Impact of E-Recruitment on Organizational Hiring Efficiency

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ABSTRACT

Recruitment used to mean newspaper ads, walk-in interviews and lots of paper resumes a situation that has changed a lot in the ten years leading to E-Recruitment, which is the use of internet platforms and tools to post jobs, collect applications, screen people and make the hiring process better. This paper looks at how E-Recruitment's used in human resources based on an internship at a Chartered Accountancy firm. The paper tries to find out if and how much the use of technology has made hiring more efficient. Data was collected from 110 people using a questionnaire with a five-point scale, mostly through Google Forms and a few printed copies. Convenience sampling was used because the internship was short. The data was analyzed using percentages. Shown with tables, bar charts and pie charts to make it easier to understand. Secondary information came from HRM books, journal articles, company records and industry reports. It was found that most people felt E-Recruitment helped make the hiring process faster reached more people and made communication better. Statements about finding people based on skills and better communication between recruiters and candidates had the average scores. Responses about scheduling interviews had a neutral feel showing there is room for improvement in these areas. It can be said that E-Recruitment is a tool in modern HR work but it works best when used with human judgment instead of on its own.

Among all the parts of Human Resource Management recruitment is probably the important activity that sets the tone for the whole employee life cycle in an organization. Getting the right people is very important because it helps the organization meet its goals and has an impact on the success of training, engagement and performance management strategies.

Traditionally recruitment relied a lot on newspaper ads, employee recommendations, campus visits, recruitment agencies and walk-in interviews.

1. INTRODUCTION

These methods have been time-consuming took a lot of paper and sometimes were expensive to use; this is where the internet and its use in human resource activities comes in. E-Recruitment usually means using internet-based tools and ways to post job openings collect applications, screen people and help with the hiring process. The appeal of these platforms is the ability to reach a bigger audience without the trouble of meeting in person faster processing of applications and the ability to keep a list of all applicants who might be considered in the future. The recent increase in AI-assisted screening, recruitment analytics and automated communication tools has only made digital recruitment more appealing.

Hiring efficiency has become a focus for companies because the time a position is open affects staff productivity, employee retention and overall costs. E-Recruitment is often seen as the answer to the problem of hiring efficiency but it needs to be checked if it actually provides the benefits it promises.

This project was inspired by an internship in the Human Resources department of R. Subramanian and Company LLP, where a close look at the recruitment activities led to the research question for this paper: Does E-Recruitment lead to

hiring efficiency in organizations?

1.1 Industry Background

The whole range of human resource and recruitment activities has made a big leap in the last ten years because of new technologies like cloud computing, artificial intelligence (AI) big data analytics and automation. Recruitment sites like LinkedIn, Naukri Indeed and Monster company career websites and social media have allowed recruiters to connect with thousands of people at the time, which is very different from the limited reach of print ads and relying on recruitment agencies.

The COVID-19 pandemic has sped up the use and acceptance of recruitment and hiring by companies and the trend seems to be here even as pandemic rules start to relax. Tools like Applicant Tracking Systems (ATS) AI-based resume screening, video interviews, recruitment chatbots and mobile recruitment apps are now common across industries. IT, banking, manufacturing, healthcare, retail, education, logistics, government and public sector recruitment sites.

1.2 About the Organization

R. Subramanian and Company LLP (RSC) is a Chartered Accounting firm started in 1974 by Mr. R. Subramanian and recently celebrated its fiftieth year of practice. RSCs main office is in Mylapore, Chennai with offices in Bangalore, Delhi, Hyderabad and Mumbai. Its work includes internal audits, taxation and GST compliance, transfer pricing, financial advice, valuations and outsourced process reviews for banks, insurance companies, manufacturing companies, NBFCs and NGOs.

RSC has a team of than 180 professionals, including Chartered Accountants, Cost Accountants, Company Secretaries, MBAs, Information Systems Auditors and support staff. Recruitment at RSC is supported by a career portal, job sites and an Applicant Tracking System for screening and interviews. The firm focuses a lot on employee engagement, HR practices and learning and development making it a good example for the study.

2. NEED FOR THE STUDY

The use of recruitment has become so common that the discussion is no longer about whether it is used but how it can be used wisely to improve hiring processes. Traditional recruitment methods are time-consuming and costly and the use of E-Recruitment is based on its ability to solve these issues. While E-Recruitment is already a practice in many companies it is important to check if it works well from the point of view of both recruiters and candidates.

3. STATEMENT OF THE PROBLEM

E-Recruitment has benefits such as reaching people being cheaper faster and more transparent hiring and having an easy-to-access candidate database but it also has some problems, like more applications that might lower the quality of candidates incorrect information in online applications technical issues applicants face and less personal connection compared to traditional methods. There is a fear that automated screening tools might reject people because their resumes don't have certain keywords. So the question this study is trying to answer is whether E-Recruitment has made hiring more efficient in organizations.

4. OBJECTIVES OF THE STUDY

Primary Objective

To look at the effect of E-Recruitment on how efficient organizationsre when they hire, especially at R. Subramanian and Company LLP.

Secondary Objectives

- To learn about employees understanding and how they use ERecruitment tools and sites.
- To check how E-Recruitment affects how fast how much it costs and how good the candidates are.
- To see how digital recruitment affects communication, transparency and the experience of candidates.
- To find out the benefits and challenges of using E-Recruitment.
- To suggest ways to make digital recruitment work better.

5. SCOPE OF THE STUDY

The study focuses on RSC. How it does HR work but also talks about different parts of digital recruitment. In terms of methods the study includes job sites, such as career websites, social media recruitment, ATS platforms, referral sites, online tests and video interviews. In terms of efficiency the study looks at how it takes to hire the cost of hiring how many people apply, the quality of applicants how well they are screened and the overall experience of candidates.

The people who took part in the study were from HR managers, HR executives, recruiters, team leaders and others involved in hiring. The study is limited to Chennai, Tamil Nadu in location. Focuses on HR and talent acquisition in terms of job role looking at the whole hiring process from when a job is open to when someone is finally hired.

6. REVIEW OF LITERATURE

Many researchers have looked at parts of E-Recruitment and their findings give a good background for this study.

Parry and Tyson (2008) found that companies used recruitment to save money make the process faster and reach more people saying that digital recruitment made administrative tasks easier. Holm (2012) studied the effect of Applicant Tracking Systems. Found that they made hiring cycles shorter and improved hiring results when used well.

Chapman and Webster (2003) said that technology helps with communication with candidates and reduces paperwork making candidates happier because they can get information easily.
Stone et al (2015) looked at human resource management and said that it makes organizations more competitive by improving the quality of hiring and employer branding.

Nikolaou (2014) saw using media for hiring as a big trend saying that LinkedIn, Facebook and Twitter are good ways to connect with people whether they are actively looking for jobs or not. Breaugh (2013) said that while recruitment marketing is important the quality of hiring needs attention and that technology helps match the right people to the right roles better.

Kashi and Zheng (2013) found that using systems made hiring more efficient and helped manage candidate information better in big companies. Melanthiou, Pavlou and Constantinou (2015) said that social media helps reach people who are not actively looking for jobs, which's hard to do with traditional ways. Cappelli (2001) linked internet-based hiring to shorter hiring times and better workforce planning while Dhamija (2012) found that employees in companies had a good opinion of online hiring saying convenience, transparency and easy access were

the main reasons for positive views.

Research Gap

Although the studies mentioned above talk about the benefits of hiring and how it is used there is not much research on what employees think about how well it works to make hiring more efficient. Newer technologies like AI screening, chatbots and predictive analysis have come up faster than research, on their effects. Because of this this study tries to fill that gap.

7. RESEARCH METHODOLOGY

A descriptive research design was used because the focus of the study was on describing what is happening than trying to find out why it is happening. Both primary and secondary data were used in this study. Primary data was collected from people by using a questionnaire while secondary data was taken from books, articles, company records and reports.

7.1 Sampling and Sample Size

Convenience sampling was used because the time for the internship was limited. Responses were collected from 110 people who worked in departments and had various levels of experience at RSC.

7.2 Questionnaire Design

The questionnaire had two parts. Part A asked about details. Part B had statements about how easy to use how cost effective how good the applications were, how good communication was, how good the employer brand was, how transparent the process was and how efficient the E-Recruitment was. Each statement was rated on a scale from Agree to Strongly Disagree. Most of the questionnaires were given through Google Forms with some printed copies handed out. People were told that their answers would be kept private.

7.3 Statistical Tools Used

Percentage analysis was used to understand the answers. Results were shown using tables, bar charts and pie charts to make them easier to read. Analysis was done in Microsoft Excel after checking that the input was correct and converting it into the format.

7.4 Limitations

- The study was only done at one company. Might not show what other companies think. Some information was confidential and not available.

- Some answers might be based on opinions instead of facts. The short time of the internship limited how much could be studied.

- Using convenience sampling might not have given a sample of all the employees.

8. Discussion

8.1 Demographic Profile of Respondents

Most of the people who answered were younger. 36% Were under 25 years old. 33% Were between 25 and 35. This is expected because younger workers are more used to technology and more likely to use recruitment.

8.2 Industry- Distribution

The people who answered came from different industries. 28.2% Worked in Banking and Finance 26.4% in Education and 25.5% in Manufacturing. 15.5% Were in Information Technology, which is less than expected but this reflects the types of clients RSC has.

8.3 Distribution by Designation

HR Managers made up the largest group (27.3%) followed by Team Leaders (23.6%) and Recruiters (20.0%). This mix gives a range of views. HR Managers can give a view Recruiters can talk about how E-Recruitment works and Team Leaders can give feedback on how recruitment affects the team.

8.4 Perceived Quality Benefits of E-Recruitment

The important benefit reported was the ability to find people with the right skills (average score 4.02) which is in the 'Agree (High)' range. Better communication between recruiters and candidates (3.69) less paper work (average 3.61) and better interview scheduling (average 3.60) were next in importance. Even though interview scheduling had the average it was still in the 'Agree' range. The small difference in the averages shows that people agreed on the benefits.

8.5 Overall Construct Comparison

The three areas studied had average scores close to 4.0 which shows that people thought positively about E-Recruitment. The highest average was for Use/Efficiency (M = 3.97, SD = 0.52) followed by Quality Benefits (M = 3.94, SD = 0.56) and then Overall Impact of E-Recruitment (M = 3.90 SD = 0.58). The standard deviation was low showing that people responded in a way.

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9. FINDINGS OF THE STUDY

- Most workers know about recruitment either as applicants or because of their work.
- Many think E-Recruitment makes the hiring process faster than methods.
- Using E-Recruitment cuts down on costs by removing newspaper ads and paper work.
- Companies can reach people with digital tools.
- Applicant Tracking Systems make it easier to check resumes and keep records.
- Automatic messages and updates make communication better between recruiters and candidates.
- E-Recruitment makes the process more open because of rules and equal access to information.
- A better, professional and tech-based process helps the companys image.
- Virtual interviews and tests save time and money on travel.
- People are generally happy with the E-Recruitment system at the company.
- Some people had problems with the technology. Found it frustrating.
- Some worried that using much automation might miss good candidates.
- Most people think using both technology and people gives results.
- Giving feedback to job applicants needs to be better.
- Overall most people see E-Recruitment as a part of modern HR.

10. SUGGESTIONS

- Make sure the career website is up to date and easy to use for impressions.
- Improve the Applicant Tracking System to help with matching.
- Use AI tools to help not replace, human recruiters in the steps
- Make sure communication with candidates is timely at every step.
- Train recruiters on using HR technologies and tools.
- Make sure to protect candidate data with security and privacy.
- Track how long it takes to hire how much it. How good the people are.
- Make sure the digital process is fair and has little bias as possible.
- Use sites like LinkedIn to reach people.
- Listen to what employees and applicants say when improving the E-Recruitment system.

11. CONCLUSION

Recruitment is very important for the success of a company. The people hired affect the companys productivity, attitude and performance. This study looked at whether E-Recruitment makes a difference in the way RSC does hiring and the results show it does with some concerns. Employees see E-Recruitment as faster, cheaper and better than ways. Using Applicant Tracking Systems helps reduce the work for recruiters letting them focus on the parts that need input. Virtual interviews and online tests help the company reach people no matter where they are. However the study found two problems with the E-Recruitment methods. First automated systems sometimes miss candidates because they don't have the right keywords. Second the security of candidate data is a concern. These issues don't stop E-Recruitment from working but they show that people are still needed in the process.

Personally the internship was a learning experience giving me a chance to use what I learned in real life. The important thing I learned is that E-Recruitment is a big part of how companies hire now and the benefits are clear when a company uses it. For a human resources manager E-Recruitment should not be used to replace ways but to do the job better than people can on their own.

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Here is the input from the user:

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