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**A STUDY OF RECRUITMENT PRACTICES FROM TRADITIONAL TO e-RECRUITMENT: A PARADIGM SHIFT**

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**ABSTRACT**

*This paper is based on the importance of E-Recruitment in recruitment process of the companies. Each and every organisation is set up with the purpose of achieving some objectives. It can be achieved only when all the resources are put to best use. Of all the resources, human resource is most important resource because full and proper utilisation of all others resources depend upon human resource. Management of human resource is of strategic importance for every concern. It deals with how to attract, maintain and retain best and potential employees inside the organisation. For the past two decades, there has been drastic change in field of human resource management; internet has influenced overall functioning of human resource department in one way and another. Today E-recruitment has become most sought after method for companies to recruit people in organisation. The purpose of the study is to know up to what Extent Company uses information technology for recruiting employees inside the organization. The study tries to provide some insight on the Recruitment practices with the special focus on E-Recruitment and current trends in India.*

**KEYWORDS**

e-Recruitment, traditional recruitment, internet, organisation, Human Resource Management, personnel management.

**INTRODUCTION**

Human resource is the most precious resource for any organization. Full and proper utilization of all others resources depends upon human resource. But in the past little attention was paid on this factor. Recruitment of right person on the board of a company is indispensable for success of the any organization. In current scenario, only those companies will survive which have an edge over other in form of human resource. How to attract, retain, manage and develop high potential employees in the organisation is the main and most important challenging task before human resource department. Thus, high potential's specific interest and preference in context of application must be taken in to account in addition to general candidate for recruitment, and high potential like to use electronic tools for their application. Thus company shall focus and improve on E-recruiting tools to meet the special Candidates' specific interest and give an opportunity and incentive to apply at the company

**WHAT IS RECRUITMENT AND e-RECRUITMENT**

It is extremely important for an organisation to be adequately staffed. Systematic steps must be observed to ensure that the right types of persons are available in the organisation at right number and at the right time. Neither in organisation there should be overstaffing nor understaffing because in future both may create problem for the organisation. Thus, Human resource department must know how many and what types of employee are needed, where and how to look for individual with the appropriate qualification and interest that are needed for the better job performance. According to Edwin B. Flippo, recruitment is the process of searching the Candidates for employment activity that links the employers and the job seekers. It is the process to discover sources of manpower to meet the requirement of Staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force. Whereas "E-Recruitment "also known as "Online Recruitment", it is the use of technology or web based tools to assist the recruitment process.

The tool can be a job website like naukri.com, the organisation'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 jobseekers place their CV's in worldwide web, which can be drawn by prospective Employers depending upon their requirements. The internet penetration in India is increasing and has tremendous potential. According to a study conducted by Cisco's VNI (Visual Networking Index) news published in The Economic Times on 4<sup>th</sup> June, 2013 "In India, there will be 348 million Internet users in 2017, up from 138 million in 2012," the VNI (visual networking index).

**LITERATURE REVIEW**

This section on the literature review will be devoted to different theories and finding on e-recruitment that are relevant to this study.

A study conducted by Avinash et al (2012) on e-recruitment where they explored the loopholes of e-recruitment and suggested that these shortcomings can be covered by traditional recruitment and concluded that traditional recruitment cannot be replaced by E-recruitment completely. Taygi Aastha (2012) explored the benefit of e-recruitment in attracting and selecting best talent available in the market. She concluded that e-recruitment ensures efficient functioning of Human Resource Department. Dhamija Pavitra (2012) pointed out that E-recruitment can benefit organisation remarkably by reducing administrative task, cost and improving efficiency. It can also be used to track and manage large applications especially among big organisation. Poorangi, Razavi and Rahmani (2011) empirically examined the effectiveness of e-recruitment method in improving external and internal interaction and communication between jobseekers, firms, employees and other stakeholder. It concluded that e-recruitment helps organisation to store, recall and build database. Lorens J Jared(2010) pointed out that how more technology savvy organisation have rapidly begun to adopt multifaceted and innovative approaches to recruiting employees through use of Web 2.0 and third party recruitment network .He concluded the variation in public sector e-recruitment adoption and impact of robust and limited adoption e-recruitment on the company. Karla jurgan et al (2008) highlighted current trend, usage of Information technology and web2.0 service in recruitment process in Germany. How e-recruitment helped IBM company to reduce recruiting time from six weeks to one day and Bank of Montreal saved 1 million dollar cost. At last it was concluded that company can retain and attract high potential candidate only if their specific interest and preferences are meet in context of application in addition to general candidate.

From the literature it is evident that use of e-recruitment helps the company to reduce cost, save time and expedite the recruitment process.

**OBJECTIVES OF THE STUDY**

1. To analyse the recent trends and current development in area of E-Recruitment
2. To evaluate significance of E-Recruitment over Traditional recruitment in the recruitment process of the company

**CURRENT TRENDS IN RECRUITMENT IN INDIA**

- Employee Referral/Recommendations: Many organisations have structured system where the current employees of the organisation can refer their friends and relatives for some position in their organisation also, office bearers of trade unions are often aware of the suitability of candidates. Human resource

department can inquire these leaders for suitable jobs. In some organisation these are formal agreements to give priority in recruitment to the candidates recommended by the trade union. According to a survey this system is 2<sup>nd</sup> most widely used recruitment technique being followed in India.

- Vertical Search: The vertical search feature lets one search up on a specific topic or area. So in case of any specific job role requirement, this comes handy. Websites like Indeed and Simply Hired provide vertical search options.
- Direct Search: This is like simply searching up the requirements and browsing through the results that may be thrown up.
- Plain e-recruitment suites: These are tailor-made software's made by software firms which one can integrate with their content on the websites and other places on the web.
- Jobs portals: The tried and tested methodology is still among the most popular. Online people database: With websites like LinkedIn wherein the professional details of a person are easily available, the companies now have a ready database of potential candidates. Employees Referral programs: Over the past decade or so, this has gained much popularity, wherein an existing employee or anyone who sees a job posting on the web can recommend or refer someone else they know who might be appropriate for the job.
- Raiding and Poaching: Poaching means employing a competent and experienced person already working with another reputed company in the same or different industry; A company can attract talent from another firm by offering attractive pay packages and other terms and conditions, better than the current employer of the candidate. But it is seen as an unethical practice and not openly talked about. Indian software and the retail sector are the sectors facing the most severe brunt of poaching today, it has also found in Hotel industry. It has become a challenge for human resource managers to face and tackle poaching, as it weakens the competitive strength of the firm.
- Outsourcing: A company may draw required personnel from outsourcing firms. The outsourcing firms help the organisation by the initial screening of the candidates according to the needs of the organisation and creating a suitable pool of talent for the final selection by the organisation. Outsourcing firms develop their human resource pool by employing people for them and make available personnel to various companies as per their needs. In turn, the outsourcing firms or the intermediaries charge the organisations for their services.
- Web 2.0: The recruitment landscape has shifted to more and more advanced technology and we come across a word called Web 2.0 refers to those technologies that represent the second wave of web-based functionality :blogs, wikis, photo-sharing, video-sharing, social networking, social bookmarking, mashups, widgets, virtual worlds and microblogs" are the common Web 2.0 technologies(2010) . But in India use of Web 2.0 is limited in requirement

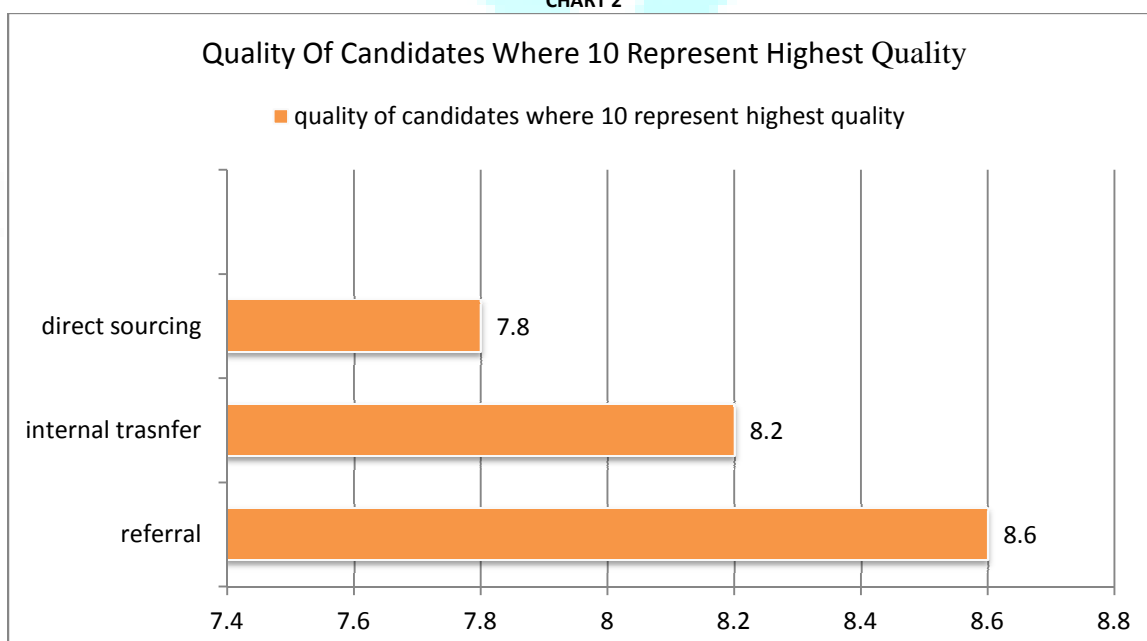
According to a Global Recruiting Trend Survey conducted by LINKEDIN 2011 in India explored the recruitment trend and revealed the top three recruitment techniques which are being followed in India are upgrading Employment branding, referral programs and social professional networking. Employee referrals rates are higher in India than any other countries in the world. However the quality of most referrals is not high enough and hence Employee referral programs suffer from lack of quality referrals and insufficient promotion/incentives.

CHART 1



Dramatically just opposite of above survey a study conducted in USA by Social Recruiting Survey, Jobvite 2011 it was revealed that Best Outside Talent Comes from Referrals, internal transfer then direct sourcing. Referral applicants are high quality compared to other sources.

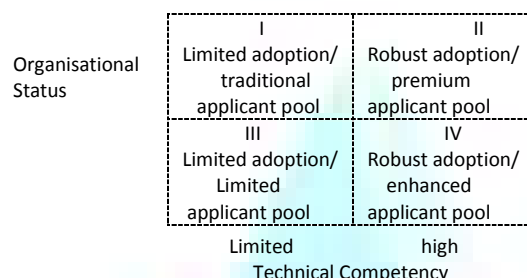
CHART 2





### A TYPICAL FRAMEWORK FOR E- RECRUITMENT ADOPTION AND ITS IMPACT

In India there has been limited research on public sector e-recruitment adoption focussing on the changes in the field and highlighting need for public organisation to adopt new technique of recruitment to meet and compete in contemporary labour market. Paul windolf's typology for classifying organisational recruitment strategies provides a useful basis for evaluating e -recruitment efforts (1986). In a study conducted on British and German firms he found that an organisation choice of recruitment strategies of firm determined by both labor market power of organisation and its intelligence. Within this typology labor market power is defined "degree of freedom of choice with which the firm can exercise in deciding particular recruitment strategies whereas organisational intelligence refers to the "capacity of firm to use technical and professional knowledge to collect and process information and to workout complex labor market strategies. His typology can be readily adopted and applied to public sector e- recruitment. This typology serves as a useful tool for explaining variation in public sector e- recruitment. In this he explained how a low status small organisation with robust technical competency overpowers the high-status organisation with limited technical competency in retaining, attracting best and potential employees in the organisation.



**Note:** figure adopted from Windolf's (1986) typology of organisational recruitment strategies.

This figure can be useful in predicting the adoption of e- recruitment technologies and its potential impact on the quality of applicant. In first quadrant Organisation with high status and limited technical competency the adoption of technologies in recruitment process is limited and within that organisation the resulting applicant pool would most likely to remain stable due to relatively high status of organisation (e.g. technology limited government employer) for this type of organisation, stakes of e-recruitment adoption are relatively low since non-use of new technologies will not affect their ability to recruit quality candidate in labor market. While in quadrant IV (low status-high technical competency) organisation stand to gain most from robust adoption of e- recruitment technologies in this organisation there is increase in quality of applicant pool due to its ability to reach out beyond local geographical boundaries because of robust adoption technology. Firm operating in quadrant III will miss out such opportunities and also experience the full consequence of being low status organization. Lastly, organisation operating in quadrant II is that ideal organisation that benefit from having a high status among job seekers and a robust adoption of e- recruitment technologies due to its high technical competencies. As a result one would expect to find best and brightest applicant for the vacant position and in turn better organisational performance

### SIGNIFICANCE OF e-RECRUITMENT OVER TRADITIONAL RECRUITMENT

- i) Cost efficiency: advertisements posted on internet are cheaper as compared to those on newspapers or magazines. Posting of vacancy on company own website cost very less as compared to others methods of recruitment available with the company. Karla jurgan et al (2008) had empirically examined cost effectiveness of e-recruitment over traditional recruitment and argued that how Bank of Montreal saved 1 million dollar cost by using e-recruitment for recruiting employees.
- ii) Larger audience: in the era of globalisation and liberalisation. The pool of applicants has widened and crossed the national boundaries'. Today youths are fully dependent on internet for any new information's, and job vacancies are not the exception, through internet they can easily log on the internet from anywhere, at any time.
- iii) Reduced paper work: In e-recruitment system all the works are done electronically so it reduce paper work
- iv) Greater chance to find right candidate quicker/with greater effectiveness: As e-recruitment spread over larger geographical area it gives an opportunity to the larger number of prospective employees to apply for the same and selection will be made from larger pool of applicant so there is every possibility to find right candidate among huge applications.
- v) Faster process: Today e-recruitment saves a lot of time which was highly involved in conventional methods of recruitment. Karla jurgan et al (2008) examined how e- recruitment helped IBM company to reduce recruiting time from six weeks to one day;
- vi) 24/7 - no waiting for issue dates: it provides round 24 hours services to both organisation and the applicants. It has resulted both win-win situation for both the company and employees
- vii) More opportunities for smaller companies: E-recruitment is still under its nascent stage and it will take time to penetrate so there are more opportunities for smaller companies to reap the benefit of e-recruitment in terms of cost, time and efficiency.

### LIMITATION OF E-RECRUITMENT

- (ii) Development fees for small companies: it requires huge cost if a company wants to shift its system from traditional recruitment to e-recruitment for recruiting so it is not wise for the small company to make use of this method as it requires huge development cost.
- (iii) Outdated résumés: There is every possibility of false and outdated resumes being uploaded by prospective employees, as there is no complete authenticity about the originality and correctness of the résumé uploaded by a particular person
- (iv) Huge number of unqualified candidates: Many organisations have reported of getting larger number of unqualified candidate. Due to larger number of unqualified candidates it becomes very difficult for the companies to choose the appropriate candidates for the various vacancies posted by them on the internet.
- (v) Poor segmentation of the market: There is no segmentation of market as vacancies are posted online and anyone can access to a vacancy from anywhere, anytime there is no question of market segmentation.
- (vi) Transparency of data: In this system of recruitment there is no transparency of data as it is available on internet and anyone can access one's data instantly as there is no privacy of data.

### CONCLUSION

There are two important methods of recruitment available with the companies' i.e. traditional method and recruitment through internet. In the discussion it was found that e-recruitment is superior to traditional recruitment in many aspects but, still the importance of employing traditional method of recruitment in the recruitment process of the companies cannot be ignored. There is many times in which only traditional method can be used while recruiting the employees. Therefore, traditional recruitment cannot be replaced by e-recruitment completely, and the limitations of traditional method of recruitment can better be utilized by e-recruitment and vice versa. Due to rapid increase in technology many new techniques of recruitment are available with the companies which are better than traditional techniques in many aspects as seen in discussion. In India there has been drastic increase in the number of internet users and this numbers expected to rise in future also, so it is advisable for the companies to employ online method of recruitment as it reduces recruitment cost, time and expedite recruitment process.

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