

“STUDY OF ICICI E- RECRUITMENT”

Submitted To:

Dr. SHIVANI AGARWAL
(Faculty)

Submitted By:

PARAS VARSHNEY
Roll No. 22GSOB2011044
MBA-IVth Sem.



School of Business

Galgotias University

Meaning, Origin and Process of E- Recruitment

The term e-Recruitment means the process of finding and hiring the best-qualified candidate (from within or outside of an organization) for a job opening, in a timely and cost effective manner (Bhupendra & Swati, 2015). The recruitment process includes activities like analysing job requirements, attracting candidates, screening applicants, hiring and welcoming the new employee to the organization. E- Recruitment is the practice of using web-based resources for tasks involved with searching, attracting, assessing, interviewing and hiring new employees. Armstrong (2009) defines e- Recruitment as a process that uses the internet to advertise or post vacancies, provide information about the jobs and the organization and enable e-mail communication to take place between employers and candidates.

The function of e- Recruitment is to make the processes more productive as well as less expensive. Online recruitment can attract a larger pool of potential employees and smoothen the selection process.

The fundamental of e- Recruitment are as follows:

Tracking: Helpful in tracking the status of candidate with respect to the jobs applied by him/her.

Employer's Website: Provides details of job opportunities and data collection for same.

Job Portals: Like career Age, Indeed, Monster, times job, etc these carry job advertisements from employers and agencies.

Online Testing: Evaluation of candidates over internet based on various job profiles to judge them on various factors.

Social Networking: Sites like google+, twitter, facebook, linked in, etc helps in building networking and finding career opportunities.

E- Recruitment started in the form of autonomous job sites called bulletin board systems in the 1980s. A new global trend was started in U.S. when Jeff Taylor Launched Monster. Com with 20 clients and 200 job openings in 1994. Today more than three-fourth of the fortune 500 companies use online recruiting and also now people use mobile application for uploading resumes and searching jobs on portals.

E- Recruitment can be done through company website, social sites and online job portals. There are large number of online job portals like indeed.com, careerjet.com, freshersworld.com, Naukri.com, Timesjob.com, monster.com, jobsahead.com, clickjobs, etc. social networking sites like linkedin, facebook, twitter, google+ also plays a major role in online recruitment. Online portals have played a crucial role in providing companies with the best application with required qualification to be filled at the right place in the organization.

E-Recruitment has proved to be a very convenient mode for both company and job seekers as both can upload the necessary details required and can find a suitable opportunity there (Bhupendra & Swati, 2015). The emergence of e- Recruitment as a strategy of cost and time saving mechanism coincide with the introduction of New Public Management (NPM) in the public sector geared toward addressing institutional and structural problems afflicting public bureaucracies in both developing and developed countries (Snell et al, 2002). In 1991, British scientist Time Berne's Lee introduced the world wide web (www) to academic scientist. This is a harbinger to internet recruiting. In Nigeria, e-Recruitment in the public sector is a relatively new phenomenon introduced around 2005 to hire personnel in the public sector. Agencies like Federal Civil Service Commission, Nigerian Army, Nigerian Police Force, Nigerian Customs Service, and corporate Affairs Commission among others adopted the use of internet in their recruitment process. In contrast to some countries like Malaysia that are using organizational website to recruit potential candidates, in Nigeria the reverse is the case because, many organizations, especially those that have potential of drawing a large number of applicants, have latched on to the scratch card business by engaging private recruiting consultants and in the process, extort money from anxiously waiting applicants (Ikechukwu, 2010). The reason for the shift towards online recruitment activities, and use of web 2.0 technology for more Human Resource Management functions is most due to the inadequacy of the paper-based process. Most hiring managers and line managers indicated that the

lack of systematic log of information and improper storage of paper applications lead to inevitable delays in application processing time.

This increase the time to hire and thus cost to hire, while compromising the quality of hire due to incompetent practices, human errors and biases (Depardieu & Islam, 2008). Findings in a CIPD survey showed that e-Recruitment sections on employer's sites is now the fourth most popular recruitment method. More than seven in ten employers advertise vacancies on their corporate websites, while jobs boards are used by four in ten with 73% reporting reduced costs through using e-Recruitment in Europe (Omolawal, 2015).

A 1996 survey showed that there were more than 1.2 million jobs posted on line, 3,512 websites and 5,800 companies recruiting online (Hoggler, cited in Singh & Finn, 2003). Furthermore, another survey by the internet Business Network puts the number of online job posting in 1998 at about 28 million and this was estimated to climb to at least 30 million in 2004 (Omolawal, 2015). According to the Chartered Institute of Personnel Development (CIPD), more than two thirds of organizations advertised vacancies on their own websites in 2004 in the United Kingdom (McCurry, 2005).

The consultancy Empowerment Group estimated in 2009 that the online job seeking had grown by 76% in the previous two years and was being used by 11 million people in the United Kingdom. According to the Internet Advertising Bureau, Online recruitment represented 22.1% of all online advertising in 2005. The World Advertising Research Centre (WARC) and the Advertising Association estimated that the forecast growth in online recruitment advertising was forecast to increase from £158m in 2005 to some £262m in 2007 (Terazono, 2005; Singh & Finn, 2003).

The trend has continued to grow and expand (Omolawal, 2015). As in so many other aspects of the business world, the Internet has become an integral part of the recruitment process. It started as a tool for the employer to advertise their positions to a wider audience and job posting would be accessible to job seekers for 24 hours per day. Internet allows Human Resource Professionals to post open positions in detail online so applicants can review the information at their own time, thus minimizing the time requirements by the recruiter on this phase of the process.

Companies of all sizes typically have, at minimum, a website which allows them to conduct part of their business online. Some include a career section with online recruiting: storing information on open positions, employee benefits to entice potential applicants and an application process.

By accepting letters of application and CVs sent via e-mail, applicants now have the opportunity to respond right up until the closure date and time of the job advertisement (Stacey, 2010). Many companies are now taking the next steps in incorporating the internet into the next steps of their recruitment process: screening suitable candidates can take up a lot of time and resources, even more so when more applicants respond. Software is now available for screening of applications (Omolawal, 2015). Online attitude and aptitude tests are becoming more popular as a means of selecting the right candidates (Yazdani, 2010). Video conference has also emerged thereby allowing interviews to be conducted online, while job offer and acceptance are being conducted online with e-signing allowing applicants to accept and confirm offer online. In many organizations, online processes have been added to the conduct of induction, a process which is called e-on-boarding. A later trend has been the creation of online data bases, where job seekers could store their CVs thereby giving employers the opportunity to search for candidates who fit their required profile.

This can speed up the application process and give people who are interested in changing their job the initiative to show their availability, without actively applying for jobs (Elkington, 2005; McCurrey, 2005; Omolawal, 2015).

According to Etomi (2002), the entire process of e- Recruitment and ICT utilization for staff recruitment involves automation of the recruitment efforts from the beginning to the end and it is summarized as follows:

- Organizations put job vacancies on the internet (own site or employment agency sites);
- Interested candidates are encouraged to react with their resumes electronically;
- Resumes are electronically screened;
- Intelligent matching system converts summary of experience to a summary of skills;
- Applicants with relevant profile for the job are contacted electronically;
- Interviews are conducted online or using computers at specific locations;
- Discussions are thereafter held through telephone, e-mail or video-conferencing;
- Terms are agreed;
- Offers are made and accepted.

Essentially, e- Recruitment works on software and some common software include web 2.0 Artificial Intelligence (AI), HR software, Application Tracking System (ATS) among others.

Trends of E- Recruitment

There is growing evidence that organizations are using internet technology and the world wide web as a platform for recruiting and testing candidates.

The IES survey of 50 organizations using e- Recruitment reported that the primary drivers behind the decisions to pursue e- Recruitment were to:

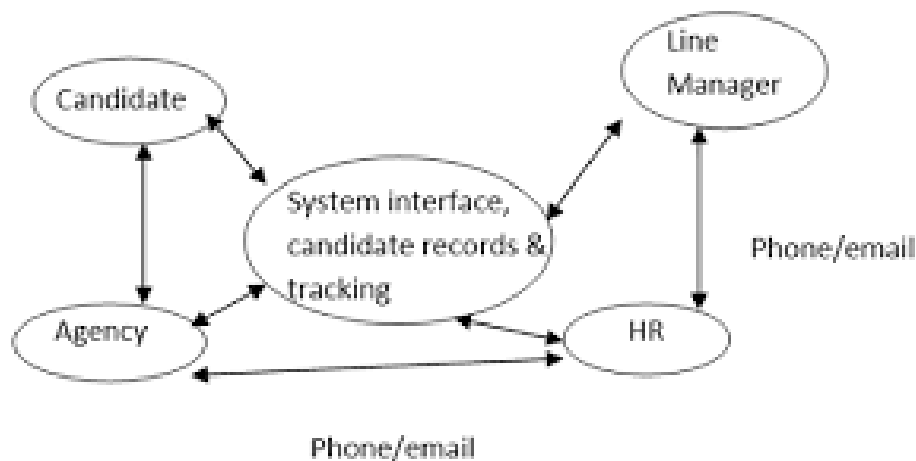
- Improve corporate image and profile;
- Reduce recruitment costs;
- Reduce administrative burden;
- Employ better tools for the recruitment team.

The trends in e- Recruitment use suggest a changing landscape whereby in future the candidate is connected to the central system and there is involvement of the line manager in the process.

In addition to the reported benefits such as cost efficiencies, the role of HR in this model viewed as more of a facilitative role, in theory allowing time for recruiters to become involved in the strategic issues within resourcing.

The e- Recruitment Landscape

Recruitment Landscape



Source: IES

Latest trends in e-recruitment is the use of mobile application for job search. Use of mobile application makes job searching more easy for job seekers. Company websites also plays a major role in searching a potential candidates. Various social networking sites are available to connect with job seekers and attracting them towards organizations. Blogs are also getting popular now a days. Also resume scanner helps companies to screen and shortlist the resumes as per candidates, qualifications and experience, special skills and Salary details and is provided by major portals in Nigeria. There are abundant evidences which prove that organizations are increasingly using internet as a platform for recruiting candidates.

Major reasons for e- Recruitment usages:

having web presence and using internet improve corporate image, minimizes hiring costs, reduces paper work and administrative burden, ability to arrange advanced web tools for the recruitment team (Bhupendra & Swati, 2015; Anand & Chitra, 2016). The employer must learn to reach job seekers by creating profiles on facebook, Linked in (social networking) along with using job portals for making recruitment more effective.

Also they can advertise job vacancies with the numerous online recruitment agencies- to brace the talent hunt process.

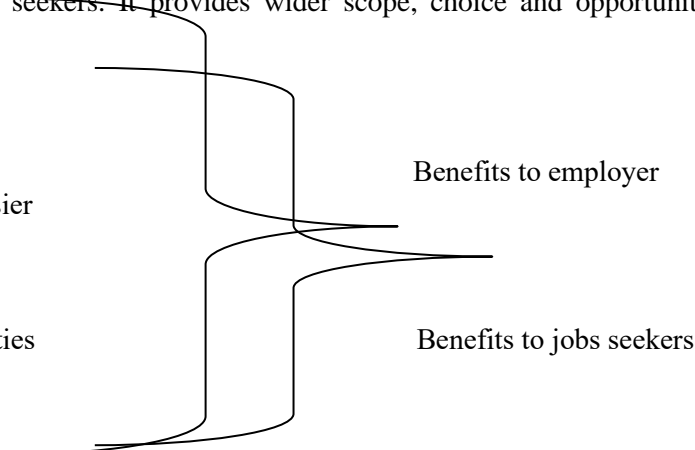
According to Shahila and Vijayalakshmi (2013), the modern trends of e- Recruitment are as follows:

- **Speedy Communication:** Company and the perspective employee can communicate with each other via the blogs. Thus blogs, podcasts, vodcasts are being considered a tool of e- Recruitment. No more the process can be blamed for being one way communication like mails, faxes only being speedy as done electronically, podcasts are the services of digital media file. Vodcasts are the video podcasts.
- **Candidate's Preference:** history states that employers had the privilege to be selective in hiring process, especially in screening resumes but were not always fair. Because of the time constraint it was not possible to go through all the applications. Today the candidates can choose their employers as not only the financial state is known to them but also the culture is known. Applying for the organization will no more be influenced only by the image.
- **Search Engine Advertisement:** Print ad is phasing out due to the popularity of search engine ads. Pay-per click is not only convenient but also more attractive.
- **RSS Feed:** Job boards are embracing RSS feed. Hotjobs, Google deserves special mention. Google offers one to upload the jobs on Google Base even when one doesn't have their own site. RSS can be read using software "RSS reader". It is a family of web feed formats use to publish frequently updated works. Such as blog entries, news headlines in a standard format.

Opportunities of E- Recruitment

E- Recruitment has created a great leap in the history of recruitment since its existence in 1980s. E- Recruitment has been an excellent mode of finding suitable applicants of the companies desirous of filling the empty vacancies in their organizations. A very renowned personality Prof. M.S. Rao who is the managing director at a renowned company has expressed his precious views about e- Recruitment as follows:- "the e- Recruitment saves lot of time for both employers and job seekers. It provides wider scope, choice and opportunities for both company and applicants".

- Wider scope
- Time saving
- Cost saving
- Advertising benefits
- Keywords make search easier
- Better match of candidates
- Easy to apply
- Specific search of jobs
- Large number of opportunities
- Wider geographic search
- Quick responses



According to Mathis and Jackson (2006), major benefits of the use of the hard core ICT, otherwise known as internet recruitment include cost saving, time saving, generation of expanded pool of applicants, and global catchment opportunity.

Other scholars (Newell & Shackleton, 2000; Taylor, 2002; Torrington, Hall & Taylor, 2007) argues that advantages derived include:

- It lowers costs to the organization.
- Posting jobs online is cheaper than advertising in the newspapers.
- It does not involve intermediaries.
- There is reduction in the time for recruitment (over 65% of the hiring time).
- It facilitates the recruitment of right type of people with the required skills.
- It enhances improved efficiency of recruitment process.
- It gives a 24 hours access to an online collection of resumes.
- It helps the organizations to weed out the unqualified candidates in an automated way.

Online recruitment has a major benefit as the life of recruitment ad is much longer than paper-based ads. Also, those ads can be changed any time. Companies can post complete detailed descriptions of the jobs and can answer to FAQs. This added information attracts more candidates and saves time of employers. Irrespective of time, candidates can check jobs round the clock which gives them handiness to search and apply for a better career opportunity (Bhupendra & Swati, 2015). Employers can be more creative and innovative while posting a job in social media or in job portals and also gives a chance to be more appealing than others. According to Kettley and Reilly (2003), e-Recruitment has also led to improved internal customer- management relationship. For example, e-recruitment can facilitate the decentralization of many HR operations, with responsibility for many aspects of the recruitment process being given to staff at the business unit, department, or line management level. Scholars such as Elkington (2005) and Torrington et al. (2007) posit that online recruitment is also capable of generating the following opportunities:

- Enhances the applicants' experience;
- Communicates the employer's image and culture better;
- Makes the recruitment process faster, more accountable and standardized;
- Increases the diversity of applicants;
- Provides better management information on applicants;
- Finds the right candidate for the job.

It also provides opportunities for building a pool of talented candidates, retaining speculative and star candidates for the future, and then contacting them when an appropriate vacancy is advertised effectively generating applicants for free. There is also reduced administration as all applicants are held on a single e recruitment system and they can be contacted individually or collectively with ease at the click of a mouse, reducing the time, effort and cost of the administration staff.

The major impact of online recruitment is its transformational role which is owned to the fact that unlike before, recruiters are now able to attract potential candidates from any part of the world and communicate much more closely with them without spending much money.

Challenges of E- Recruitment

E- Recruitment since its inception has turn out to be successful but it has faced quite a number of challenges hurdles in the path of success. Some fails to provide correct information online as they are not computer savvy. They tend to commit mistakes like filling their name wrongly, their native place wrongly, their qualifications etc. online resumes easily gets duplicated and hence chances of neglecting the real candidates instead of duplicate increases. As resumes are uploaded online so there is no surety of authenticity and correctness of information provided by personnels.

Some challenges are the quality and the quantity of candidates through the web tools. Many organizations have reported getting large number of applicants from unqualified people. In case of absence of internet connection candidates cannot check any portal or site (Bhupendra Swati, 2015).

Fake profile

- High fees for access
- Casual attitude of job seekers
- Lack of personal touch
- Use of internet may not be Priority for all job seekers
- Impersonal
- Privacy issues
- Outdated job posting
- No response from company
- Not suitable for all types Of jobs

Challenges to employers

Challenges to Job seekers

Some company makes their website quite multifaceted due to over engineering which makes it difficult for job seekers to find relevant opportunities and apply for the same as not everyone is computer savvy. Also employers cannot judge the personality of candidates online as there is lack of face to face interaction. In case of candidates comes out to be a total change than what was expected at the time of interview, it leads to complete waste of time for employers as they have to restart the process again. Sometimes it's difficult to find a candidate within budget and stipulated time frame, in that case it's quite challenging for employers to find a talent as per their desire. The job-portals have the challenge of filtering the information they showcase and removing the fake job offers as well as the job seekers (Bhupendra & Swati, 2015).

According to Armstrong (2009), the positives associated with internet recruitment come with a number of challenges. In getting broader exposure, employers also may get more unqualified applicants.

Internet recruitment creates additional work for HR staff members who now need to review more resumes, more e-mail and the need to install expensive software to track the numerous applications. A related concern is that many of the individuals who access job sites are just browsers who are not actively looking for jobs. Another major concern is that some applicants may have limited internet access, especially the individuals from lower socioeconomic groups and from certain regions of the world. Also privacy is another potential disadvantage of this new process: sharing information gleaned from people who apply to job boards or even company websites has become common, but information sharing is being done in ways that raise ethical issues and violate discrimination (Omolawal, 2015).

The challenges identified by other scholars (Anderson, 2003; McCurry, 2005, Mathis & Jackson, 2006) include:

- Screening and checking the skill mapping and authenticity of million of resumes is a problem and time consuming exercise for organizations.
- There is low internet penetration and no access and lack of awareness of internet in many locations across the world.
- Organizations cannot be dependent solely and totally on the online recruitment methods. In countries like India and Nigeria, the employers and the employees still prefer a face-to-face interaction rather than sending emails.

Other major challenges with e-Recruitment centre on the quantity and quality of candidates using web based tools, the lack of knowledge of e- Recruitment within the HR community, and limited commitment to e Recruitment by senior managers.

For example, many applications from unqualified candidates have been received by organizations using e-Recruitment systems, at the same time, the lack of knowledge of e recruitment among HR professionals and the limited commitment of senior managers have hindered the effective implementation of e- Recruitment in some organizations.

Furthermore, recruiting through the internet has raised concerns among potential applicants about keeping their personal information secure and confidential, many organizations' recruitment sites display privacy statements that detail how the information applicants provide will be stored and used. However, data security remains a major concern, particularly when it comes to online testing and making hiring decisions (Omolawal, 2015). Shrivastava and Shaw (2004) noted that the accuracy, verifiability, and accountability of applicants' data are also major issues for managers whose organizations use e- Recruitment system.

In addition, Robertson (2001) also noted that the lack of personal interactions during the process of applying for employment online limits the flow of communication between potential employees and the employer, leading to frustration on the part of the job candidates and missed opportunities to share or gather additional information by

employers. Storey (2007) also noted that online testing raises issues related to applicants' reactions to the testing, the equivalence of online and pencil-and-paper tests, adverse impact, and protecting candidates identities.

Therefore, before adopting any kind of online selection methods, organizations should carefully study the impact of these methods and the strengths and weakness of the methods.

Abstract-

The only imperative vista for an organisation that can ignite it, and give it a direction to flourish is the workforce of an organization. Human resource is the means apparatus for any organization. Organisation have to recruit people with requites skills, qualifications and experience, if they have to survive and flourish in a highly a highly competitive environment. While doing so, they have to be sensitive to economic, social, political and legal factors within a country. To be effective they need to tap all available sources of supply, both internal and external. Internal promotion boost the morale of people and External sources too need to be explored regularly to bring qualified people with innovative ideas. Recruitment of potential staff and bringing them to the organization is a crucial job for the human resource manager in any organization. There are numerous ways they companies are adopting for recruiting the talents for their organisation. It can be done by both the means like internal sources and the external sources, which includes transfer, promotion, press advertisements, educational institutions, executive agencies, employment exchanges, labour contractors, employee recommendations, recruitments at factory gates etc.

E- recruitment is a concept which have been using by many concerns now a days, as the world is getting flatter day by day because of globalization, many new technology and concepts has been derived and huge infrastructural changes has been taking place. Likewise human resource management is also undergone a huge technological advancement. Internet has a great impact on the overall functioning of human resource department. Human resource functioning whether its recruitment, selection, training, induction, database management all are done through internet media. By doing this a concept of E-HRM has came into existence.

E-HRM is a progression in which all the HR plans, policies and practises are undertaking through internet medium. E-Recruitment is an internet media through which job seekers can apply for vacancies online. Here the job seekers can attach their curriculum vitae and application form and the recruiters can get the detail of the candidates.

The aim of this research paper is to determine what all E-Recruitment strategies are used by the organisations in India after being globalised. For this purpose a study has been made in some of the reputed banks of India. This study has been conducted in Jaipur city; the study identifies the overall processes and methods of e-recruitments, it also study. whether it's challenging for the manager and relevant advantages & limitation of E-Recruitment

INTRODUCTION

The Internet Will Help Achieve 'friction free capitalism' "T by Putting Buyers & Sellers in Direct Contact And Providing More Information to Both About Each Other." - Bill Gates

Today the world is based on technology; everything is getting automated day by day. We heard about trendy attire, shoes and brood as well, it is a new creation of inherent manufacturing. Now the couples can create their own of brood, all these are possible now because of technology. Computers are a very crucial part of human life now; people cannot imagine there lives without computers. How it is related with HRM and recruitment, as we can move in the past and remember how complicated it was to send to the resumes to the prospective employers. But now because of this technology we can send our resumes to numerous employees within a span of clicks, which was not feasible in the past. An organization needs to be forward and aggressive towards the goal they want to achieve, but it all depends upon the fact that what all resources the organisation cater from the environment in respect to human resource etc. Today in this race both domestic and international companies are running in this field to pool the best manpower for their organisation. For getting the best employees for the organisation recruitment considered to be the second main process selection and staffing are considered to be the main process. In this recruitment is to get the resume of various candidates in the company's database and in selection the securitization process is done in which the deserving candidates are selected and in the staffing process the selected candidates are placed in the right position. E-Recruitment is involving the 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 employer how to take the concept of E-Recruitment further. These articles will tells us about the recruitment, e-recruitment and human resource challenges which are faced by the people in ICICI banks in Jaipur.

On-Line recruitment helps the organisation to make a cut on cost and time taken to choose candidates. On-Line recruitment helps the organisation to manage 20%-30% of whirls. Monster.com is now one of the leading portal providers for both employer and employee. Here the employees can put their CV's for free of charge but the employers are charged for filtration of CV's. Monster India has over 5,100 jobs that have been posted by more than 600 clients.

RECRUITMENT & E-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 is to allocate the sources from where the required manpower can be available & to attract them towards the organisation. This is known as 'recruitment'. Organisation has to recruit people with mandatory skills, qualifications and experience, if they want to undergo & prosper in exceptionally ruthless surroundings. While doing this they have to be responsive to fiscal, opinionated and lawful factors inside a country. In true sense, it is always not easy to find and select a suitable candidate for a job opening. The recruiter's choice of a communication medium (e.g. advertising in a trade journal read by the prospective candidate) may not be appropriate; some of the vivid candidates may commence to view the opening as not in queue with their present prospect (e.g.. tough work, excellent rewards, flexible schedules and so on. One of the on the whole non-conventional forms of recruitment practice is e-recruitment. E-Recruitment is the use of internet to recognize and draw the prospective candidates. It is the method of promoting position vacancies online, and the information regarding that profile. Two trends which make it obligatory for petite and intermediate sized concerns are to devote in the equipment for a triumphant e-recruiting plan are demographic trends and fiscal dearth. Easy availability of information generates the higher chance of getting the best manpower for the required position. It also helps the organisation in lowering their screening cost by maintaining the employee's details in a database; all the employees will be connected to the line manger through a central system.

E-RECRUITMENT MUTINY

Internet proved to be the 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 predicated as that internet is the back bone of recruiting business. And it brings a huge development in the field of recruiting and makes the world a single place to work in. The latest trend in recruitment is the E- Recruitment' or 'Online Recruitment. It made the business much easier for the employer, the employer can select or call his candidate from anywhere around the world. It also gives huge business opportunities to the organisation. Internet acts as an interactive interface between the employers and the job seekers.



: Here 78% candidates are satisfied with online recruitment and remaining 54% are satisfied with the traditional written and posted applications. "Temping" or hiring people for a short length is catching upbeat it provides elasticity, lowers predetermined overheads, and cuts down on dreadful hires. But temping may lack zeal and vow. This method of recruitment is appropriate for start up enterprises.

E-RECRUITMENT REIMBURSEMENT

Probable payback of E-Recruitment is -

- Unlimited exposure for both employer and job seeker, as the world become the flat world and everyone has an opportunity to contact one another and grab the chance available in the milieu.
- Advertising cost will be very less as internet will become a single interface where both the employer and job seeker come and interact, no middle man is required.
- Opportunities are unlimited and can immediately grab within a fraction of clicks.
- Employers can maintain their database directly through portals which are available in various websites.
- Candidates can apply for as many jobs they want, soon after they enter their details into the database.

E-Recruitment is getting more and more popularity companies are making developing their own websites and form corporation with online work boards. Primarily recruitment market is separated, in newspapers, recruitment agencies and recruitment portals. Print media is used when they require middle-to-senior-level-executives. Portals

are used when they need entry-level employees (fresher's), placement-agencies only help to expand the on-line market.

ELECTRONIC HUMAN RESOURCE MANAGEMENT (E-HRM)

The dealing out and diffusion of digitalized HR information is called electronic human resource management (E-HRM). Past researchers has suggested E-HRM increases the overall efficiency and working capabilities of HR activities and services. E-HRM is different for both small scale enterprise and large scale enterprise, they difference lies only in goals, but one thing they are common with is both want cost reduction and higher profit generation. In smaller organization only HRM specialist & Line Mangers are involved the E-HRM functions. Because of E- HRM the work which required hours of paper work and documentation now summarised into minutes with the help of some clicks, with the help of this, HR manager can focus on more strategic issues and HR issues can be handled by HR specialist or HR executives. E-HRM has completely changed the way in which traditional HRM work, which provides benefit to both the organisation and the employee individually.

OBJECTIVES OF E-HRM

- To provide security & privacy to the stored information.
- To reduce the cost of manual documentation.
- To maintain the balance between human resource demand & supply. hum
- To faster the rate of decision making related to employees.
- To make the HR manager to focus on other strategic issues like planning & policy formulation.

E- Recruitment process at ICICI Bank

Recruitment process at ICICI Bank has two fundamental pillars, on one hand introduction of technology and usage of newer systems and work process with a focus to make the process seamless and standardized; at the same time the emphasis has also been towards ensuring best in class applicant's experience during the entire recruitment life cycle. At ICICI Bank, we strive towards uniformity in the recruitment process so as to ensure applicant's experience is of the highest order and it is our continuous endeavor to deliver the promise of Fair to the Bank and Fair to the Customer with a focus on Saath Aapka propositions.

At ICICI Bank, we follow a multi stage recruitment process.

Stage 1 Application: You may apply online against the current job openings that match your profile. If there are no openings that match your profile you can register in our database and we will contact you when a vacancy arises.

Stage 2 Shortlisting: Shortlisting of the profile will be done based on the relevance to the job requirement and you will be informed once you are shortlisted for an opening.

Stage 3 Pre-Interview Documentation: You are required to submit your latest resume, photograph and declaration-cum-undertaking, prior to the interview as part of the process. Also, complete personality profile questionnaire(for specific roles).

Stage 4 Interview: The shortlisted candidates will be shared time, date and venue for the interview and it may be carried out in person or through virtual platforms.

Stage 5 Offer: Once shortlisted, you will be required to submit documents such as your educational and experience certificates. Post the documents verification, we will reach out to you with the best offer to join us.

Stage 6 On-boarding: You will start your professional journey with ICICI bank through I-Banker a special induction program. Post which, your background verification will be conducted based on the documents you have submitted

REVIEW OF LITERATURE

E-Recruitment formally implies sourcing of jobs online (Ganalaki, 2002). E-Recruitment is also known as online recruitment with the help of which the job seekers can send their CV's directly to the employer in an electronic form and then on the other end the employer will receive the CV and can filter it from the other respective candidate's CV's (Finn, 2000). By installing the software like "active recruiting" it is now becoming much easier for the employer to catch the deserving candidate for a particular profile, earlier 62 days were required to fill up vacant position but now it just requires 42 days to fill up the same position it is now much easier (Willenbrock, 2005). It has been argued that online recruitment cannot replace the traditional way of recruiting but a well implemented online recruitment can help the organisation to make their much more easier (Caggiano, 1999 & Borck, 2000). At the Nike's headquarter they don't miss any of the resume they receive, they treat every CV's to be a prospective one, and the application like "active recruiter" makes it's much easier for them (Nike's, 2005).

INDUSTRIAL CREDIT AND INVESTMENT CORPORATION OF INDIA (ICICI)

ICICI is a financial institution which was founded by Industrial Credit and Investment Corporation of India. They follow an online recruitment channel for hiring their candidates, and selection is done on the basis of campus written test. Online recruitment replaced the traditional method of recruitment. ICICI Bank invites all employees from every field for the vacant position for probationary officers too, and one year mandatory training is also provided to them, experienced and trained both employees can apply for this program. Bank asks their candidates to prepare their resume properly, because they have to upload their resume first while applying online.

OBJECTIVE OF THE STUDY

To identify the techniques used for E-Recruitment at ICICI Bank.

To understand the E-Recruitment policy of ICICI Bank.

To identify how E-HRM becomes a challenge in the flat world.

SCOPE OF THE STUDY

The study will provide us with the information on various policies, techniques and how E-HRM proved to be the tool to pact with the challenges present in the environment.

RESEARCH METHODOLOGY

AREA OF STUDY The area of study is confined to 1 employees of ICICI Bank of Jaipur City.

RESEARCH INSTRUMENT Structured Questionnaire. **SAMPLE** 100 respondents.

SAMPLING TECHNIQUES Simple Random Sampling Method.

DATA COLLECTION Primary data is collected with the help of questionnaire and secondary data is collected with the help of journals, magazines, book, websites etc.

ANALYSIS OF DATA Data gathered has been transferred to the coding sheet and analysed with the help of tabulation

Data Analysis & Interpretation

FINDING & ANALYSIS

1. What are the sources of E-Recruitment at ICICI?

Job Portals	In-Built Website	All of The Above
6	2	92

Table – 2

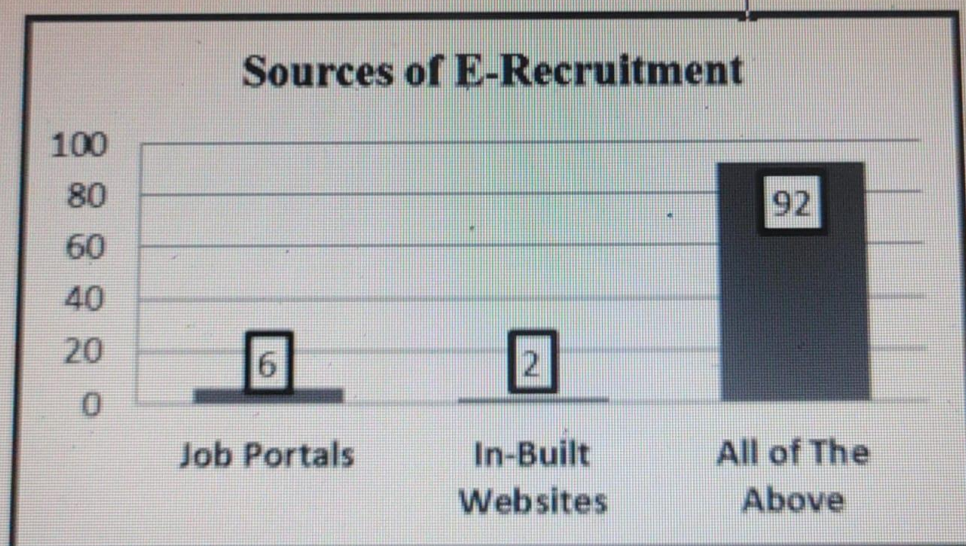


Figure – 2

Interpretation In the above analysis it can be seen that the majority of employees says that both Job Portal and In-Build websites are used by for the purpose of hiring candidates at ICICI, and the rest i.e. 6 percent employees say it is only done through job portals and 2 percent say has been with the help of in-built website of ICICI. Job seekers are comfortable by both the means.

2- What factors will you consider in selecting a Job Portal?

Active Resumes	Popularity of Portals	Relevance of The Profiles	User Interface	All of Above
3	10	12	2	73

Table – 3

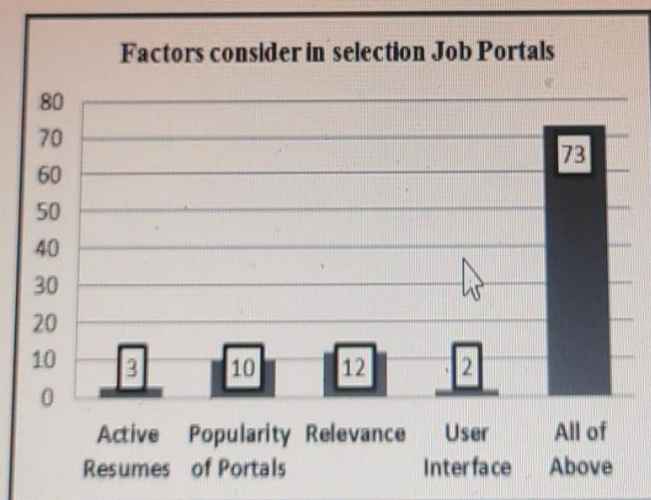


Figure – 3

Interpretation From the above table it can be conclude that in all 98 percent employees are there who think job portals are the ideal approach of putting their resumes, and the reason why candidates prefer job portals are 73 percent of them are saying that it's a user friendly interface, profiles in the portals got some relevance, their resumes stays active their and because of the

popularity of the portals, and the remaining 12 percent are saying they considered the relevance factor, 10 percent says they select portal according to their popularity, 3 percent say they select on the basis of active resumes and the remaining 2 percent say it should be user friendly interface.

3-Do you have a clearly stated E-Recruitment Policy?

Yes	No	To Some Extend
83	4	13

Table – 4

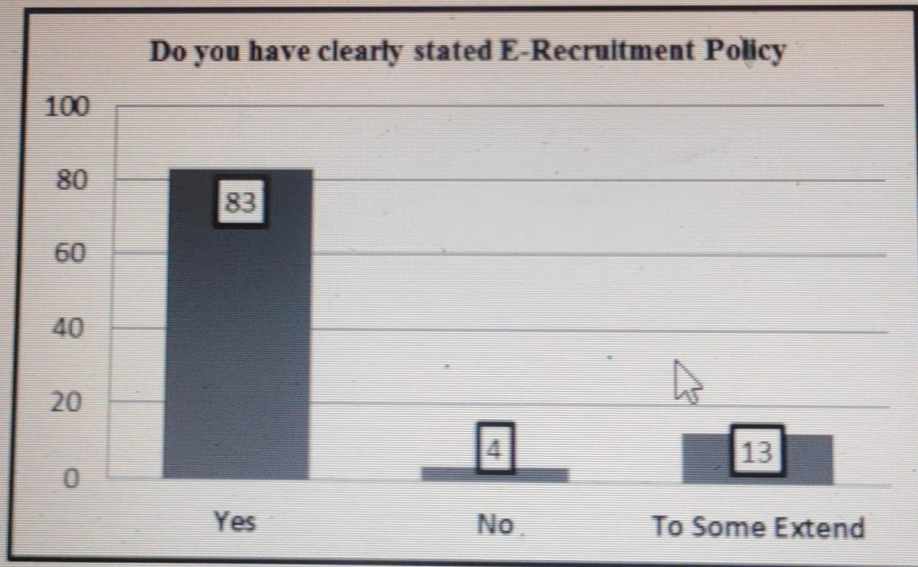


Figure – 4

Interpretation From the above table it has been concluded that 83 percent people says that ICICI has a clearly defined and stated E-Recruitment policy, 13 percent are saying to some extent it has and 4 percent are saying no they don't not have clearly stated policies.

4-What is the quality of E-recruitment system?

Recruiting Quality People	Quick Response	Efficient Database Management	All of Above	None of Above
4	9	11	74	2

Table – 5

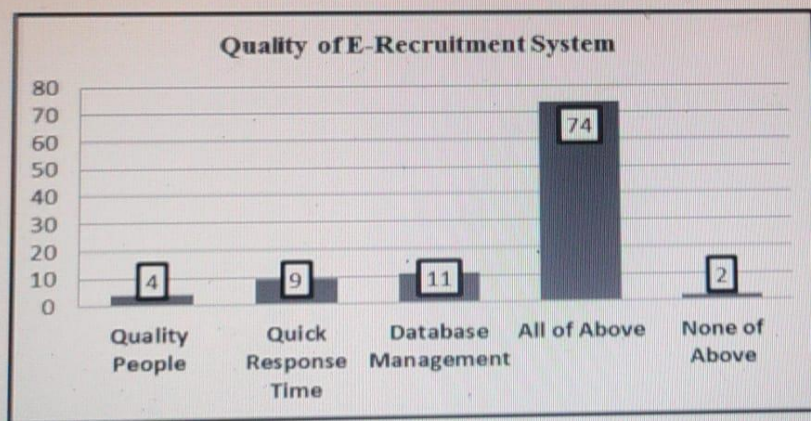


Figure – 5

Interpretation From the above data it has been seen that majority of employees are saying that quality of e-recruitment system depends on many factors like quality people, quick response time, database management, whereas 11 percent say it

only depends on efficient database management, 9 percent say it depends upon quick response time, 4 believe that it depends on recruiting quality people and 2 percent say they don't do not consider these factors.

5- Whether the company is providing an efficient and timely E-Training program?

Yes	No	To Some Extent
76	14	10

Table – 6

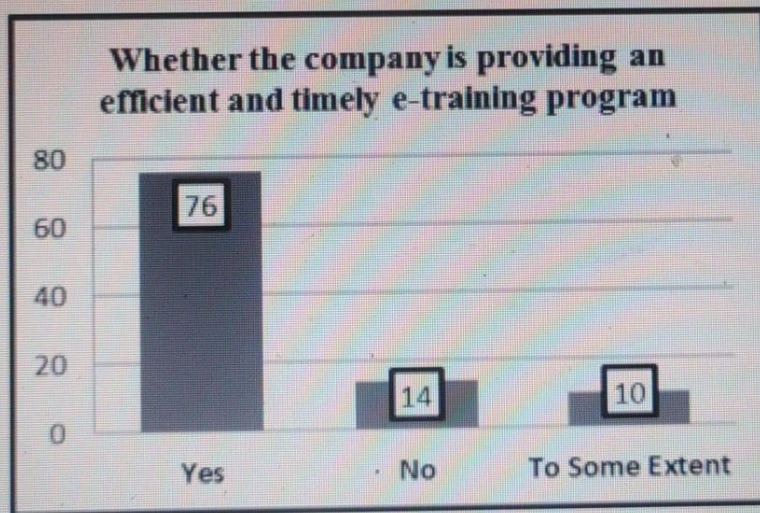


Figure – 6

Interpretation From this analysis 76 percent employees are saying that they are getting timely and efficient e-training program, 14 percent of them are saying no they are not getting and the remaining 10 percent are saying to some extent they are getting the e-training program.

6-Do you have an appropriate Daily Activity Report (DAR) submission policy ?

Yes	No
96	4

Table – 7

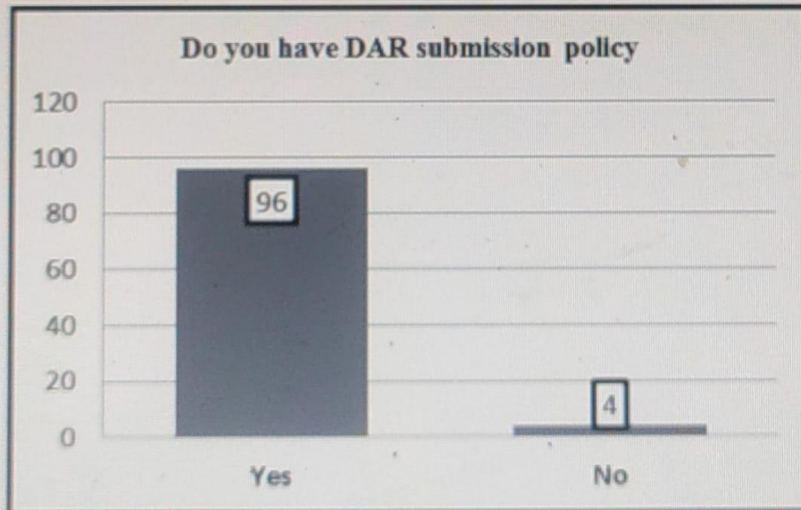


Figure – 7

Interpretation From this analysis 96 percent employees are saying that they have to submit their 'daily activity report' to their so that they can forward that report to the concerned head of department for evaluation and they remaining 4 percent are saying they don't have to submit their 'daily activity report'

7-Does ICICI majorly promote E-Recruitment?

Walk-in-Interview	Referrals	Consultancy	Advertisement
4 (25%)	4 (25%)	6 (37.5%)	2 (12.5%)

Table – 9

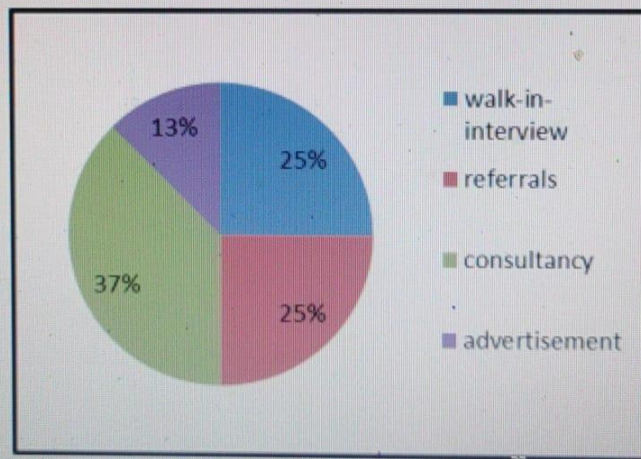


Figure – 9

Interpretation In the above interpretation it has been seen that 16 percent employees are saying that the company do not promote e-recruitment, from these 16 percent employees 4 are saying they generally promote walk-in-interview, other 4 are saying they promote recruitment through referrals, 6 percent are saying they promote recruitment through consultancy and the remaining 2 percent are saying they promote through advertisement.

LIMITATION OF THE STUDY

- Employees are averse to talk on these issues.
- Candidates who are programmed for interview don't turn up.
- Employees ask a lot of counter questions on the task.
- Populace didn't reveal much about their job.

SUGGESTION/RECOMMENDATION

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

Electronic Recruitment has made the job. much easier for both the companies and the job seekers and here the credit goes, to the Software, IT Professionals, Internet, Computer and many other people who are working back-end. 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 recognised globally, 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.

REFERENCES

- [1] Ruel, H., Bondarouk T., and Looise J. (2004), "E-HRM: innovation or irritation. An explorative empirical study in five large companies on web- based HRM", *Management Revue* 15(3): 364-381.
- [2] Parry Emma (2011), "An examination of E-HRM as a means to increase the value of the HR functions", *International Journal of Human Resource Management*, V 22, Issue 5, pp 1146-1162.

- [3] Suramardhini Mahisha (2012), "E-HRM paper presentation", ebstudies.
- [4] Dileep K M and Ramesh M (2009), "E-Recruitment: Leveraging Technology towards Business Excellence", Business Review, Vol. 4, No. 1 & 2, pp. 75-94.
- [5] Bemus, C., Henle, C. & Hogler, R. L. (1998). Internet recruiting and employment discrimination: a legal perspective. Human Resource Management Review, 8, 2, 149-164
- [6] Gupta C.B. (2010), "Human Resource Management", 1st Edition, Sultan Chand & Sons. New Delhi.
- [7] Rao VSP (2005), Human Resource Management Text & Cases, 2nd Edition, Excel Books, New Delhi.
- [8] Dowling, P.J. & Welch, D.E.(2004). International humanresource management.4th edition. Thomson, Australia.