has enabled corporate websites, suppliers and job seekers to become more sophisticated and interactive.



IV. HRIS AND E-RECRUITMENT: A LINKAGE

Human Resource Information System (HRIS) is one of the most important Management Information Systems. It contributes to the administrative activities related to human resources of an organisation. HRIS provides vital information on how many people work for (and with) a concern, where they are and what do they do so that one can manage them. Noe stated that HRIS is used as a computer system that acquires stores, manipulates, analyses, retrieves, and distributes the information regarding human resources. It has become an important tool as it collects, manages and reports

information to make decisions. HRIS help organisations to organize most of the HR planning functions including recruitment of employees in an organisation. Recruitment and selection represents one of the core HR activities that need to be planned and conducted in an efficient and effective manner organization to attain success. Darrag identified recruitment as a linking pin between the potential candidates and vacant positions in an organization. The use of job centers, employment agencies and databases is done by the concerns to fill the gap. El-Kot & Leat, mentioned a wide range of selection practices which can be used for recruitment i.e. applications forms, psychometric testing, assessment centers, job specific aptitude or knowledge tests, group-based activities etc. Although many researchers have studied recruitment methods in detail yet they have not focused their attention on how new technology, especially HRIS which can enhance and strengthen the recruitment process of an organisation. Selden focused on evaluating the effectiveness of human resource information system by offering a framework and methodology. It can be termed as an imperative tool for the organisations to offer good results in recruiting of employees.

V. REVIEW OF LITERATURE

The words e-recruitment, online recruitment, cyber recruiting , or internet recruiting are synonymous. They imply formal sourcing of jobs online. It is a complete process which includes job advertisement receiving resumes and building human resource database with candidates and incumbents. Vidot 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 . 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. 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 & Borck 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. Hogler (1998) give 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.

VI. ALTERNATIVE RESEARCH APPROACHES

Griffeth, Hom, Fink and Cohen (1997) introduced structural equation models Thorsteinson et al.(2004) made an attempt to further explore the source credibility theory whilst also expanding the scope of research on the realistic information hypothesis. The majority of studies had predominantly In assessing this theory, an investigation was undertaken based on the acknowledged risk by the authors that too much negative information, or negative information on been based on post-hire outcomes so Thorsteinson et al. (2004) introduced the pre-hire outcome of applicant attraction. The argument behind their study was that by incorporating some realistic information into the job advertisement, the perceived

trustworthiness of the company will be enhanced, particularly if this negative information is common to many jobs. effects and credibility of the source and the organisation. Their findings indicated that realistic information could enhance the attractiveness of organisations, although rather than source credibility being the mediator of this relationship, it was found that perceptions of challenge was a partial mediator of the effect. The authors acknowledged the need for future research to examine the boundary conditions for when realistic information will increase attraction and the factors that influence the effect.

Rafaeli, Hadomi and Simons (2005) also undertook research to assess source effectiveness in terms of the quality of applicants. Their research defined this subject pool as “yield ratio” which captured the “proportion of new hires from the complete pool of applicants produced by a recruiting source” (pg. 356). The results of their study indicate that recruitment sources do impact the quality of applicants in terms of both the total number of hires per source, and also recruitment costs per source, with employee referrals being associated with lower costs and higher yield ratio figures.

The attempt by both Breaugh et al. (2003) and Rafaeli et al. (2005) to assess the The attempt by both Breaugh et al. (2003) and Rafaeli et al. (2005) to assess the quality of applicants again indicates an attempt to address previously identified gaps sources in terms of applicant quality, their study suggested that the criteria used by recruiters’ to select appointees were not completely captured within the study. recruiters’ to select appointees were not completely captured within the study. Furthermore, the study was only based on one specific job type (an entry-level IT specialist). The current study will complement the results of this study in two ways. specialist). The current study will complement the results of this study in two ways. Firstly, data on applicant quality will be captured at two stages in the recruitment process, at the shortlist stage and then at the appointment stage to help clarify source effects on applicant quality. Secondly, the study will capture applicants for a diverse range of positions (ie. blue-collar, white-collar, academic and senior executive) to increase the generalisability of the results found.

Rafaeli et al.’s (2005) study only captured information on two recruitment sources: newspaper advertisements (local and national) and employee referrals. The current study will introduce the relatively new recruitment source of the Internet in the assessment of the quality of applicants generated by source, an area of future research identified by Rafaeli et al. (2005).

VII. OBJECTIVES

- The research problem addressed in this study is: To what extent the Indian HR E-recruitment practices can be considered unique and in what way they are developing?
- To what extent E-recruitment practices influence employee performance and till what extent?

VIII. METHODOLOGY

Research population and sample

The sampling frame consists of applicants who applied for position at large organization and new hires that were recruited by organization. the organization is been selected because of the policies and procedures that are inherent in this type of organization that may impact either positively or negatively on recruitment and selection procedures, and because of broad spectrum of jobs available.

Sample

Data was collected from applicant who applies for position vacant within the organization. A total of 50 responses were received, few responses were through secondary method and few through applicant survey form and total no. of question used were 11.

METHOD

Two data collection methods were used within Study One: secondary data obtained from the organization, and data obtained from applicant surveys (electronic and mail). These methods will be discussed, followed by a section outlining the measures used within the survey.

Secondary Data

Historical data from the past nine years was obtained from the organization. The nine year period consisted of four years pre-internet and five years post-internet use by the organization as a recruitment source. The secondary data provided information on the number of vacancies advertised and the number of applications received over the nine year period, and whether there had been an increase since the Internet was introduced as a recruitment source. This longitudinal focus of the study increases the validity of the analysis of applicant data particularly as it relates to e-recruitment effectiveness. Secondary data was also obtained on the original recruitment source used by both shortlisted applicants and those applicants that were successful in obtaining positions over a twelve month period. This data established the frequency of use of the Internet as a source and also assessed the quality of applications as these applicants were required to have met minimum pre-requisite selection criteria for the position as defined by the organization. The year selected for this secondary data capture was chosen for two reasons. Firstly, the organization had by the start of this year finished implementing systems to capture the data within the Human Resource Information System relevant for the study. Secondly, the year chosen was the fifth consecutive year that e-recruitment had been incorporated into the organization’s recruitment strategy so the reliability of the data captured was deemed higher for the purposes of this study.

Surveys

A survey was made available to all applicants who applied for positions vacant within the organization over a fifteen month period. A link to an on-line survey was included in the electronic acknowledgement e-mail that is automatically generated by The organization for individuals who e-mailed their application for the position they were applying for. Once a respondent completed and submitted the on-line survey, the results of the survey were automatically e-mailed to the researcher. Furthermore, an additional 300 surveys were delivered via mail over a three week period to those individuals who submitted an application via alternate means, either by post, fax, or hand-delivery. The questions were structured into a five page questionnaire (refer Appendix 2). To maximize the return rate of the posted survey, preaddressed, stamped envelopes were included in the

E-RECRUITMENT PRACTICES IN SERVICE SECTOR

package. Provided as a link to the on-line survey, and attached to the front of the questionnaire was an Information Sheet (refer Appendix 1) which informed participants that the survey was being undertaken to capture their views and opinions of recruitment processes and sources and that participation was voluntary. Participants were also assured that at no time would their questionnaire responses influence their application for employment at the organization and that answers were to only be viewed by the researchers and not anyone involved in the selection process for the job they applied for. The Information Sheet also provided contact details of the researchers and the supervisor to enable potential respondents an opportunity to clarify any issues or problems regarding the survey.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.339	.334	11

Case Processing Summary

		N	%
Cases	Valid	49	100.0
	Excluded ^a	0	.0
	Total	49	100.0

a. Listwise deletion based on all variables in the procedure.

Group Statistics

Gender	N	Mean	Std. Deviation	Std. Error Mean
VAR00001	Male	3.3636	.89506	.15581
	Female	3.5625	.81394	.20349
VAR00002	Male	2.8788	1.59604	.27784
	Female	3.5625	1.26326	.31582
VAR00003	Male	3.7273	.94448	.16441
	Female	3.3750	.61914	.15478
VAR00004	Male	3.2121	1.40885	.24525
	Female	2.9375	1.23659	.30915
VAR00005	Male	4.3939	.55562	.09672
	Female	4.1250	1.08781	.27195
VAR00006	Male	3.3939	.55562	.09672
	Female	3.7500	1.18322	.29580
VAR00007	Male	3.6061	1.19738	.20844
	Female	3.7500	.85635	.21409
VAR00008	Male	2.6667	1.24164	.21614
	Female	2.6250	.88506	.22127
VAR00009	Male	4.0909	.63066	.10978
	Female	4.3750	.80623	.20156
VAR00010	Male	3.7273	1.20605	.20995
	Female	3.6875	.60208	.15052
VAR00011	Male	2.0909	1.04174	.18134
	Female	3.5625	.62915	.15729

Independent Samples Test

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
VAR00001	.510	.479	-.750	47	.457	-.19888	.26803	-.73204	.33491
VAR00002	5.211	.027	-1.498	47	.141	-.68371	.45831	-1.60169	.23427
VAR00003	2.402	.128	1.354	47	.182	.35227	.26023	-.17123	.87378
VAR00004	.409	.525	.665	47	.510	.27462	.41316	-.55668	1.10580
VAR00005	9.909	.003	1.151	47	.255	.26884	.23357	-.20084	.73882
VAR00006	5.304	.026	-1.442	47	.156	-.35606	.24682	-.85281	1.4068
VAR00007	4.417	.041	-.430	47	.670	-1.4384	.33513	-.81812	.53025
VAR00008	1.929	.171	.120	47	.905	.04167	.34729	-.85888	.74033
VAR00009	4.274	.044	-1.349	47	.184	-.28408	.21087	-.70781	1.3872
VAR00010	3.071	.086	.124	47	.902	.03977	.32038	-.60474	.88429
VAR00011	.960	.332	1.665	47	.068	5.2841	.28336	-.04164	1.03846

ANALYSIS

In this paper a set of hypotheses were developed to cover the concept of e-recruitment from an e- business and human resource management view. These hypotheses are as following:

- Hypotheses one, information is easy to understand in advertisement.
- Hypotheses two, Internet would lead to discrimination issues(eg:-racial, gender, age).
- Hypotheses three, Task/project should be predefined and clearly stated while e-recruiting.
- Hypotheses four, It may generate difficulty reconciling online and offline process
- Hypotheses five, e-recruitment tell the difference between externally funded and centrally funded post.
- Hypotheses six, Organization should simultaneously use e-recruitment strategy based as well as paper based strategy.
- Hypotheses seven, e-recruitment may generate a large amount of unwanted pool of candidates.

- Hypotheses eight, e-recruitment reduces the employers personal touch leading to discouraging certain applicants.
- Hypotheses nine, The job title, location, layout have a clear impact on bringing the advertisement ti your attention.
- Hypothesis ten, e-recruitment use from the other source to find jobs.
- Hypothesis eleven, internet has added value to your recruitment process.

To test these hypotheses, an empirical study was carried out, using a questionnaire. The questionnaire Used for this study of a close-ended type and includes 11 questions. All responses are based on five value Likert scale to indicate attitudinal aspects toward e-recruitment systems, and the remaining are simple multiple choice questions which have been organized into a seven page questionnaire. Were evaluated using SPSS software and a set of variables were identified and evaluated to form a statistical picture of the responses to the questionnaire. For data collection method, In order to minimize the costs of data collection and also to cope with time constrains, it was decided to use an e-mail approach, as this seemed an effective, quick, and easy way to access executives. TheT test sampling method in choosing the participants for this study was a simple random sample. In addition, in this study, samples of 50 people were selected across the service sector.

IX. RESULT

Hypothesis	Description	Status
H1	Information is easy to understand in advertisement	Accepted
H2	Internet would lead to discrimination issues(eg:-racial, gender, age)	accepted
H3	Task/project should be predefined and clearly stated while e-recruiting	Accepted
H4	It may generate difficulty reconciling online and offline process	Accepted
H5	e-recruitment tell the difference between externally funded and centrally funded post	Accepted
H6	Organization should simultaneously use e-recruitment strategy based as well as paper based strategy	Rejected
H7	e-recruitment may generate a large amount of unwanted pool of candidates	Rejected
H8	e-recruitment reduces the employers personal touch leading to discouraging certain applicants	Rejected
H9	The job title, location, layout have a clear impact on bringing the advertisement ti your attention	Rejected
H10	e-recruitment use from the other source to find jobs	Rejected
H11	internet has added value to your recruitment process	Accepted

REFERENCES

- [1] APEC. (1994) “The APEC Survey on Small and Medium Enterprises: Member Report of Malaysia”, online available at <http://www.actetsme.org/archive/smesurvey.html>.
- [2] Mondy, R.W., And Noe, R.M., (2008), Human Resource Management, 10th Edition, New Jersey, Prentice-Hall
- [3] Porter, M. E. (2001), Strategy and the internet. Harvard Business Review (March): 63-78.77
- [4] Sekaran (2006), business research: a skill-building approach, Wiley.
- [5] United Nation Development Program, ‘UNDP’ (2007), SMEs development, growth and challenges, Malaysia, UN, Kuala Lumpur, www.undp.org
- [6] World Bank, (2007) Malaysia in global study of Doing Business report, 2007, www.doingbusiness.org