e-Recruiting: The Latest Gizmo of Employee Hiring

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Abstract

e-Recruitment process transformed the method of recruitment as internet is considered one of the sources of talent acquisition in modern days. It is a revolution expanding very fast in the labour market for job hunting and man power hiring. Sourcing of job information online is also termed as cyber recruiting. Cyber recruitment can be classified into two types of uses: corporate web site i.e. company's own website for recruitment with a separate link like "career with us" where candidates can log into for current vacancies of the company and commercial jobs boards (like www.naukri.com or www.timesjob.com) for posting job vacancies. In this article, there will be a prologue on e-recruitment and its courses of action. There will be an argument the diverse pros and cons of e-recruitment practice discussed in various literatures. This paper analyzes how the application of online recruitment process can be increased and what different levels of e-recruitment implementation can be recognized. Results from quantitative and qualitative research are presented in this paper to show as to how the cost effective e-recruitment techniques can be applied in most companies nowadays ranging from solutions for particular activities to integrated continuous activities. Based on these findings managerial guidelines are derived for the organizations to adopt e-recruitment process as preferred man power search tool.

Keywords: Job Search, e-Recruitment, Job Board, e-Sourcing

Introduction

The skills and talents of a company's employees are a precondition for the organization to be pioneering. In case the proficiency needed to carry out definite tasks is not available internally or cannot be developed within logical time, the company needs to address to the external labor market, e.g. by recruiting experts possessing the skill sets required. However, for extraordinary candidate profiles there exists extreme antagonism on the labour market. Thus, the capability to act within short periods of time when interacting with candidates becomes decisive. Little research to date exists on what forms of information system support are tailored for what application scenarios within the recruitment arena. Therefore, online recruitment, e-recruitment,

or web-based recruitment is the use of online technology to magnetize and source candidates and give support to the recruitment process. What this usually means is the use of a company's own website, a third-party job site or job board, a CV database, search engine marketing or social media platforms to fill vacancies.

Terminology

The terminology used in e-recruitment include:

- *Career Websites:* In its most basic form, the careers area is often simply a listing of vacancies in your company with details of how to apply etc. However, many companies invest in more extensive career areas where in addition to their job vacancies they can also promote their company as a place to work, outline the company ethos and culture, detail employee benefits, feature "day in the life" articles about typical employees, have recruitment videos and even online recruitment fairs.

- *Job Sites & Job Boards:* Most employers' experience of online recruitment is through the use of third-party job sites and job boards. Job sites and job boards are websites that advertise large numbers of job vacancies from many different recruitment agencies and employers. These job sites fall into three main categories:

  'Generalist' or 'generic' job sites: These are websites that advertise jobs across a wide range of job types and industry sectors. Well-known generalist job sites are www.naukri.com, www.monster.com amongst others.

  Specialist' or 'niche' job sites: These are website that focuses on a particular job type, industry sector or location. For example, www.careersinaudit.com is a specialist website that focuses on audit jobs. While it focuses on audit jobs, it covers many industry sectors and locations - as many industry sectors and locations require auditors. www.caterer.com, on the other hand, focuses on the hospitality and catering sector but covers many different types of jobs and locations. STVjobs and S1jobs are two sites that cover all jobs in all sectors but which focus exclusively on one location, Scotland.

  Aggregator job boards or job search engines: There are websites that bring together the job listings from many different job boards, company websites and other locations. They are like a Google or Yahoo! but only for jobs. Candidates can search for jobs from all the job boards in one place.

- *CV Databases:* A CV database is another important product in online recruitment. Candidates upload their CVs to the CV database and these CVs are then released

to recruitment agencies and employers to view. While there are still a number of dedicated stand-alone CV database providers, most CV databases are now part of a job site and job board and CV databases access is offered as an additional service to job vacancy advertising.

- *Search Engine Marketing:* Search Engine Marketing is another method of online recruitment. Search engine marketing for online recruitment advertising generally involves utilising Per-Per-Click advertising on search engines such as Google, Yahoo! or Bing in order to drive potential candidates to careers websites or job listings.

- *Social Media Recruitment:* Social networks like Facebook, Twitter and professional networks like Linkedin offer employers another way of reaching potential employees. Many employers use their Facebook fan pages and Facebook applications to promote their vacancies to wider networks.

- *Candidate Management:* Online recruitment also offers recruiters a range of productivity to make the process of recruitment easier. Primary amongst these is recruitment software or Applicant Tracking Software. Recruitment software allows a recruiter to manage the full recruitment process from within a dedicated recruitment platform: vacancies can be loaded onto the system; automatically distributed to job boards; candidate applications can be recorded, rated and reviewed; responses to applicants sent; psychometric tests conducted; and even interviews can be set up - all from within the software. For volume recruiters it is a vital part of an online recruitment strategy.

Studies Undertaken

A study on effectiveness of e-recruitment revealed that the U.S. state government employees faced challenges to get employees to implement e-recruitment systems.[1] And the most common implementation challenges that states faced when introducing e-recruitment were budget restrictions, technical difficulties, and staffs adapting to using a new system. Smith conceptualized that internet helps employer's better aim potential employees.[2] He mentioned that the career web, which small companies may consider expensive, could still be less costly than multiple newspaper ads. Involving 99 UK IT companies whose shares were traded in London stock exchange, a survey was carried out, in the form of a postal questionnaire, followed by an interview to which 34 companies replied. The author found that internet agencies provide the

1 Kim Soonhee and Jennifer G. O'Connor, "Assessing Electronic Recruitment Implementation in State Governments: Issues and Challenges", Public Personnel Management , *Academic Journal Article*, Vol. 38, No. 1, Spring 2009.

2 M. Smith, "Internet Helps Employer's Better Target Prospective Employees", Business News, Vol.12, Issue 3, 1999.

company with fewer but substantially better applicants than traditional recruitment agencies. A study conducted by Connerley, Carlson, & Mecham 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.[3] Results of an analysis suggest that applicant quality can vary substantially within and across job families.

Research Methodology

This study was performed on a sample of 100 respondents employed in different private organizations in different positions in last 5 years. The convenient sampling was used for the research. Quantitative analysis of data was done using statistical tools wherever applicable.

Findings

Online recruitment covers a wide variety of activities. From a recruitment advertising and candidate sourcing point of view, success rests with choosing the most effective channel. In an ideal world job seekers can use career websites, job boards, CV databases, search engine marketing, and social media channels; but, being realistic, there is seldom enough time for that. Recruiters with simple needs tend to use job sites and job boards and CV databases as a starting point. Job boards offer the most cost effective and, perhaps more importantly for small and medium-sized companies, the most time-effective method of recruiting online. If you needs are greater or your recruitment is extensive, it would be worth considering some of the other online recruitment options outlined. Nearly every large enterprise today has an HRMS (Human Resource Management System) in place, but not all of them have formally adopted a talent-acquisition strategy. But in today's knowledge economy, employees are a company's greatest asset and are keys to staying ahead of the competition. Talent acquisition can be described as - planning, sourcing, assessing, hiring and on-boarding of top talent. In its 2006 Talent Acquisition Strategies Benchmark Report, Aberdeen[4] found that 64 % of the 100 enterprise respondents needed faster and easier ways to populate their databases with a qualified talent pool, and 53% needed to improve communication through the integration of their talent-acquisition processes. 73% of the respondents are satisfied with the results of the e- Recruitment process compared to 64% who were satisfied with the traditional channel.

3 M. L. Connerley, K.D. Carlson and R.L. Mecham III, "Evidence of differences in applicant pool quality", Personnel Review, Vol. 32 No. 1, pp. 22-39, 2003.

4 On Boarding Benchmark Report, Technology Drivers Help Improve the New Hire Experience, Prepared by Madeline Tarquinio, Aberdeen Group, Published by Naphong, August 2006. Cited from http://en.youscribe.com/catalogue/studies-and-statistics/knowledge/others/onboarding-benchmark-report, accessed on 12.07.2013

While 40% of those surveyed found their most recent job online, 17% found a job being directly approached by an employer or recruiter via employment agencies, 10% through "word of mouth", 19% from newspaper advertising, 8% from directly approaching an employer and 6% through other methods.
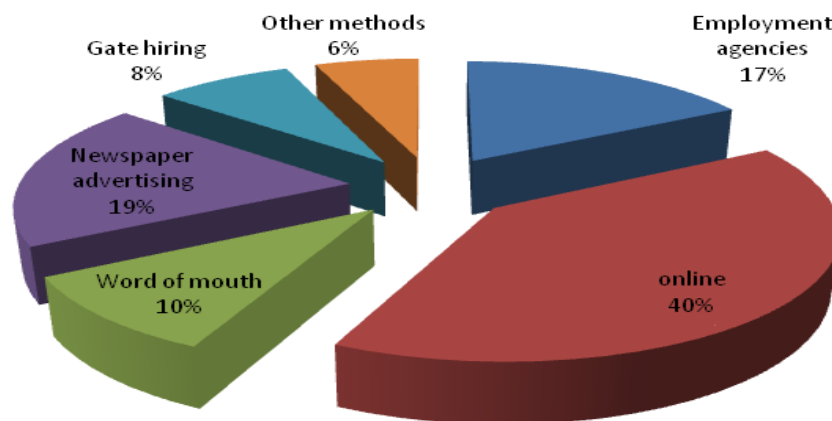
Future Scope of the Research

Firstly, the research can be extended taking sample from public and private organizations, secondly, further research on employer behavior and adoption patterns can be conducted and thirdly, to further explore the impact of e-recruitment on the outcome, other advantages of e-recruitment to be studied empirically.

This highlights the growing reach of internet and importance of e- Recruitment in India. In today's world   e recruitment has become an indispensable tool for the recruiting manager. To get the best out of this emerging medium it is essential that it is used to complement the traditional means of recruitment growth and relevance of this medium are dependent both on the accessibility of net to people as well as the ability of job portals and other networking sites to differentiate and offer value added services   both to the prospective   employer   and the candidates. Respondents also noted pressure to compete with rival companies to source top talent, as well as access to open Internet job boards and private talent portals. The solution can be found in an increasingly important component of HCM (Human Capital Management) software: a comprehensive e-recruitment offering.

Conclusion

Although India can't be pronounced a developed market in terms of e-recruitment, yet, the trend toward technology in HR is fast catching up. This is evident in the growth of e-recruitment portals like Naukri.com, Jobstreet.com, Timesjob.com, Monsterindia.com etc Increasingly job portals are recognizing the need for offering customized solutions and value added services. From the outset, it might appear that the benefits derived from an e-recruitment offering may be limited to cutting down on HR's paperwork hassles or easing some of the job-posting duties of hiring managers around your organization. In fact, e-recruitment's benefits ripple out from HR to finally improve an organization's agility to respond to changes in the market, mitigate the human-capital risk and support regulatory compliance. Expect, also, to see productivity improve with happier employees who are well-suited to the jobs they perform. The approach toward human resource management incorporates both the traditional HR principles, and technical support available in the market. e-recruitment is gradually becoming a core area for many organizations today, simply because organizations have now realized that age-old methods are no longer working where the management of their primary asset employees, is concerned. Moreover, an increasingly globalized work-force has come with yet another key issue for the companies to manage that of managing people at diverse locations. An e-recruitment system can also help the company cut costs across the hiring process, from HR's operating costs to the costs incurred by a vacant position to advertising and agency fees to post open positions. A comprehensive system can help any firm to build up a talent pool of qualified, interested potential job applicants that can be tapped for any openings.