

EVALUATING THE EFFECTIVENESS OF TALENT ACQUISITION THROUGH E-RECRUITMENT IN NIIT

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PREFACE

Online or E-Recruitment has become nearly ubiquitous in medium and large businesses and is growing in popularity for small business owners, too. According to industry experts, from 1998 to 2001, the number of Fortune 500 companies that had job recruitment websites increased from 29% to 88%. By 2008, over 98% of them were using some sort of online recruitment process.

As may be expected, this sharp increase means that traditional avenues for recruitment, such as newspaper advertisements, no longer command the share of use they once enjoyed. In 2000, employment newspaper classified advertising in the U.S. was worth \$8.7 billion. By 2002, however, the Newspaper Association of America reported only \$4.3 billion, a more than 50% loss. Borrell Associates predicts that newspapers will suffer a further 12% revenue decline by 2012 as recruitment budgets continue to move online.

By contrast, online advertising for recruitment purposes is growing. Jupiter Research has predicted that online advertising overall will exceed \$16 billion by the end of 2008, adding more than \$10 billion from the industry's total revenues in 2005. Recruitment advertising will likely be the single largest segment of this sector.

Job seekers have come to expect online access to job data and the application process. Research by Mintel reveals that 42% of respondents with Internet access look for job information via online recruitment sites, a number that is projected to increase substantially, with the format rapidly gaining acceptance.

Employers and job seekers note a number of benefits of e-recruitment over traditional methods. The Human Resources Management Guide (www.hrmguide.net) lists some of the more important ones.

- Wide geographical reach
- Speed of the application process
- Lower costs due to savings on time, design and printing
- Automating the process - allows for a comprehensive pre-selection process and consistency of process

- Interaction with candidates - near instantaneous, and all information can be stored on file for future reference

In addition, e-recruiting can open up access to the process for individuals with disabilities. Through assistive technologies such as screen readers and speech recognition, people can achieve access to job information in ways not previously possible in print and traditional media. Applicants can access job information and fill out application forms without the assistance of others to read the information or

complete applications in hard copy format. An accessible e-recruitment site can invite a broader pool of qualified applicants that might not have previously thought to apply, including those with disabilities. [Macromedia whitepaper on "Creating Accessible e-Recruitment.

Unfortunately, e-recruitment can create its own set of barriers if accessibility and usability concerns have not been taken into consideration. In the same way they can create opportunity, sites can impede it with designs that do not follow accessibility guidelines or standards, and do not consider the ways that assistive technology devices access web information.

Voice output screen readers, for example, will not function properly if images (such as button controls) are not provided with appropriate alternative text, or if tables have not been designed to read in the proper order. This can leave blind and very low vision applicants with limited or no access to the search and application processes. Similarly, speech recognition will not function correctly if form controls (such as text input or selection buttons) haven't been coded properly, limiting access to those with dexterity limitations.

INTRODUCTION

Recruitment refers to the process of attracting, screening, and selecting qualified people for a job.

"Recruitment refers to the process of attracting people with multidimensional skills and experiences that suits the present and future organizational strategies."(Personnel & HRM, P. Subha Rao)

Recruitment is the process of creating huge pool of potential candidates. It attracts the prospective employees and stimulates them to apply for job.

E-recruitment is an online recruitment where the recruitment is done through electronic resources. It utilizes the web based tools, techniques and technologies. It is the speed that counts in these days of changing times and technologies. When employers want to fill the slots quickly, they prefer e-recruitment to traditional recruitment. E-recruitment is also known as internet recruitment. It may also be called emerging recruitment, evolving recruitment and effective recruitment. The process of e-recruitment involves the elimination of ineligible and unsuitable candidates through automation process. There are resume scanners that filters automatically online and provides the right candidates to the employers.

E-recruitment is a cost-effective online recruitment. It is useful when there is sudden shortage of skilled manpower and also if the company bags a new contract and if it wants job seekers with specific skill set, mindset and tool set then e-recruitment is the only solution. In particular, E-recruitment is the mantra for successful recruitment in this global technology world.

"The growth in the e-recruitment industry has been fuelled with the adoption of technology by prospective employers and Internet penetration. Organizations have cut costs by almost 80 percent over traditional recruitment modes by moving over to the online recruitment process." - Dhruvakanth B Shenoy, Vice President- Marketing, Asia, Monster.com, India.

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. 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. E-recruitment, also known within the literature as online recruitment, cyber recruiting, or internet recruiting are synonymous. They imply formal sourcing of jobs online. 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.

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. 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.

Definition of E- Recruitment

According to Edwin B. Flippo (1979)

"Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization".

Raymond J. Stone (2005)

In the fifth edition of his book Human Resource Management defines recruitments the process of „seeking and attracting a pool of applicants from which qualified candidates for job vacancies within an organization can be selected.“

Parry & Wilson (2009)

stated that “recruitment includes those practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees.

E-Recruiting is using the internet to recruit through corporate websites, specialized websites or online advertisement.

OBJECTIVES OF THE STUDY

- To analyze the potential of e- recruitment & the challenges faced by it.
- To study the current e- recruitment activities adopted by the organization.
- To find the impact of e- recruitment on organization.
- Analyze strategies for optimizing e-recruitment methods to attract and retain top IT professionals.
- Assess the effectiveness of online platforms for sourcing and hiring IT talent.
- To suggest the solutions to overcome the problems of e-recruitment.

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 organization. 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. He 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 organization. Recruitment and selection represents one of the core HR activities that need to be planned and conducted in an efficient and effective manner organizations to attain success He 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. He mentioned a wide range of selection practices which can be used for recruitment eg, 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 organization. He 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 organizations to offer good results in recruiting of employees.

METHODS OF E-RECRUITMENT

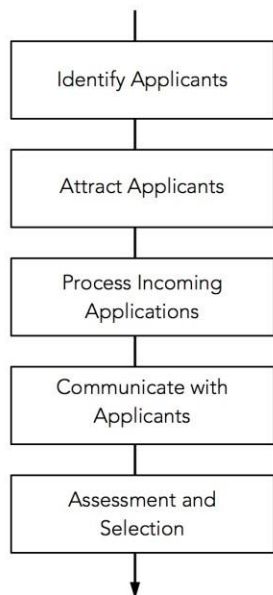
The Modern Recruitment Methods

The 21st century has seen a significant rise in technology and has seen modern day recruitment methods grow in influence and make a difference in landing candidates for organizations all over the United States.

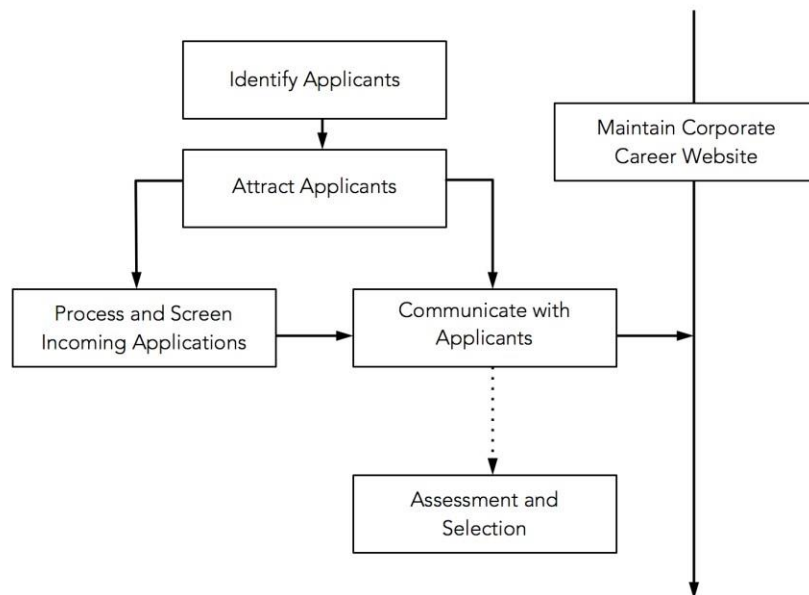
The Power of Social Media

It is quite common to use the services of social media, when you are recruiting today, since it is both inexpensive and allows you to form a vast pool of potential candidates, within a very short period of time. Social media websites such as LinkedIn, Facebook and Twitter have communities where potential employees submit their resumes and credentials in the hope of landing a job. There are dozens of other mediums you can take advantage from, when it comes to modern recruitment methods in general and the age old debate of which method is better, is one which will go on for quite some time.

Traditional recruitment process using job



Recruitment process with e-recruitment



Stages of E-Recruitment

There are several integrations levels of e-recruitment solutions, which vary in terms of Complexity and tasks they support and/or automate. In 2005, Malinowski, Keim & Weitzel presented their study about the information system supporting the recruitment process, in which they conducted quantitative and qualitative research to determine four different phases of e-recruitment development. For reasons of simplicity and common understanding, this paper will refer to the four e-recruitment stages already defined in Malinowski, Keim & Weitzel's work, which are as follow:

Phase 1:

Use of isolated solutions that each support a specific task in the e-recruitment process. These solutions are run independently from the others as well as from the corporate information system. Examples of such e-recruitment tools fitting this first stage would include job postings on the corporate website, the use of job portals and the services they propose (job posting, searching of the database, sending of applications directly to an e-mail address, applicant status management, partly automated response system, etc.), storing of applicant data on a computer of the company.

Phase 2:

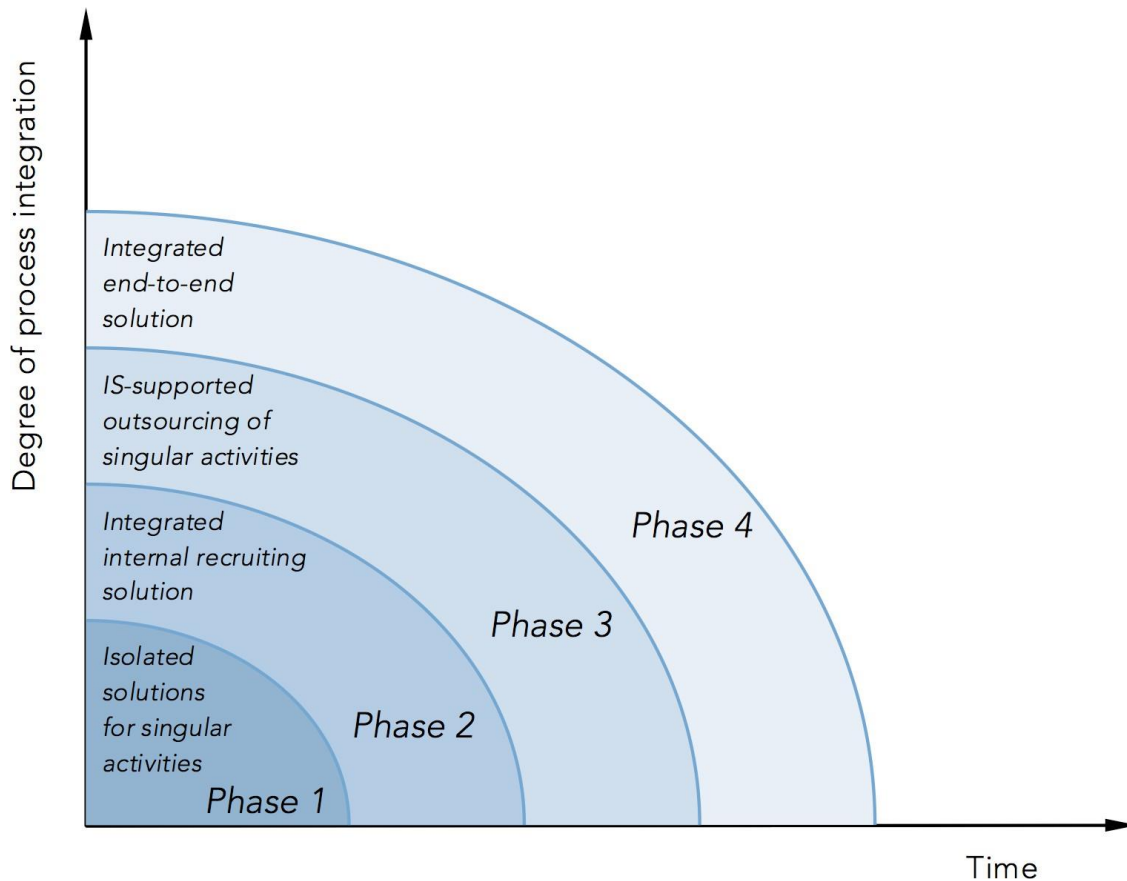
Firms at this stage have developed an integrated applicant management system, which support the entire recruitment function, from attracting potential candidates and job posting to the receiving of applications and final selection.

Phase 3:

Utilization of external service providers that are independently integrated to the corporate information system, but allow a somehow continuous workflow of the recruitment process.

Phase 4:

This final stage includes a complete integration of all recruitment activities. All exchanges of data such as applications are standardized and the files do not require a format change of any kind. The entire recruitment process is supported by the information system and assisted by web-based tools.



RESEARCH METHODOLOGY

To conduct any research, a scientific method must be followed. The universe study is very large in which it is difficult to collect information from all the employees. So the stratified random sampling method has been followed for the study, the analysis is based on primary as well as secondary data.

Primary data was collected through

- ◆ Questionnaires

Secondary data was collected through

- ◆ Newspapers
- ◆ Magazines
- ◆ Internet

HIGHLIGHTS OF RESEARCH METHODOLOGY

Sample size:

Sampling method: Non Random sampling

Sample unit: Human resources professionals

Data collection: Data was collected through both primary and secondary sources. The Primary data was collected through administration of questionnaire through personal observation. Secondary source includes article from magazines and journals. Company's manual and internet was used to collect data (secondary).

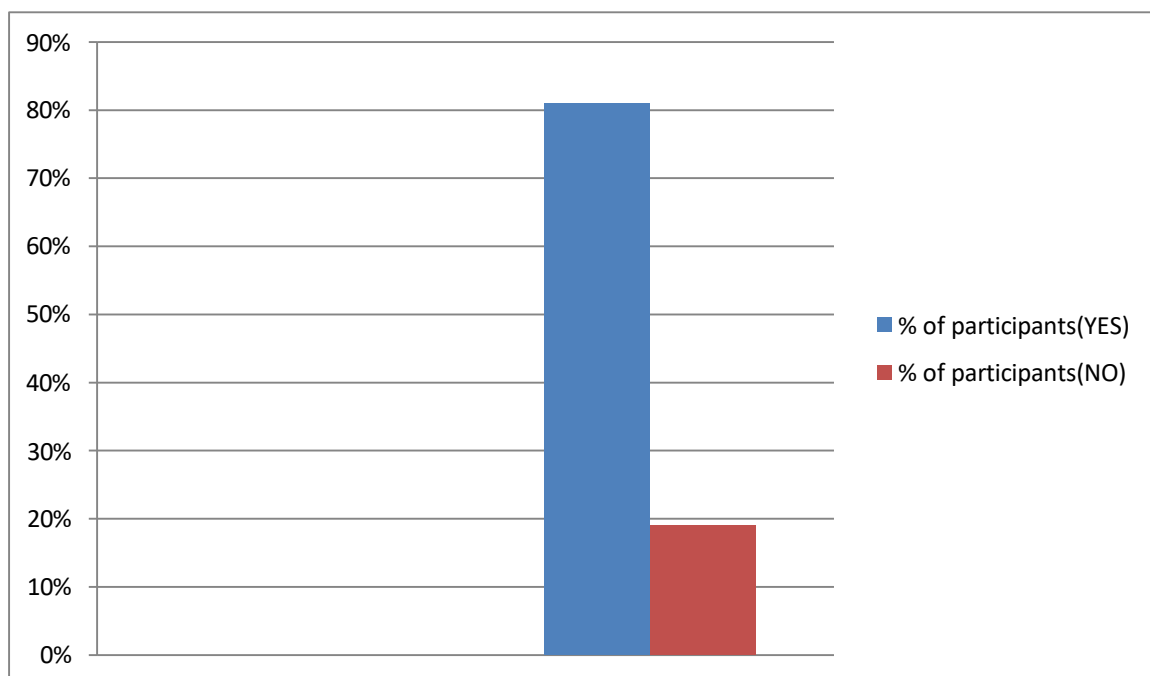
TOOLS OF ANALYSIS

The tool of analysis adopted by me is "Column Chart" which I have prepared on the basis of my questionnaire

DATA ANALYSIS & INTERPRETATION

1.)Do you use any social media/ website for recruitment?

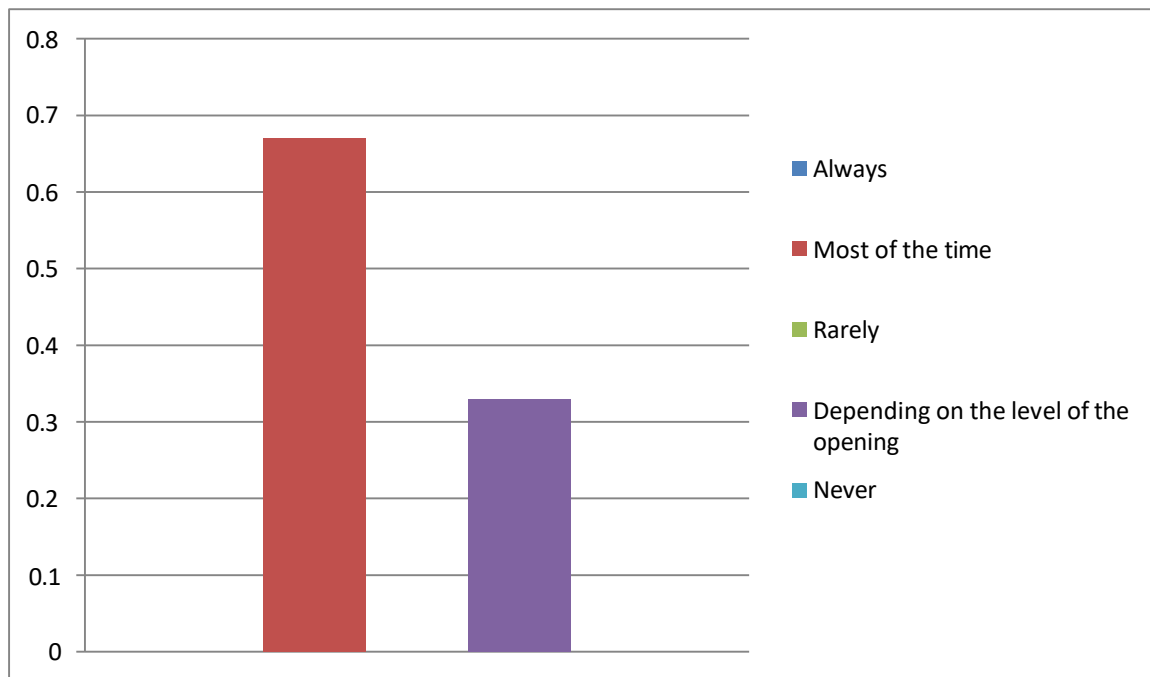
Organization Name:	(YES) % of participants	% of participants
NIIT	81%	19%



.According to this data analysis % of participants using social media for recruitment is 81% and the one who are not using social media is 19%.

2)How often do you use E- Recruitment?

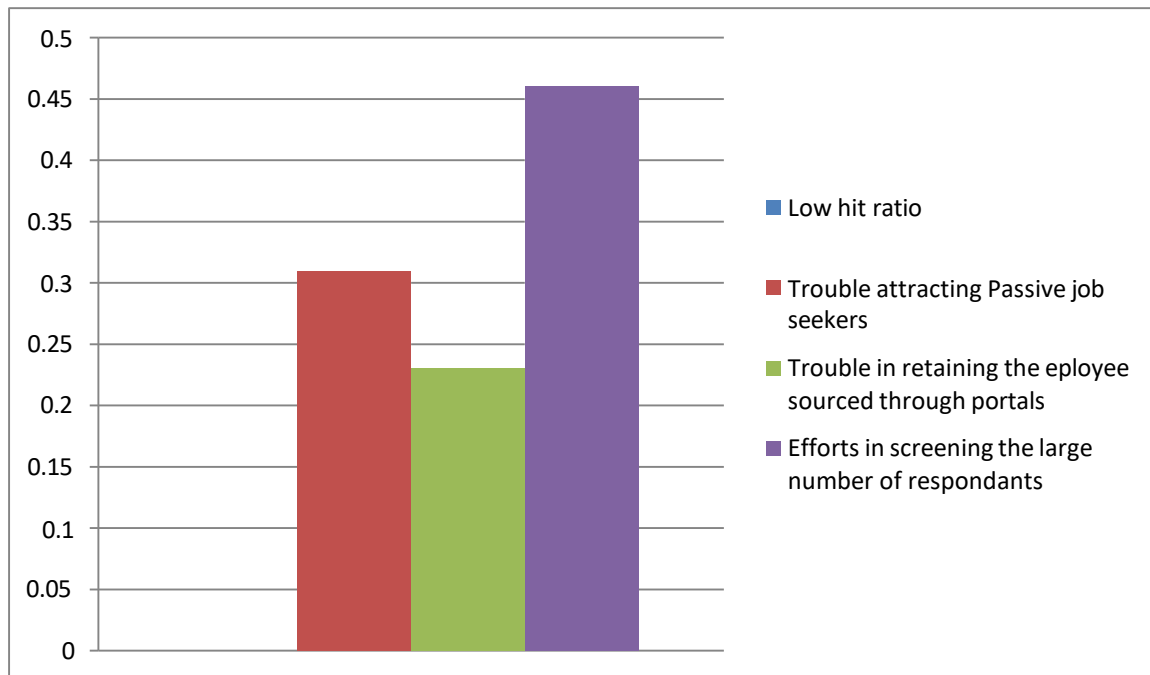
Organization Name:-	Always	Most of the time	Rarely	Depending on the level of the opening	Never
NIIT		67%		33%	



- Most of the time the participants who use e-recruitment process are 67%.
- A percentage of participants for e-recruitment that depends on the level of opening are only 33%.
- E-Recruitment process is neither always nor never used by the organization.

3.)What major challenge do you face in hiring through web?

Organization Name:-	Low hit Ratio	Trouble attracting Passive Job seekers	Trouble in retaining the employee sourced through Portals	Efforts in screening the large number of respondents
NIIT		31%	23%	46%



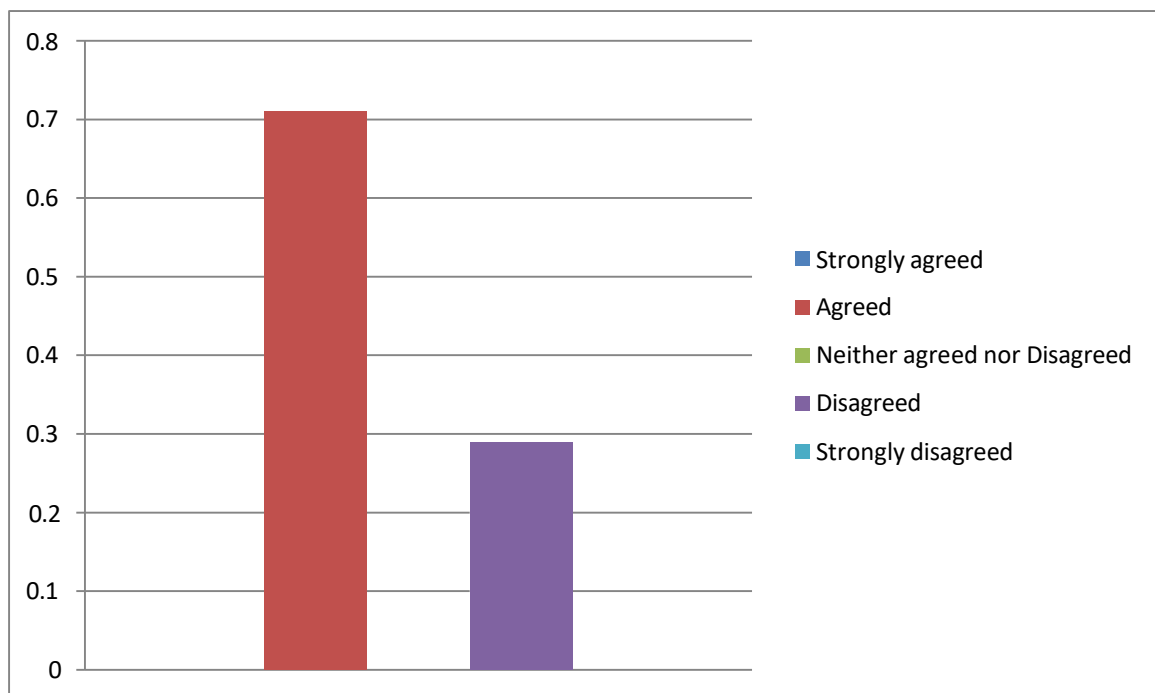
Acc. to the data major challenge that faced in hiring through web are:-

- Participants who faced trouble in attracting passive job seekers in e- hiring around 31%.
- Trouble faced by participants in retaining the employee sourced through portals for e-hiring are 23%.

- There are 46% participants who face problem & put efforts in screening the large no. of respondents.
- There is no problem no problem of low hit ratio for e-hiring in the organization.

4)E- Recruitment is the fastest mode to apply for jobs?

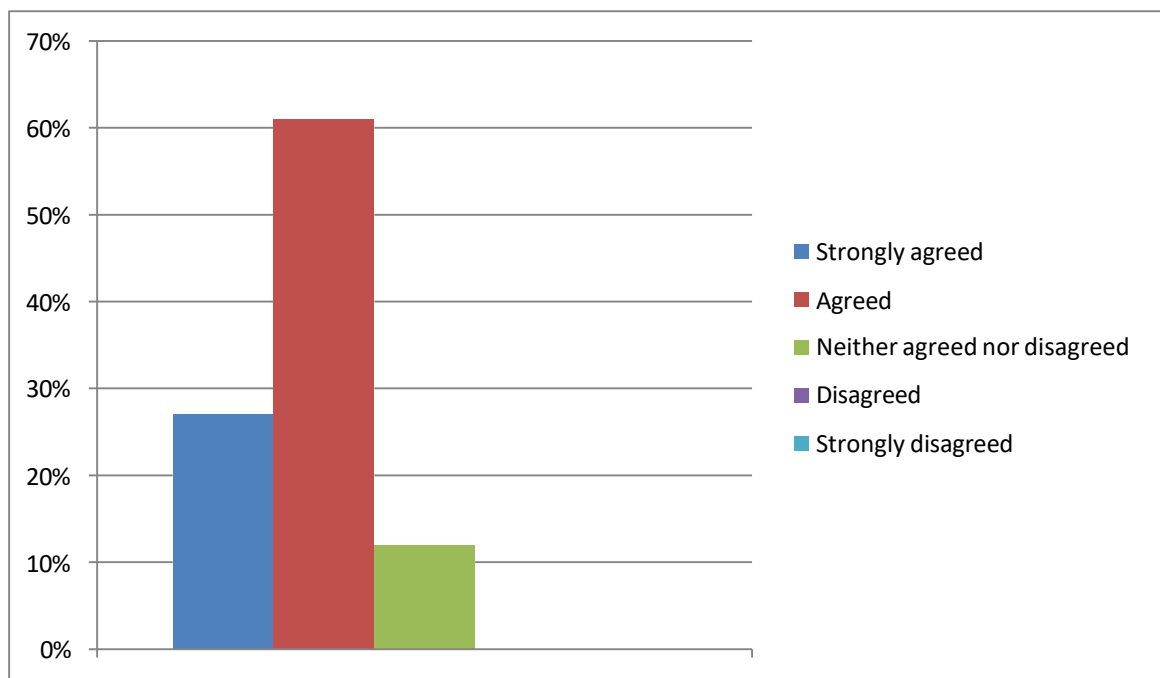
Organization Name:-	Strongly agreed	Agreed	Neither agreed nor disagreed	Disagreed	Strongly disagreed
NIIT		71%		29%	



- There are 71% of participants who agreed for the statement is the fastest mode to apply for job.
- 29% of participants feel that e-recruitment is not a fastest mode to apply for job according to the survey.
- No one is neither strongly agreed nor strongly disagreed for this statement.
- The % of participants who neither agreed nor disagreed is also nil.

5.) E- Recruitment is an effective way to gather quality resumes than the old traditional method of gathering?

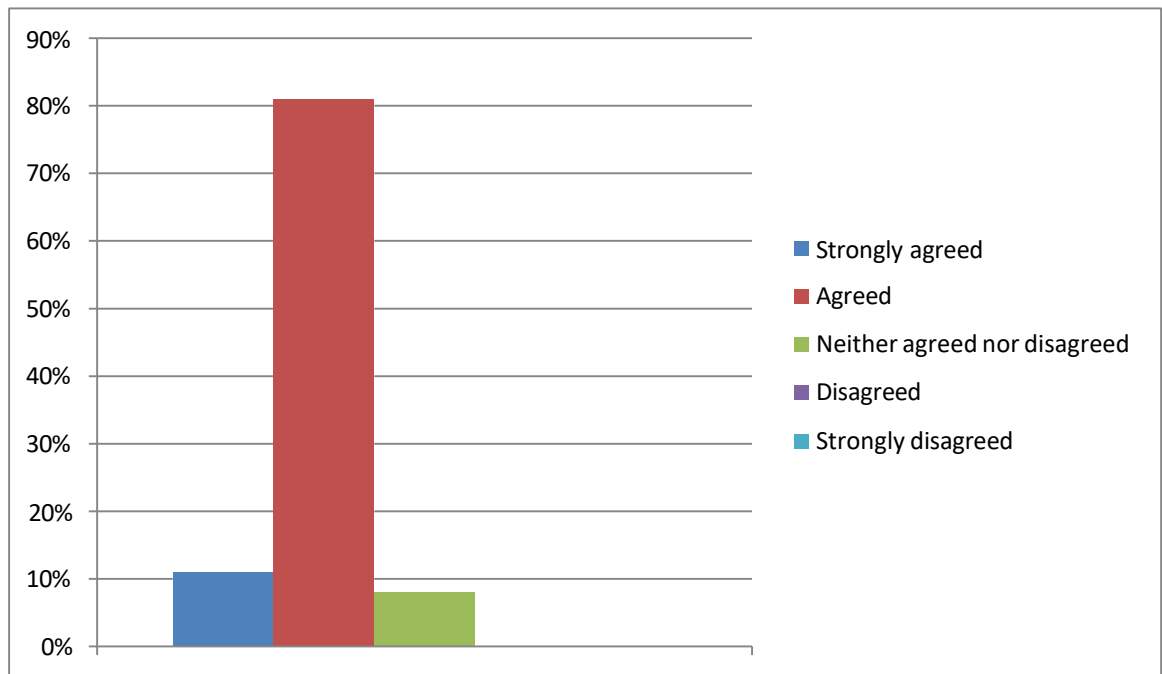
Organization Name:-	Strongly agreed	Agreed	Neither agreed nor disagreed	Disagreed	Strongly disagreed
NIIT	27%	61%	12%		



- There are 27% of participants who strongly agreed for the statement is an effective way to gather resumes than the old traditional method of gathering.
- There are 61% of participants who agreed for the statement is an effective way to gather resumes.
- The 12% of participants who neither agreed nor disagreed.

6.) E- Recruitment supports in bringing better qualified candidates in an organization?

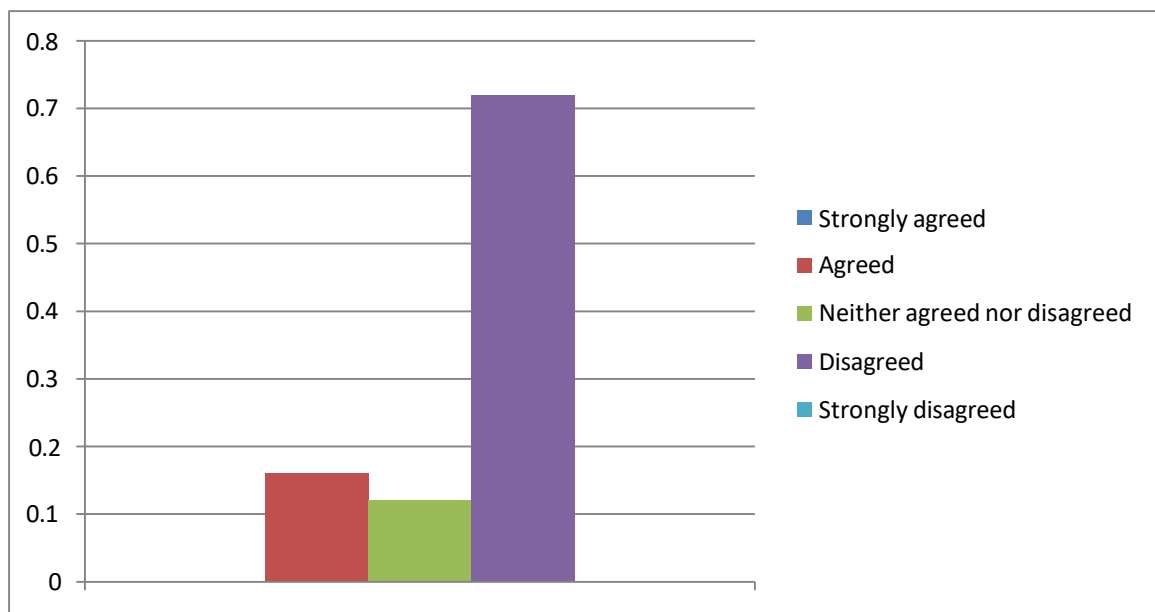
Organization Name:-	Strongly agreed	Agreed	Neither agreed nor disagreed	Disagreed	Strongly disagreed
NIIT	11%	81%	8%		



- There are 81% of participants who agreed for the statement is e-recruitment supports in bringing better qualified candidates in an organization.
- 11% participants strongly agreed to e-recruitment supports in bringing better qualified candidates in an organization.
- The 8% of participant who neither agreed nor disagreed.

7.) Large pool of applicants can be collected through e- recruitment?

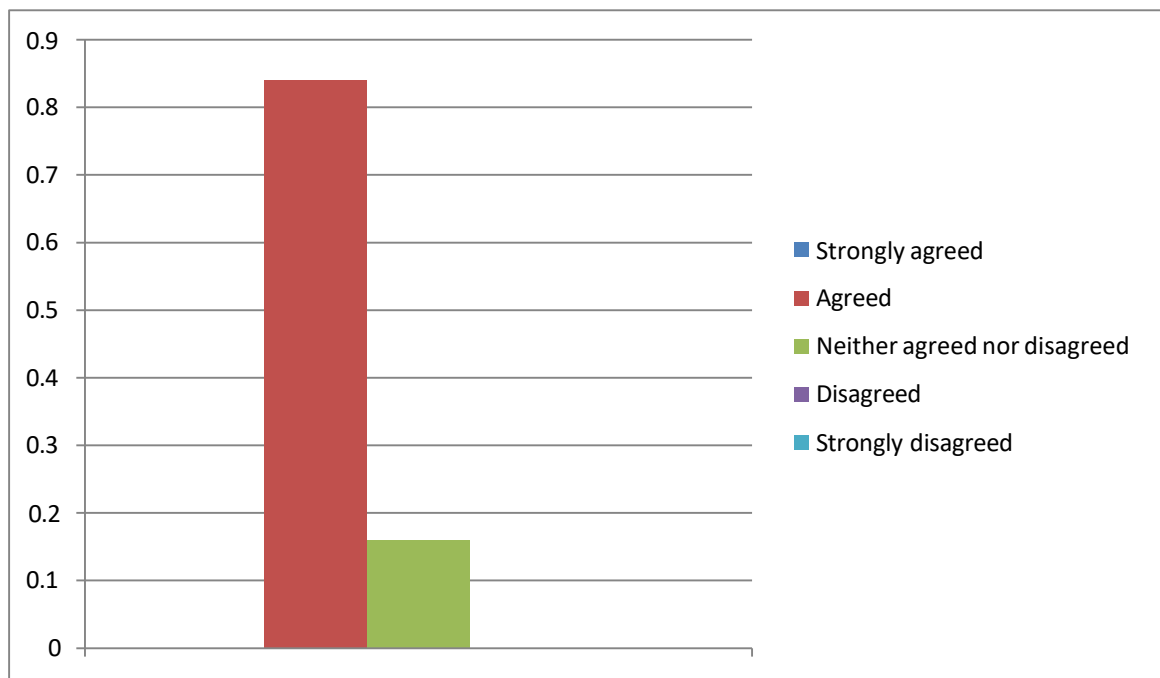
Organization Name:-	Strongly agreed	Agreed	Neither agreed nor disagreed	Disagreed	Strongly disagreed
NIIT		16%	12%	72%	



- There are 72% of participant who are disagreed to the large pool of applicants can be collected through e- recruitment.
- There are 16% of participant who are agreed to the large pool of applicants can be collected through e- recruitment.
- The 12% of participants who neither agreed nor disagreed.

8.) Posting of jobs online is cost saving activity for the organization instead of advertising the newspaper?

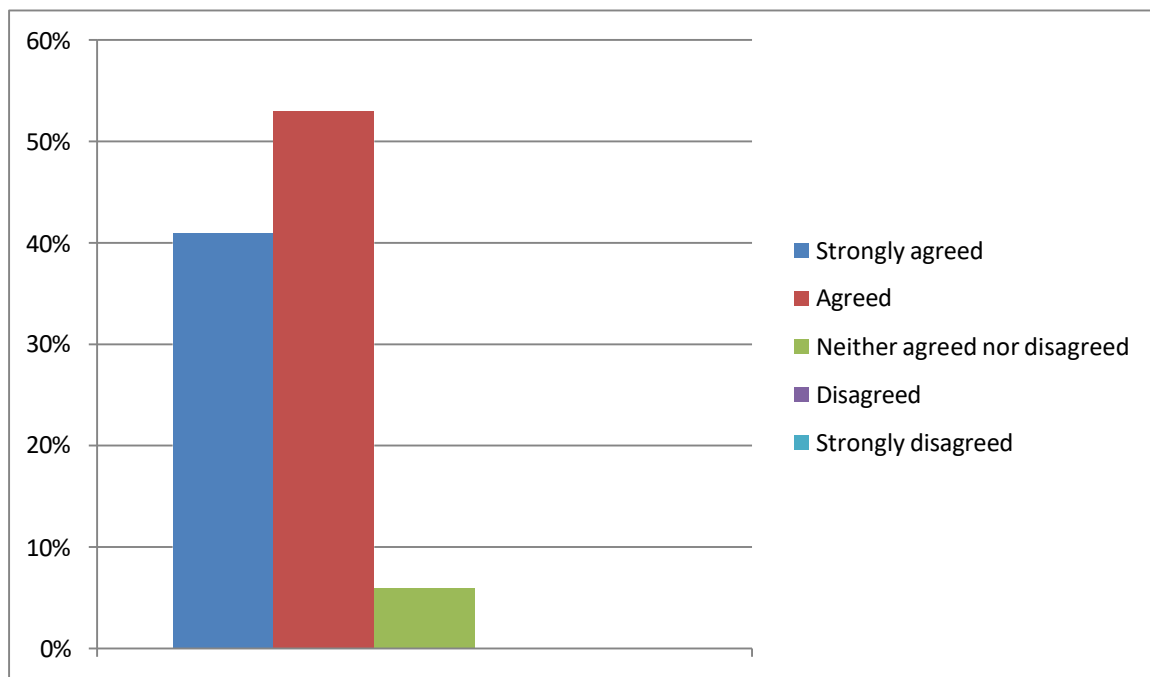
Organization Name:-	Strongly agreed	Agreed	Neither agreed nor disagreed	Disagreed	Strongly disagreed
NIIT		84%	16%		



- There are 84% of participant who agreed for the statement of posting of jobs online is cost saving activity for the organization instead of advertising the newspaper.
- 16% of participants is neither strongly agreed nor disagreed for this statement.

9.) E- Recruitment saves time in collecting quantity of resumes?

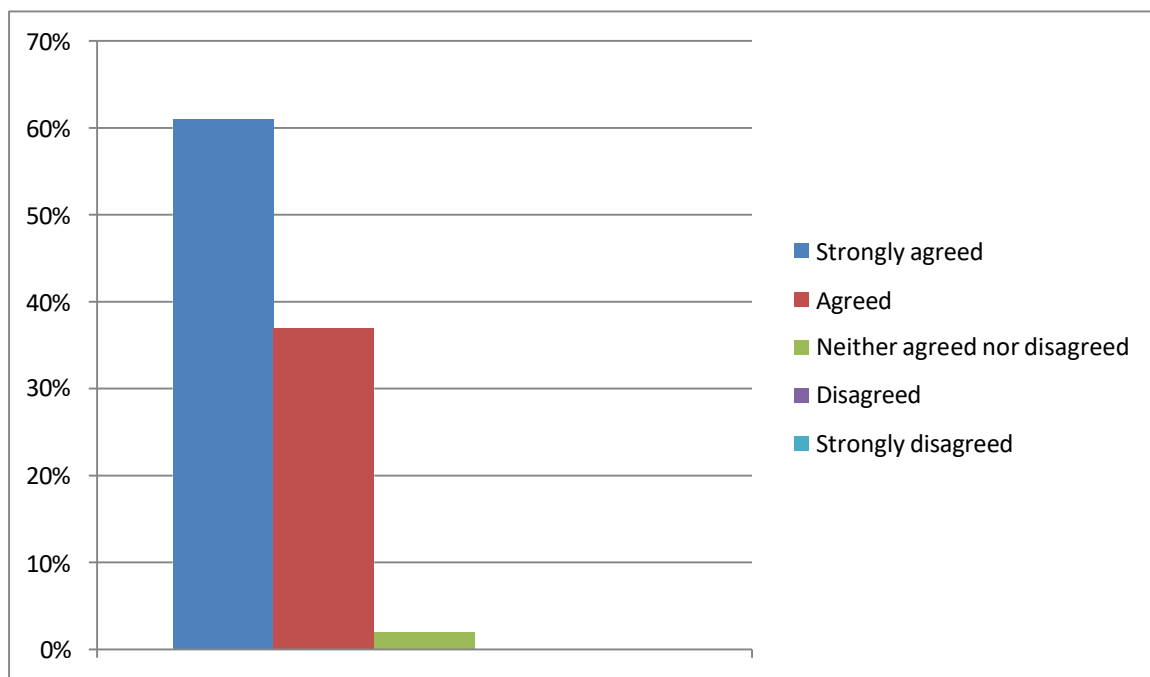
Parameters	Strongly agreed	Agreed	Neither agreed nor disagreed	Disagreed	Strongly disagreed
NIIT	41%	53%	6%		



- There are 53% of participants who agreed for the statement of e-recruitment saves time in collecting quantity of resumes.
- 41% of participants strongly agreed for the statement of e-recruitment saves time in collecting quantity of resumes.
- 6% of participants feel that neither agreed nor disagreed for the statement of e-recruitment saves time in collecting quantity of resumes.

10).Apply through job portals and social networking sites is more accessibility to the candidates?

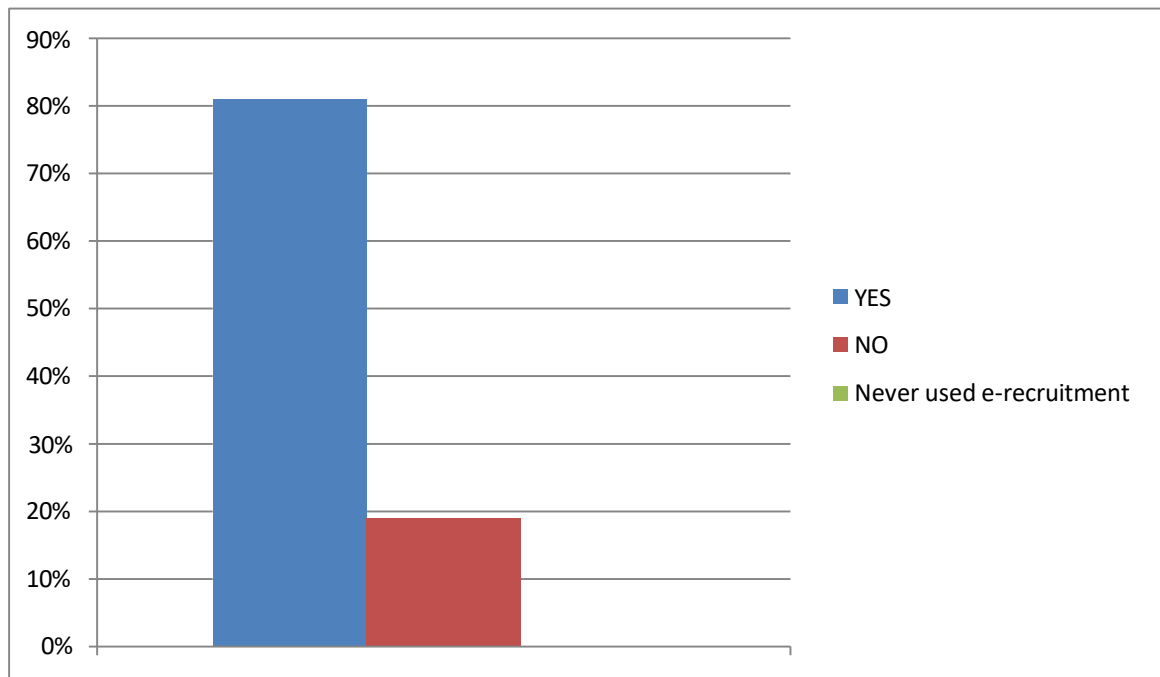
Parameters	Strongly agreed	Agreed	Neither agreed nor disagreed	Disagreed	Strongly disagreed
NIIT	61%	37%	2%		



- There are 61% of participants who agreed for the statement of apply through job portals and Social Networking Sites is more accessibility to the candidates.
- 37% of participants feel that statement of apply through job portals and Social Networking Sites is more accessibility to the candidates.
- 2% of participants neither agreed nor disagreed for this statement.

11.) Did you achieve an effective recruitment process by using E- Recruitment tools?

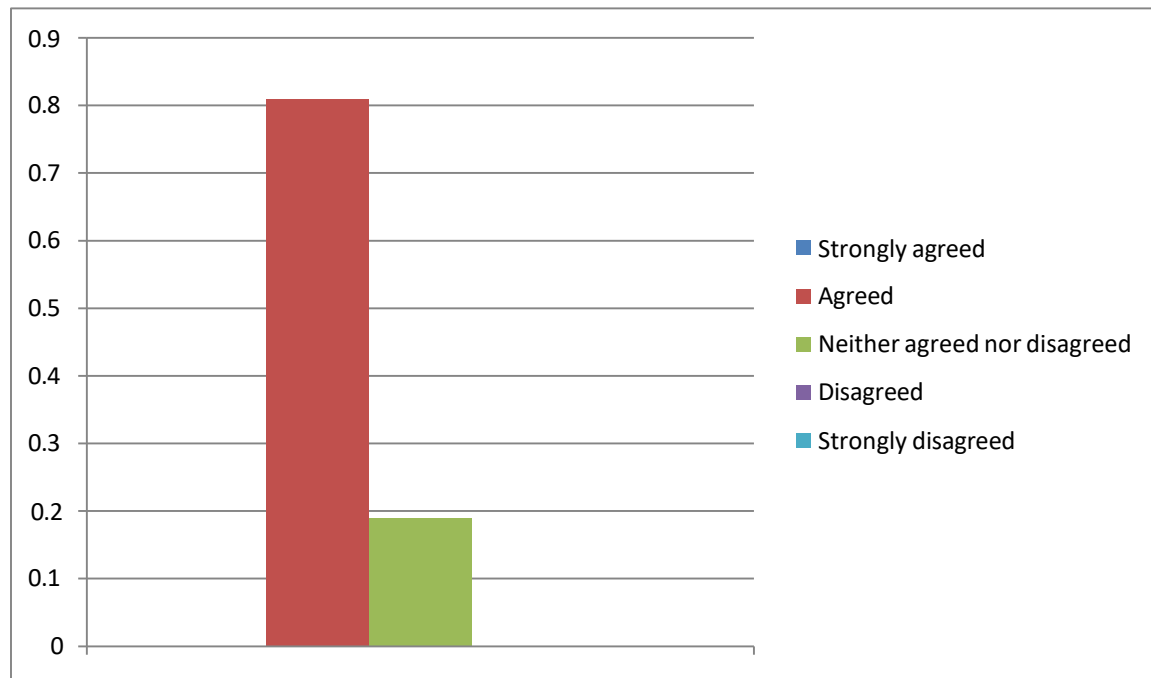
Organization Name:-	No. of participants(YES)	No. of participants(NO)	Never used E-Recruitment
NIIT	81%	19%	



- There are 81% of participants who agreed for the statement of achievement of an effective recruitment process by using e-recruitment tools.
- 19% of participants feel that achievement of an effective recruitment is not process by using e-recruitment tools.

12.) E- Recruitment plays an important role in organization success?

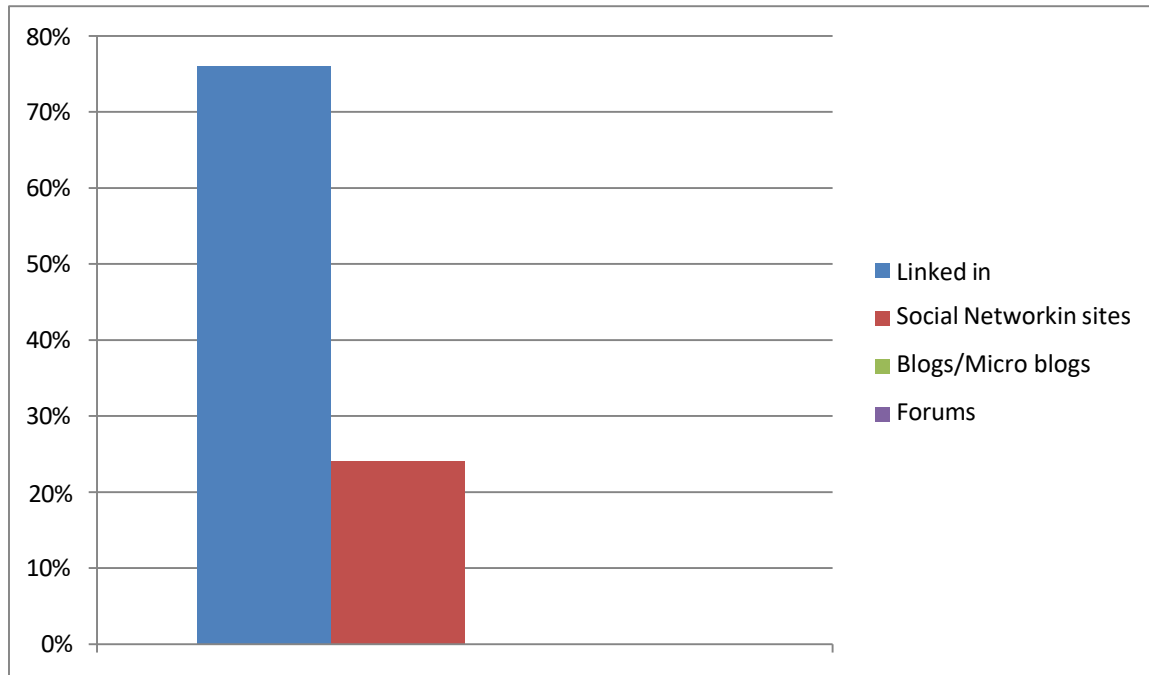
Organization name:-	Strongly agreed	Agreed	Neither agreed nor disagreed	Disagreed	Strongly disagreed
NIIT		81%	19%		



- There are 81% of participants who agreed for the statement of e- recruitment plays an important role in organization success.
- 19% of participants feel that e- recruitment plays an important role in organization success.

13.) Which web 2.0 tools have you used to source candidate?

Organization name	Linked in	Social Networking Sites	Blogs/Micro Blogs	Forums
NIIT	76%	24%		



- There are 76% participants linked in used to source candidate.
- There are 14% participants used Social Networking Sites.

LIMITATIONS

- Skill mismatch: Automated screening processes may overlook qualified candidates due to the emphasis on specific keywords, leading to a potential mismatch between job requirements and candidate skills.
- Candidate saturation: High competition for IT positions can lead to an overwhelming number of applications, making it challenging for recruiters to efficiently review each one.
- Lack of personal touch: E-recruitment platforms can sometimes lack the personal interaction and human touch that candidates value, potentially leading to a negative candidate experience.
- Cybersecurity concerns: Online platforms may be susceptible to cybersecurity threats, putting sensitive candidate data at risk.
- Digital divide: Not all candidates may have access to the internet or be comfortable using online platforms, potentially excluding certain demographics from the recruitment process.

PROBLEMS

- Skill-based screening: Implementing more sophisticated algorithms and AI tools to assess candidates based on their skills and potential rather than solely relying on keyword matching.
- Automated candidate ranking: Utilizing AI-driven systems to automatically rank candidates based on their qualifications, reducing the time recruiters spend reviewing applications.
- Personalized communication: Incorporating personalized messaging and communication strategies to enhance the candidate experience and foster a more human connection.
- Enhanced cybersecurity measures: Investing in robust cybersecurity protocols and encryption techniques to protect candidate data from cyber threats.
- Hybrid recruitment approach: Implementing a hybrid recruitment approach that combines online platforms with traditional methods, such as job fairs or networking events, to reach a wider pool of candidates and address the digital divide

FINDINGS

- In NIIT most of people use website or portal for doing recruitment.
- The process of e-recruitment is depending on the level of the opening in NIIT.
- NIIT recruiters are aggressively using websites linked in, facebook for sourcing qualified candidates.
- In NIIT e-recruitment plays an important role in organization success because this is the easiest way for recruitment.
- NIIT also used the advertisement option for the vacancies of their top level position.
- In NIIT they prefer to post their job opening in online job portals instead of using advertisement because using of online portals are more cost savior as compare to using of advertisement.

SUGGESTIONS

The above discussion and from the evaluation process there are some points on which managers can work upon, like-

- The manager must differentiate between the jobs which are to be recruited through traditional way of recruiting and which are to be recruited with the help on online recruitment.
- The HR manager must always be vigilant so that they do not interview the wrong applicant and resultant into wasteful expenditure.
- Small online written interview can also be conducted along with the resume, so that manager can get a good amount of information about the applicant, which the manager cannot give just by scrutinizing the applicants resume

CONCLUSION

E-Recruitment is becoming one of the important tools for selecting a required pool of human resource. Although this method has few disadvantages but it is completely relevant and applicable in today's modern world. In spite of the huge amount of research available in the field e-recruiting, there are still many possibilities to proceed accepting of e-recruiting research & apply.

Mainly the recruiter perspective and research regarding the influence of e- recruiting on the overall recruitment process established slight consideration.

- E-recruitment is more than the technology.
- E-recruitment is about winning buy-in, and behavioural and cultural changes.
- E-recruitment means developing the capability of HR and line managers.

Name: **Annexure**

Gender:

Male

☐

Female

☐

Age:

S. No	Questions
1.	Do you use <input type="text"/> any social media/ website for recruitment? a)Yes b)No
2.	How often do you use E- Recruitment? a)Always b)Most of the Time c)Rarely d)Depending on the level of the opening e)Never
3.	What major challenge do you face in hiring through web? a) low hit Ratio b) Trouble attracting Passive Job seekers c) Trouble in retaining the employees sourced through Portals d) Efforts in screening the large number of respondents
4	E- Recruitment is the fastest mode to apply for jobs? a) Strongly Agreed b) Agreed c) Neither agreed nor Disagreed d) Disagreed e) Strongly disagreed
5	E- Recruitment is an effective way to gather quality resumes than the old traditional method of gathering? a) Strongly Agreed b) Agreed c) Neither agreed nor Disagreed d) Disagreed
	e) Strongly disagreed

6	<p>E- Recruitment supports in bringing better qualified candidates in an organization?</p> <p>a) Strongly Agreed</p> <p>b) Agreed</p> <p>c) Neither agreed nor Disagreed</p> <p>d) Disagreed</p> <p>e) Strongly disagreed</p>
7	<p>Large pool of applicants can be collected through e- recruitment?</p> <p>a) Strongly Agreed</p> <p>b) Agreed</p> <p>c) Neither agreed nor Disagreed</p> <p>d) Disagreed</p> <p>e) Strongly disagreed</p>
8	<p>Posting of jobs online is cost saving activity for the organization instead of advertising the newspaper?</p> <p>a) Strongly Agreed</p> <p>b) Agreed</p> <p>c) Neither agreed nor Disagreed</p> <p>d) Disagreed</p> <p>e) Strongly disagreed</p>
9	<p>E- Recruitment saves time in collecting quantity of resumes?</p> <p>a) Strongly Agreed</p> <p>b) Agreed</p> <p>c) Neither agreed nor Disagreed</p> <p>d) Disagreed</p> <p>e) Strongly disagreed</p>
10	<p>Applying through job portals and social networking sites is more accessible to the candidates?</p> <p>a) Strongly Agreed</p> <p>b) Agreed</p> <p>c) Neither agreed nor Disagreed</p> <p>d) Disagreed</p> <p>e) Strongly disagreed</p>

11	E – Recruitment plays an important role in organization success? a) Strongly Agreed b) Agreed c) Neither agreed nor Disagreed d) Disagreed e) Strongly disagreed
12	Did you achieve an effective recruitment process by using E- Recruitment tools? a) Yes b)No c) Never used E- Recruitment
13	Which web 2.0 tools have you used to source candidates. a) Linked in b) Social Networking Sites c)Blogs/Micro Blogs d)Forums

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