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e-RECRUITMENT - WEB 2.0

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ABSTRACT

The traditional methods of recruitment have been revolutionized by the emergence of the Internet. The Internet has dramatically changed the face of HR recruitment and the ways organizations think about the recruiting function. In the coming years, digital recruiting and hiring are expected to continue their explosive growth. Presently, e-recruitment has been adopted in many organizations from small scale companies to large multinational organizations. Most organizations are already using e-recruitment to post jobs and accept resumes on the Internet and correspond with the applicants by e-mail. Now-a-days Social Networking Sites (SNS) is one of the important sources of e-recruitment. Professional social networking websites are commonly used for e-recruitment. Most of the recruiter are building their online network and finding the potential candidates for recruitment. SNS is also helpful to get back the ex-employees. Employers are recruiting candidates looking at the credibility of the candidates profile on SNS. Web 2.0 is a collection of technologies that allows users to interact with online content. This means Web surfers are no longer bound by the static experience of Web 1.0. These tools engage users by letting them participate in, control and guide their online visit. Some of the most popular Web 2.0 applications for e-recruitment include: social networks, blogs, podcasts and online video. This research paper highlights the concept of e-recruitment & Web 2.0. This paper mentions the use of Web 2.0 for e-recruitment. This paper focuses primarily on the Pros and cons of e-recruitment Web 2.0 and its benefits to the organizations and the employees. The author attempts to explain the paradigm shift from e-recruitment Web 1.0 to e-recruitment Web 2.0. The author surveys the HR managers to understand their viewpoint towards using e-recruitment web 2.0 and suggests the innovative strategies for effective e-recruitment Web 2.0.

KEYWORDS

e-Recruitment, Web 2.0, Social Networking Sites, Pros and Cons, Challenges & benefits, innovative strategies

INTRODUCTION

The economy is growing and hiring demands are increasing for most companies, however budgets are not increasing at the same rate. Traditional methods of posting jobs and contacting candidates are losing effectiveness, so recruiters are taking innovative approaches to finding talent. Even with the high volume of candidates in the marketplace, recruiters are most concerned with their ability to find qualified candidates quickly. Technology advancements and social media platforms are providing many opportunities for recruiters, which are seen as one of the most important topics today. Recruiters and hiring managers are applying technology and social media to bypass traditional methods of posting jobs so that they can connect with passive candidates directly. The use of social media communication tools in business is new so best practices are still emerging.

E-Recruitment utilizes the power of online resume search technology to parse resume databases and help recruiters and human resource personnel actively search for candidates on a global scale. Though E-Recruitment initially began as a simple method for finding talent online, it has evolved to incorporate all aspects of candidate management. Now organizations are using it to manage job postings, candidate applications and even conduct online interviews.

The buzzword and the latest trends in recruitment is the "E-Recruitment". Also known as "Online recruitment", it is the use of technology or the web based tools to assist the recruitment process. The tool can be either a job website like naukri.com, the organization's corporate web site or its own intranet. Many big and small organizations are using Internet as a source of recruitment. They advertise job vacancies through worldwide web. The job seekers send their applications or curriculum vitae (CV) through an e-mail using the Internet. Alternatively job seekers place their CV's in worldwide web, which can be drawn by prospective employees depending upon their requirements.

E-Recruitment: also referred to as Internet recruiting, online recruitment, and e-recruitment, is the use of the internet for attracting, hiring and retaining job seekers. This involves matching candidates and validating their skills and qualifications. As the number of people searching online for jobs increases, companies are taking advantage of e-Recruiting software to manage the entire recruitment process and reduce recruiting-related costs.

Observing the advantages of utilizing Web 2.0, the industry has seen a great shift in the nature of where human resource management was involved with the start of the trend in re-calibrating HR and recruitment technology to integrate Web 2.0 within company processes. This change was widely embraced as it not only implied an easier workload within a multitude of core functions that HR personnel were responsible for, not only will it save so much time but business executives also realized its true value as it was the turning point for every establishment to cut overhead costs and unnecessary expenses in these turbulent times..

OBJECTIVE OF THE STUDY

This research attempts:

1. To study the concept of Web 2.0.
2. To study the paradigm shift from Web 1.0 to Web 2.0.
3. To study the difference between e- Recruitment Web 1.0 and e -Recruitment Web 2.0.
4. To study the Pros and Cons of e- Recruitment Web 2.0.
5. To understand the benefits of e- Recruitment Web 2.0.
6. To understand the viewpoint of HR managers for e-Recruitment Web 2.0.
7. To suggest the innovative strategies for e-Recruitment Web 2.0.

CONCEPT OF WEB 2.0**A. WHAT IS WEB 2.0?**

Interaction is the next phase in the evolution of the World Wide Web. According to Wikipedia, Web 2.0 allows for greater creativity, information sharing and collaboration by users. Web 2.0 applications include: social networks, podcasts, blogs and online video, among others. Widespread adoption of Web 2.0 technologies suggests that Web users have become more sophisticated and desire a personalized experience. As Web 2.0 is centered on user experiences, it allows for more inventive and functional communication avenues on career sites. These organizations know that to attract top talent, they must meet job

seekers' expectations. Web 2.0 technology can be adapted into your online recruitment campaign to grab and maintain the attention of active and passive job seekers by making candidates less likely to move on to another career site or posting.

Web 2.0 technologies can be adapted into an online recruitment campaign to grab and maintain the attention of active and passive candidates. As Web 2.0 is centered on user experiences, it allows for a variety of inventive and functional recruiting and branding avenues.

Table 1 below mentions some of the web 2.0 websites along with web 2.0 technology.

TABLE 1: THE CONCEPT WEB 2.0

Web 2.0 Web Sites	Web 2.0 Technology	Explanation of Service
Podcast Maker, ProfCast, Odeo	Podcasting	Multimedia authoring and syndication
MediaWiki	Collaborative Authoring	Open editing and tagging
Flickr, Slide, Zoto	Photo and Image Management	Open image access and tagging
Delicious, Blinklist, Stumbleupon	Social Tagging	Democratic website ranking
Digg, Newsvine, Gabbr	Peer Production News	Users decide what is news
YouTube, Google Video, MetaCafe	Video Collections	Video uploads
Blogger, WordPress	Blogging	Personal authoring and publishing
Joomla, Drupal	Content Management Systems (CMS)	Web design & management
MySpace, FaceBook, Xanga	Social Networking	Connect single user with hub of friends
GoogleDocs, Rallypoint	Collaborative Writing	Online word processing
Google, Yahoo Answers, IMDB	Customized Search Engines	Targeted searches
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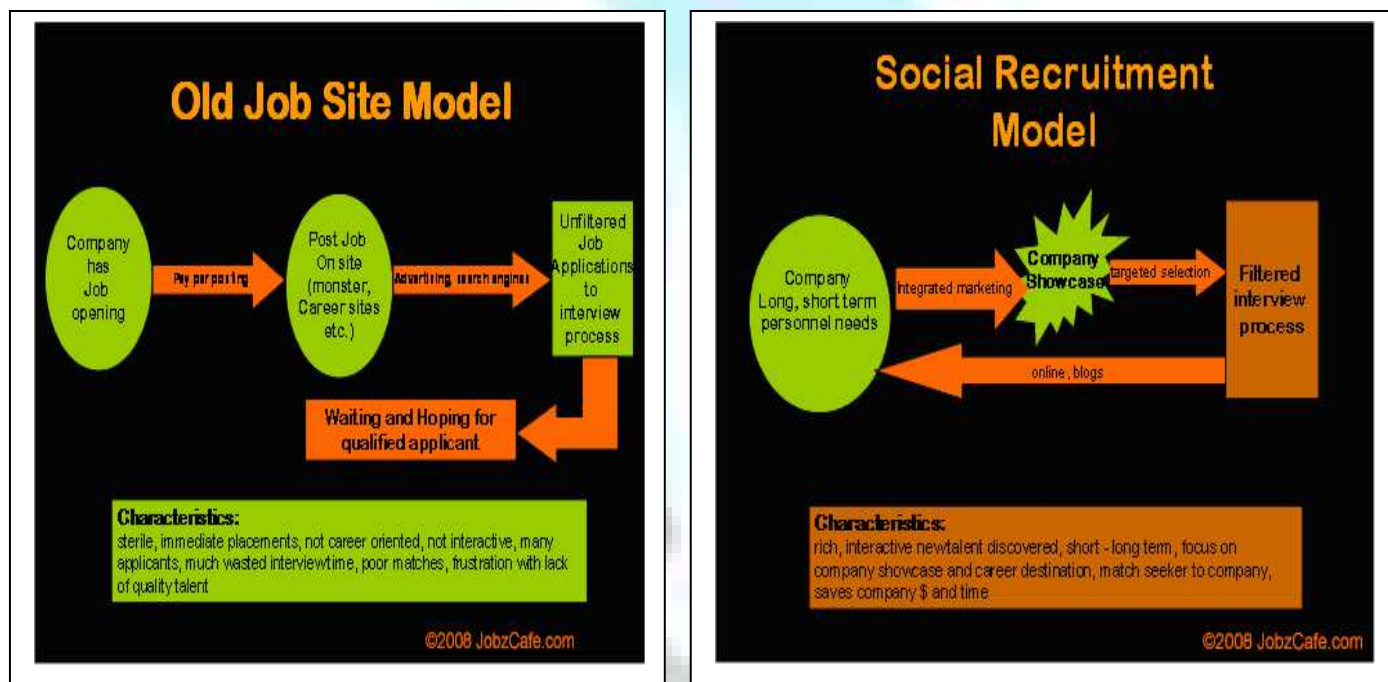
Source: http://wik.ed.uiuc.edu/index.php/Web_2.0_Group_2_SU_09

REVIEW OF LITERATURE

Now a day's Web 2.0 is one of the important sources of recruitment. Professional social networking websites are commonly used for recruitment. Most of the recruiter are building their online network and finding the potential candidates for recruitment. SNS is also helpful to get back the ex-employee. Mostly recruitments are happening by Facebook, Twitter, MySpace and LinkedIn. Employers are recruiting candidates looking at the credibility of candidates profile on SNS.

PARADIGM SHIFT FROM WEB 1.0 TO WEB 2.0 e-RECRUITMENT

FIG 1: PARADIGM SHIFT FROM WEB 1.0 TO WEB 2.0 e-RECRUITMENT



The Fig 1 mention the paradigm shift from Web 1.0 to Web 2.0 e-Recruitment

A. RESOURCE-BASED VIEW AND E-RECRUITMENT WEB 1.0:

The recruitment process is in harmony with a comprehensive approach to competence management (Defélix C. (2003) acquire, promote and regulate individual and collective skills. Today, competence management is considered to be strategic and a source of competitive advantage (Pigeyre, F. (2005).

Thus, according to the Resource-Based View (Barney, J. B. (1991) companies should not be seen only in terms of their business portfolio, but should be defined as a unique set of tangible and intangible resources, a portfolio of core competencies and distinct resources (Putnam, R (1995). Employees also play a real role in the success of organizations. The nature of work in the 21st century presents many challenges for recruitment (Prahald, C. K., and Hamel, G. (1990). knowledge-based work places greater demands on employee competencies; demographic, societal, and cultural changes are widespread and are creating an increasing global shortfall in the number of qualified applicants. Recruitment is thus the first stage in a comprehensive approach to competence and talent management (Peretti (2004) divides the recruitment activity into four stages: preparation, research, selection and integration. With the Internet, recruitment methods are evolving and diversifying. E-recruitment can be defined as "the use of any technology to attract, select or manage the recruitment process" (Peretti, J-M. (2004). This perspective can be distinguish in three main aspects of web 1.0:

- **Career websites** to improve the visitor's knowledge of a company; promote an attractive image of an employer and of course generating applications (Cober, R.T., Brown, D.J. and Levy, P.E. (2004).

- **Job boards** to give companies the possibility of communicating their job offers to a large public. Job boards can be generalist, like Monster, or specialized to provide more targeted information and more qualified CVs (Fondeur, Y. (2006).
- **Recruitment systems** have several benefits: cost reduction, efficiency gains, improved service to clients and improved strategic orientation Lee (2005) developed a five-stage evolution model for the e-recruiting system. The development of these different tools gives companies the possibility to access to important data bases of competencies. With Web 1.0 applications they can communicate on a large scale, target and manage the future core competencies of the company to obtain a competitive advantage in line with the RBV.

B. SOCIAL NETWORK THEORY AND E-RECRUITMENT 2.0

Social Network and Social Capital are two closely linked notions that can be assessed in terms of three dimensions: the strength of the ties, the network's structure and the nature of the contact attributes. Bourdieu (1986) defined social capital as "the aggregate of actual or potential resources which are linked to possession of a durable network of more or less institutionalized relationships of more or mutual acquaintance and recognition". From an applicant's point of view, mobilizing a social network makes it possible to obtain more information about the company and the job. This method may also enable applicants to acquire better wages. From an employer's perspective, according to Rees (1966), making use of one's own network or that of the staff should limit the number of applications whilst simultaneously ensuring their quality and also reduce absenteeism and turnover. Social network has been widely associated with the term Web 2.0. This term is still much criticized; however, it represents real evolution in the Web. Web 1.0 fitted into a scheme of "author to readers" while the Web 2.0 tends to reduce hierarchies by allowing readers to become real actors. It is user-centered and it enhances information sharing. In the recruitment framework, the most representative Web 2.0 tools are:

- **Recruitment Blogs:** Recruitment blogs are a great way to interact with candidates and provide them with a sense of a company's culture and work. Different companies can use recruitment blogs to fit their specific needs; whether to promote their brand or provide candidates with in-depth look into the jobs they may be applying for.
- **Podcasts:** Another great tool that recruiters can utilize to engage candidates. By incorporating podcasts into your Career Center, candidates can easily and quickly gain a vast amount of information about your company, culture, and work. Whether it's an audio or video clip of an interview, company facilities, people, or daily work tasks, offering information in this way allows candidates to experience your company, brand, and culture in a very real way.
- **Online Social Networks:** Facebook or professional (LinkedIn or Video) to find customers, partners and future employees, to hunt and contact "passive" Using these networks as a sourcing tool to reach passive candidates and for hard to fill positions. These networks also allow recruiters to build a large and more diverse talent pool. In order to be effective, however, recruiters need to devote enough time to maintain their social networks.
- **LinkedIn:** Largest networking site for professionals. Offers a great way to find candidates for niche and hard-to fill positions. Can search for candidates, research their past experience and education and even view recommendations.
- **Facebook:** Searching for recent graduates and young professionals, chances are more to find them on Facebook.
- **Ning:** Largest number of social networks on the internet, featuring pages that are completely customizable and on a programmable platform. Sites like Ning offer recruiters the opportunity to create or become part of a large online community. Recruiters can not only search for passive candidates via these communities but should also join them to network and share best practices with fellow HR professionals.
- **Virtual worlds:** This is one of interesting tool of Web 2.0. eg. Second life.
- **Cooptation websites** where people are motivated (financially speaking) to find potential applicants within their entourage and to attract to new talents (Jobseekers).
- **Identity management websites**, such as Ziki, improve the visibility on the internet by, for example, centralizing and synchronizing on one page: Organization blog, organization social profile and by promoting organization page through a Google commercial link.
- **RSS feeds (Real Simple Syndication)**, where updated information can be automatically posted on a search engine of job offers (Movement for example), or RSS aggregators (like Netvibes and iGoogle). RSS allows users to keep up with their favorite website, receiving updates in a constant, automated and organized manner.
- **Search Engine Optimization:** In today's Web 2.0 world, jobseekers look to the internet to search for jobs. Because of the increase in the use of search engines, recruiters can use best practices to improve search engine rankings, increase traffic to their Career Center site, build their company's brand, and expand their pool of talent. Include words such as Jobs, Careers, Career Opportunities, etc. on organization's page. Consider utilizing Meta description, title, and incorporating career opportunities on your webpage in order to improve search engine rankings.
- **Video platforms:** such as Youtube or Youjob, give companies the opportunity to present their job offers and applicants the possibility of introducing their CV.
- **Search Engines:** Many search engines offer "suggestions" that allow organization to see what terms jobseekers are searching for the most. Use this information to research terms associated with your brand and to identify new opportunities in job searches.

Web 2.0 gives companies the possibility to put forward and increase their social capital. Employees and applicants can have access to a wider network, maintain and develop new relationships. Recruiters can directly contact people with interesting profiles which did not apply before.

The below table 2 shows the difference between e-recruitment Web 1.0 and e-recruitment Web 2.0.

TABLE 2: DIFFERENCE BETWEEN E-RECRUITMENT 1.0 TO e-RECRUITMENT 2.0

e-Recruitment 1.0	e-Recruitment 2.0
Large job boards	Development of new services, social networks
Subscription to CV databases	Almost free CV and profiles (especially on blogs)
E-mail alerts ("push mail" service)	RSS feeds, real-time information
Basic job advertisement (text)	Rich media advertisement (audio, video, animation)
Active recruiters (job advertising) or even passive recruiters (CV selection)	Proactive recruiters (social networks, blogs...)
Active applicants (CV posting, reply to advertisement)	"Passive" or "Proactive" applicants (open to market opportunities)
Jobs forum	Virtual jobs forum, online events
Classic communication (advertisement)	Development of employer's reputation and branding
Centralization of recruitment Management	Decentralization of recruitment responsibilities (easy cooptation through social networks) and/or Externalization toward recruitment agencies.
From Transactional recruitment (oneshot, short term)...	... to Relational recruitment (applicant relationship management, long term) or even transformational recruitment (strategic role)

PROS AND CONS OF E-RECRUITMENT WEB 2.0

The web 2.0 is highly interactive and lot of gen X and Y are getting well versed with it and using. Web 2.0 has many advantages as well as many disadvantages too.

SOME PROS ARE

- It helps for faster and interactive communication.
- Thousands of Gen Y are getting attracted towards SNS so now a day it becomes need to stay fresh in corporate interaction.
- Individual's identity and credibility is checked on SNS.

- Employers are getting potential talent from SNS with very small investment.
- Individual can create his or her own brand via social networking.
- Sharing of information is very easy due to Web 2.0.

SOME CONS ARE

- Safety of the data on web is biggest problem as hackers are reaching to the Social networking websites.
- Credibility of information on the websites is still questionable, people have casual approach to SNS for keeping contact with friends, peers and people end up with sharing photos, writing on walls, commenting on blogs and discussion.
- Privacy of individual's data is questionable.

BENEFITS OF E-RECRUITMENT WEB 2.0

Anyone familiar with the internet knows that it is constantly evolving. While futurists are progressing towards web 3.0 concepts, many businesses are just beginning to grasp the value of web 2.0. By allowing more channels for a brand to connect to their audience, businesses can experience a number of recruitment benefits by utilizing social media. Below are highlights of several benefits associated with e-recruitment Web 2.0:

- Reduce investment in recruitment agencies and advertising.
- Manage temporary and contractor workforces efficiently and effectively and decrease time to hire.
- Increase candidate quality & has broader reach.
- Build a powerful employer brand & ensure legal compliance.
- Job candidates can be searched geographically and found with higher accuracy than before, narrowing the number of candidates and adding to recruiting effectiveness.
- Available jobs can get filled quicker, lowering vacancy rates because of social media's high usage rate and immediate response time.
- E-Recruitment Web 2.0 has a low cost with high ROI.
- High number social media users are college students, creating a great way to attract fresh talent for entry level positions.
- Access to the top job candidates will be faster, helping your company's ability to attract talent versus competitors.
- Increases the employer's brand visibility online and establishes a leading-edge image for the brand.
- Open positions can be easily seen and read by a larger number of qualified candidates.

WHAT HR SAYS?

- "Business-oriented social networking sites provide instant credibility to a professional's profile, with the referrals and recommendations of the person, thus aiding recruiters in captivating mindshare," says TCS global HR VP & head Ajoy Mukherjee. TCS, India's largest IT Company, has almost 3% of all hiring coming from such media, specifically LinkedIn and Facebook.
- Bangalore-based MindTree Consulting has already hired 30-40 consultants through social networking sites. Industry players reckon that almost 15-20% of lateral hires could come from social network sites in the next couple of years. Companies are also tapping Twitter, the micro-blogging site, to look for talent. MindTree plans to have its recruitment URL on Twitter, encouraging people interested in joining the company to follow it. Sanjay Shelvankar, talent acquisition head for MindTree says social networking sites help to connect with passive candidates. "A typical CV is usually embellished with key achievements while on social networks, since the candidate's friends, bosses and peers are watching, employees don't claim something they haven't done," he says.
- Aricent HR head Indrajit Sen says in the next fiscal, the company may end up using these sites for up to 20% of all its hiring. "It is non-intrusive. We have access to the entire profile without asking for a CV," he says. So, just how much of a threat does social networks pose to online recruitment sites?
- Infosys HR head Mohandas Pai is of the opinion that virtual networking helps particularly in identifying the right candidates for specialist jobs, like experienced professionals in technology infrastructure management space. For companies like Infosys, which employs about 1 lakh, it's easier to tap via employee referrals, but for small firms like the 1,200-strong knowledge process outsourcing company CPA Global, social networks help expand the recruitment net. "For instance, when hiring legal risk analysts in a due diligence process with over 10 years experience, we have found social networks more useful than other avenues," says CPA Global's VP for HR Rakesh Kher.

RESEARCH METHODOLOGY

1. The research was conducted in **Pune** city during the period of Nov 2011 to Jan. 2012.
2. **Random sampling** method was adopted **30 HR managers** responded to survey.

DATA COLLECTION

Besides secondary data, the **primary data** was collected using a structured questionnaire and the questions were close ended which were coded and cross-tabulated, keeping in view the context and objectives of the study.

ANALYSIS AND FINDINGS

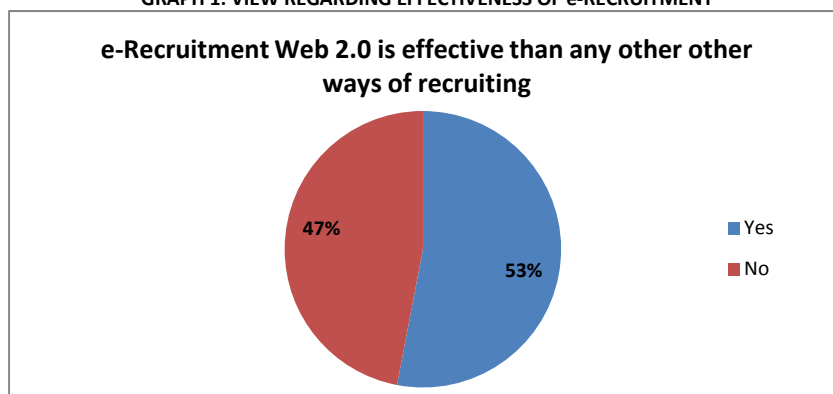
- This research is of a continuous nature. The respondents were surveyed to gather information about their views and opinion towards e-recruitment Web 2.0.
- In this research, the author has attempted to suggest some important factors which will keep the HR managers focused towards strategies for effective e-recruitment Web 2.0.

A. HR MANAGERS SURVEY

TABLE 3: VIEW REGARDING EFFECTIVENESS OF e-RECRUITMENT

Sl. No.	Question 1	Yes	No
1	e-Recruitment Web 2.0 is effective than any other ways of recruiting	53%	47%

GRAPH 1: VIEW REGARDING EFFECTIVENESS OF e-RECRUITMENT

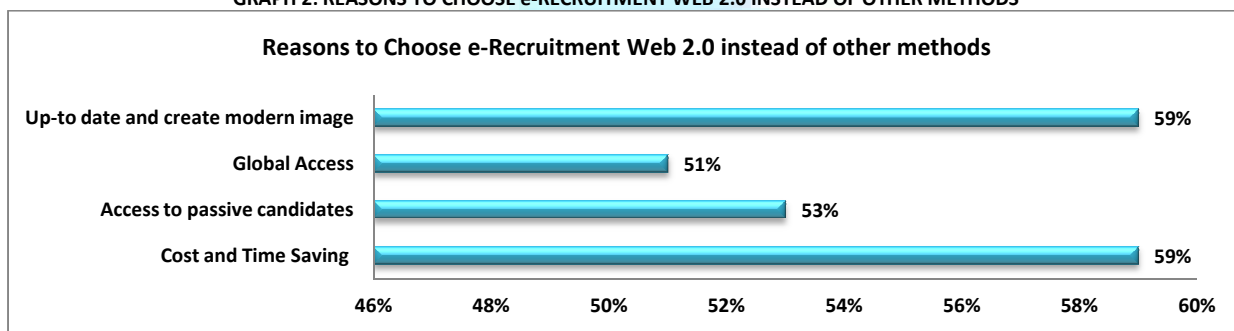


As per table No. 3 and Graph 1, 47% of HR managers mention that e-recruitment Web 2.0 is effective than any other ways of recruiting.

TABLE 4: REASONS TO CHOOSE e-RECRUITMENT WEB 2.0 INSTEAD OF OTHER METHODS

Sl. No.	Question No. 2	Yes	No
	Reasons to Choose e-Recruitment Web 2.0 instead of other methods		
1	Cost and Time Saving	59%	41%
2	Access to passive candidates	53%	47%
3	Global Access	51%	49%
4	Up-to date and create modern image	59%	41%

GRAPH 2: REASONS TO CHOOSE e-RECRUITMENT WEB 2.0 INSTEAD OF OTHER METHODS



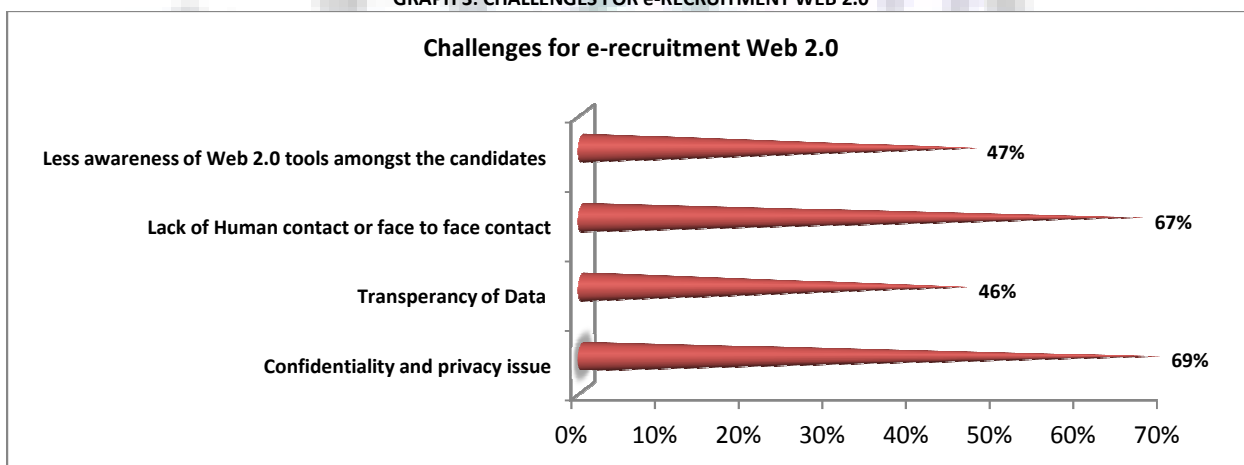
As per Table no 4 and Graph 2, HR managers mention that following are the reasons to choose e-recruitment web 2.0 instead of other methods:

- 59% of HR managers mention that to be up-to date and create modern image,
- 51% of HR managers mention that Global access is the reason,
- 53% of HR managers mention that access to passive candidate is the reason,
- & 59% of HR managers mention that cost and time saving is the reason to choose e-recruitment web 2.0 instead of other methods.

TABLE 5: CHALLENGES FOR e-RECRUITMENT WEB 2.0

Sl. No.	Question No. 3	Yes	No
	Challenges for e-recruitment Web 2.0		
1	Confidentiality and privacy issue	69%	31%
2	Transparency of Data	46%	54%
3	Lack of Human contact or face to face contact	67%	33%
4	Less awareness of Web 2.0 tools amongst the candidates	47%	53%

GRAPH 3: CHALLENGES FOR e-RECRUITMENT WEB 2.0



As per Table no. 5 and Graph 3, HR Managers feel that following are the challenges for e-recruitment web 2.0:

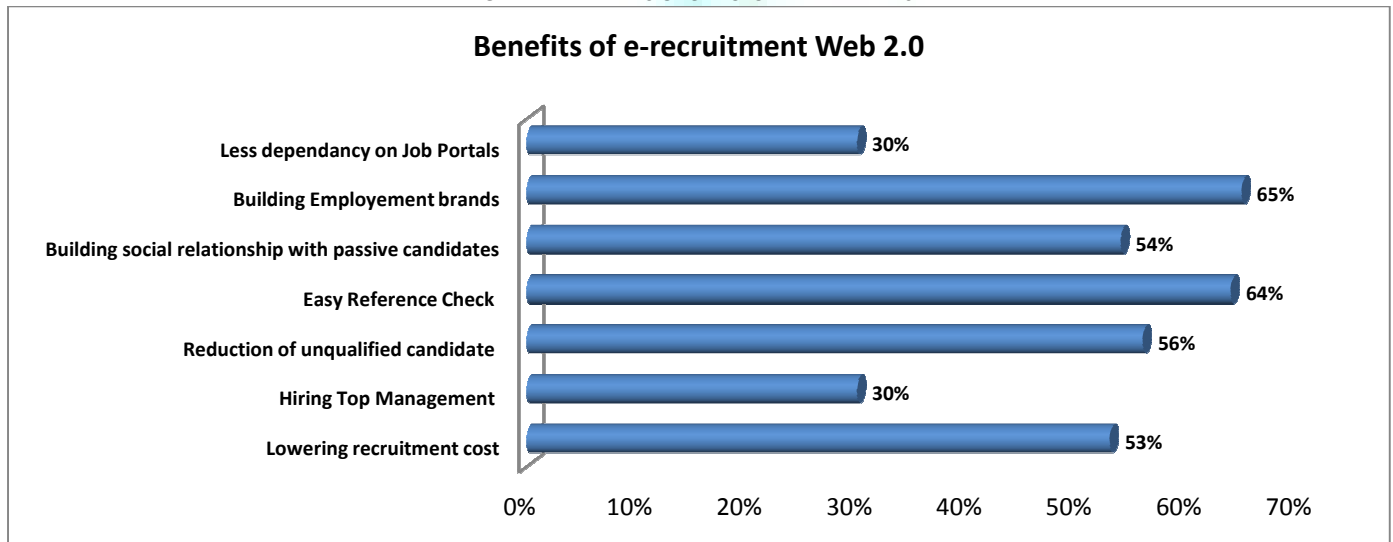
- 47% of HR managers mention that less awareness of Web 2.0 tools amongst the candidates,

- 67% of HR managers mention lack of human contact,
- 46% of HR managers mention that transparency of data on web 2.0, and
- 69 % of HR managers mention that confidentiality and privacy issue are challenges for e-recruitment Web 2.0.

TABLE 6: BENEFITS OF e-RECRUITMENT WEB 2.0
Question No. 4

Benefits of E-recruitment Web 2.0	Yes	No.
Lowering recruitment cost	53%	47%
Hiring Top Management	30%	70%
Reduction of unqualified candidate	56%	44%
Easy Reference Check	64%	36%
Building social relationship with passive candidates	54%	46%
Building Employment brands	65%	35%
Less dependency on Job Portals	30%	70%

GRAPH 4: BENEFITS OF e-RECRUITMENT WEB 2.0



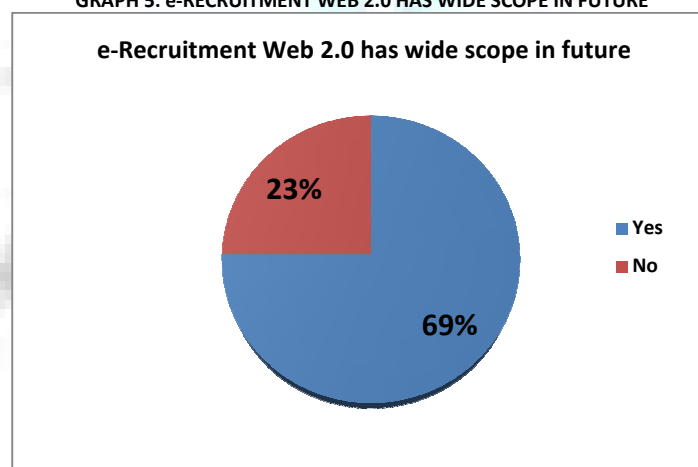
As per table no. 6 and Graph 4, HR managers feel that following are the benefits of e-recruitment web 2.0.

- 30 % of HR managers mention that less dependency on Job Portals,
- 65% of HR managers mention that building employment brands,
- 54% of HR managers mention that building social relationship with passive candidates,
- 64% of HR managers mention that easy reference check,
- 56% of HR managers mention reduction of unqualified candidate,
- 30% of HR managers mention that Hiring top management and
- 53% of HR manager mention that lowering recruitment cost are the benefits of e-recruitment Web 2.0.

TABLE 7: e-RECRUITMENT WEB 2.0 HAS WIDE SCOPE IN FUTURE

Question No. 5	Yes	No
e-recruitment Web 2.0 has wide scope in future	69%	23%

GRAPH 5: e-RECRUITMENT WEB 2.0 HAS WIDE SCOPE IN FUTURE



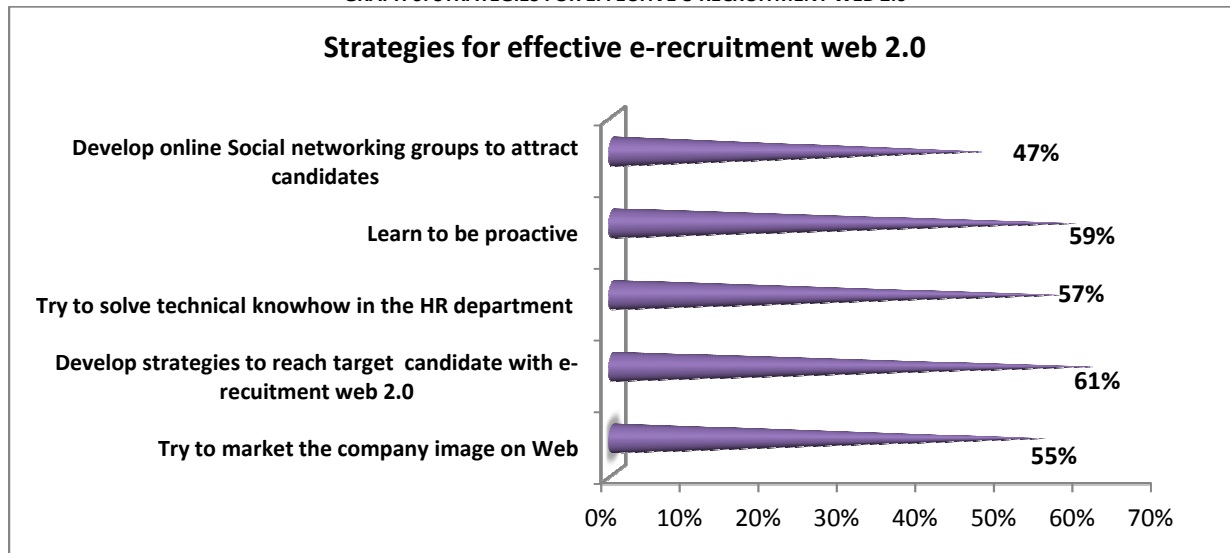
As per table No. 7 and Graph No. 5, 69% of HR managers mention that e-Recruitment Web 2.0 has wide scope in future.

TABLE 8: STRATEGIES FOR EFFECTIVE e-RECRUITMENT WEB 2.0

Question 6:

Strategies for effective e-recruitment web 2.0	Yes	No
Try to market the company image on Web	55%	45%
Develop strategies to reach target candidate with e-recruitment web 2.0	61%	39%
Try to solve technical knowhow in the HR department	57%	43%
Learn to be proactive	59%	41%
Develop online Social networking groups to attract candidates	47%	53%

GRAPH 6: STRATEGIES FOR EFFECTIVE e-RECRUITMENT WEB 2.0



As per Table No. 8 and Graph No. 6, HR managers mention that following strategies should be adopted for effective e-recruitment web 2.0.

- 47% of HR manager mention that developing online social networking group to attract candidates,
- 59% of HR managers mention that learning to be proactive,
- 57% of HR managers mention that try to solve technical knowhow in the HR department,
- 61% of HR managers mention that develop strategies to reach target candidates with e-recruitment web 2.0,
- 55% of HR managers mention that trying to marketing company image on web are the strategies should be adopted for effective e-recruitment.

RESULTS AND DISCUSSION

- HR managers started understanding the importance of e-recruitment Web 2.0 and it has many benefits too. One of the important benefits is e-recruitment Web 2.0 improves brand image of organizations.
- HR managers are facing challenges like confidentiality of data, lack of face to face contact with the candidate and sometimes lack of awareness of web 2.0 tools amongst the candidates.

The researcher would like to suggest following innovative strategies for effective e-Recruitment Web 2.0:

- Training should be provided to recruiter for the technical know-how of Web 2.0 tools.
- Online brand and image of the company should be improved on continuous basis.
- Special social networking groups on Social networking sites should be developed and updated on time.
- Strategies should be developed to reach the target candidates through different social networking sites like linkedin, facbook and apna circle etc.
- Organizations should be proactive while interacting with candidates and should communicate on time.
- Recruiters should try different tools of Web 2.0 instead of relying on one tool like video-conferencing.
- Online advertising for jobs should be considered on Web 2.0 tools.
- Recruiters should join and complete a full profile.
- Encourage high performers to create profiles—drive those referrals.
- Drive people to your career site.
- Drive people to fan pages.
- Join lots of groups (expands communication).
- Job posting—LinkedIn has free postings in Groups and sub-groups.
- Organizations should not judge success by the number of applications received. It’s hard to quantify the success of most marketing campaigns in the short term because the goal is to build long-term brand equity. Think of recruitment strategies the same way.

CONCLUSION

The study concludes that though there are challenges for HR managers for e-recruitment Web 2.0, HR managers are becoming cautious about the challenges. E-Recruitment Web 2.0 is modern method of recruitment and many befits are associated with it including improving brand image of the organization. Organizations have already understood the importance of e-recruitment Web 2.0. E-recruitment Web 2.0 has wide scope in future and it is emerging into Web 3.0.

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