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STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

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RESULTS & DISCUSSION

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COST REDUCTION THROUGH e-RECRUITMENT: A CASE STUDY OF INDIAN IT INDUSTRY

DR. SATISH KUMAR MATTA
PROFESSOR AND HEAD
FACULTY OF MANAGEMENT
SAMALKHA GROUP OF INSTITUTIONS
SAMALKHA

DR. SONIA SARDANA
ASST. PROFESSOR
FACULTY OF MANAGEMENT
SAMALKHA GROUP OF INSTITUTIONS
SAMALKHA


ABSTRACT

E-recruitment has been an issue of interest over the past ten years. Internet is considered as the latest tool in hiring. It is a real revolution spreading over the world of job hunting and hiring. The term online-recruitment, e-recruitment, cyber-recruiting, or internet-recruiting, imply the formal sourcing of job information online. The closing of twentieth century has given rise to a vast debate concerning the response of HRM to the changing external and internal environment of the firm. Online job search and recruitment activity have vastly expanded since the year 2000. This was the period during which a truly distinct online recruitment paradigm emerged and first attained a level of critical mass. Recruitment in an IT organization is different from other traditional ones by ways of selection & training. Since IT companies recruit in large numbers, recruiters in these companies always keep looking for solutions, which can save them time and effort and thus cost reduction can be achieved; while at the same time provide them with the best talent.

KEYWORDS

Cost Reduction, Cyber-Recruiting, E-Recruitment, Internet-Recruiting, Online-Recruitment.

INTRODUCTION

 y Company's assets walk out of the door every evening,"

Narayan Murthy, Mentor of Infosys Limited.

"We are witnessing a change in the nature of jobs. Muscle jobs are disappearing, finger and brain jobs are growing or, to put it more formally, labor-based industries have been displaced by skill-based industries and these in turn will have to be replaced by knowledge-based industries."

Charles Handy (1984)

Though Charles Handy tracked these radical changes long back in 1984, these touched India very recently. During the last few years, India has witnessed an unprecedented economic growth. The service sector is the lifeline for the social economic growth of a country. It is today the largest and fastest growing sector globally contributing more to the global output and employing more people than any other sector. In alignment with the global trends, Indian service sector too is one of the major contributors to both employment and national income in recent times. It is estimated that in the near future close to a million new jobs will be created in the services sector.

The global economy is fast becoming a reality where organizations will need to find ways to become more productive, more efficient and more competitive. Firms should entail themselves to prepare for the big global game and become more efficient and competitive to deliver high performance. A high-performance business starts with a high-performance workforce. Therefore, organizations should substantially focus on increasing their productivity, market share and shareholder value by ensuring that they have the right people, with the right skills in the right roles. With this significant focus becoming an area of concern, there is a need for due diligence in recruitment practices. Recruitment provides the first contact for an organization with its potential employees. An organization must have an effective recruitment policy and process to inform candidates about the job openings and persuade them to apply for the available positions.

Research interest in the topic of employee recruitment has increased substantially over the last thirty years. Recruitment is commonly defined as the process of discovering potential candidates and of generating a pool of qualified applicants by encouraging qualified candidates to apply for actual or anticipated job vacancies within the organization. In the contemporary business environment, companies are faced with a critical challenge to recruit and retain qualified employees. As a result, the current trend demands a far more comprehensive and strategic perspective to recruit, utilize and conserve valuable human resources. There is a need for companies to have a conceptually sound framework (person: job-fit) and a cost-effective, speedy and convenient system (online testing) at their disposal to meet their personnel selection needs in a highly competitive environment. These days, one way of doing so is via online recruitment, a method of attracting job candidates via the internet. As a practice, it is agreed that e-HRM leads to considerable changes and therefore should be taken as an important development in the HR field.

E-recruitment has been an issue of interest over the past ten years. Internet is considered as the latest tool in hiring. It is a real revolution spreading over the world of job hunting and hiring. The term online-recruitment, e-recruitment, cyber-recruiting, or internet-recruiting, imply the formal sourcing of job information online. The first references to e-recruitment appear in articles of the mid-1980s. While systematic reference to e-recruitment in the HR journals begins almost two decades later, in the mid-1990s, when IT companies and universities began to use the internet extensively. The closing of twentieth century has given rise to a vast debate concerning the response of HRM to the changing external and internal environment of the firm. Online job search and recruitment activity have vastly expanded since the year 2000. This was the period during which a truly distinct online recruitment paradigm emerged and first attained a level of critical mass.

However, despite of its popularity, the research in the area has not as yet become as dominant as was predicted by many researchers and practitioners. E-recruitment can be divided into two types of uses: corporate web site for recruitment and commercial jobs boards (such as monster.com) for posting job advertisements. Corporate websites are a company's own website with a link for job posting/career options where candidates can log into for current openings. If the company advertises its vacant positions on other website that specialize in recruitment such as - naukri.com, timesjob.com, monster.com, etc., the companies would be adopting commercial job boards for recruitment. Firms generally adopt a recruitment method that suits their size and budget for recruitment. Further, the size and nature of the fraction that applies for an organization's vacancies will be affected by how (and to whom) the organization communicates its vacancies.

INTRODUCTION TO "IT" INDUSTRY IN INDIA

The success of Indian firms and professionals in the information technology arena during the last decade has been spectacular. Entrepreneurs, bureaucrats and politicians are now advancing views about how India can ride the IT bandwagon and leapfrog into a knowledge-based economy. The development of IT in India has by and large, focused on developing and delivering IT services to support the more advanced economies of the world (E.g.: U.S.A, Japan, England, Germany). Even if the most optimistic projections of the IT-related job creation (including job associated with IT outsourcing, call centers and design centers) in the next decade come true, this industry will employ at the most a couple of million people. Therefore, one industry, which has been most logically impacted by the "e" drive, is IT industry itself. e-Recruitment for IT organization has another facet to it: Use of software solutions for effective and efficient recruitment. Recruiters in an IT company, use software solutions for not only searching the best skilled candidates but in the hiring process also.

Recruitment in an IT organization is different from other traditional ones by ways of selection & training. Since IT companies recruit in large numbers, recruiters in these companies always keep looking for solutions, which can save them time and effort thus cost reduction can be achieved; while at the same time provide them with the best talent. The findings of the research show that online recruitment is an important part of the recruitment strategy for a number of the IT companies surveyed. A significant proportion the IT companies are using the Internet to facilitate the recruitment process in some way, but many are using e-enabled processes alongside traditional methods rather than relying solely on e-recruitment. The most significant progress has been made in using online methodologies at the front end of the recruitment process, in terms of advertising posts and receiving application forms. Increasing numbers of IT companies are also using Internet-based technology to track applications and communicate with and manage relationships with applicants. The use of online tools for screening and assessing candidates is less prevalent among some companies, but there is evidence that this practice is set to grow in the future, and that this facility will become increasingly valuable to organizations as greater use of online advertising attracts larger numbers of applications.

"India is already the fastest growing e-recruitment market in the Asia-Pacific region and as per the estimates it is growing faster than the Indian software industry," says Stuart McKelvey, group president (Asia-Pacific), TMP Worldwide. Though online recruitment sites cater to just about 3 per cent of the estimated \$250 million job market in the country, their share is slated to grow with increase in Net penetration. "After sending or receiving e-mails, job search is considered to be among the most popular activities on the Net," says McKelvey. And that is one of the key reasons why the \$1.3 billion-MP group has been able to build a \$500 million business through online recruitment over the last seven years. Presently, the total Indian recruitment market is somewhere roughly around Rs 500- 600 crores. E-recruitment market is growing at a pace of about 100 to 150 per cent, this recruitment mode promises to increase its share from the present 2 per cent to 10 per cent in the next 3-4 years. E-recruitment is coming of age in India.

REVIEW OF LITERATURE

A number of researchers had conducted research on E-recruitment. Due to shortage of time and resources, a review of all the past researches done could not be mentioned in this research. So snapshot of some of these views had been presented.

Batram (2000) studied the current development of the internet as a medium of recruitment in general and also reviewed the use of the internet for Recruitment and Selection.

Galanaki (2002) had conducted a descriptive study on the decision to recruit online, involving 99 UK IT companies whose shares were traded in London stock exchange. The author found that of the factors that influenced a companies' decision making, cost-effectiveness and high response rate came first, followed by access to passive job seekers and the marketing purpose of online recruiting.

Anderson (2003) gave his findings of research into applicant and recruiters reaction in employee selection. He gave his findings based on surveys on internet based recruitment and testing use by the organization in USA. It has been concluded that organizations and applicants are becoming increasingly accustomed to using new technology in selection.

Chapman and Webster (2003) conducted a survey of HR managers regarding the use of technologies in the recruiting, screening and selection process for job candidates in North America. The survey revealed that use of technology is becoming more prevalent in organizations particularly for mid level staffing and most organizations rely on mix of traditional methods and technology solutions in their daily activities.

The study conducted by **Boswell, Roehling, LePine, & Moynihan, (2003)** focused on opportunities to meet people and site visit arrangements.

A conceptual paper on Managerial challenges of e-recruitment: extending the life cycle of new economy employees by **Smith and Rupp (2004)**, examined the application of technology to recruiting and retaining knowledge workers in an e-commerce, information intensive environment. The authors reported that e-recruitment as a general process is job specific and offers computer-assisted screening interviews and statistical prediction to aid in reducing recruiting costs, time-to-hire and employee turnover.

Hadass (2004) in his research on the effect of internet recruiting on the matching of workers and HR Managers developed a model of recruitment in which job seekers have private information about their qualification for different jobs and firms possess imperfect screening technologies. He concluded that firms may adopt e-recruitment strategies because of the direct reduction in recruiting costs and because of competition among HR Managers for qualified hires.

Reeve, Highhouse and Brooks (2006) investigated how affective reactions of job seekers affect overall evaluation of organizational attractiveness and organizational image.

Hoye and Lievens (2007) examined the effect of web based employee testimonials and web based word of mouth on organizational attractiveness. A recruitment message about the organization as a whole was found to be more effective for word of mouth & helps in attracting more candidates.

Verbeke (2008) conducted a survey of HR managers regarding the use of technologies in the recruiting, screening and selection process for job candidates in North America. The survey revealed that use of technology is becoming more prevalent in organizations particularly for mid level staffing and most organizations rely on mix of traditional methods and technology solutions in their daily activities.

A research conducted by **Verhoeven and Williams (2008)** reports on a study into internet recruitment and selection in the United Kingdom. The study discussed the advantages and disadvantages as identified in literature and considered those against the views of HR Managers in UK. Furthermore, one out of every five UK HR Managers perceived the tool to be efficient, and only a slightly higher percentage of HR Managers indicating cost-saving and acknowledging that internet recruitment tools as relatively cheap in comparison with more traditional tools.

A survey conducted by **Williams (2009)** on E-recruitment showed dwindling recruitment spends focused on web-based recruitment at the expense of traditional methods.

The review of literature on e-recruitment brings forth the paucity of empirical studies especially in Indian context. The perusal of literature revealed that there are various methods used for recruitment in various industries but no study had been conducted regarding E-Recruitment in IT industry. So a fresh study was required to fill this gap.

RELEVANCE OF THE STUDY

Irrespective of the research path followed, the majority of researchers have focused on the manufacturing sector. For example, Arthur (1994) focused on steel mini-mills, MacDuffie (1995) focused on the auto industry, and Katou and Budhwar (2006, 2007) focused on the industrial sector as a whole. The literature also highlights that most studies have been conducted in the USA and the UK. Recently, a few investigations have been initiated in other parts of the world, especially in emerging markets such as China and transitional economies such as Slovenia. To fill this gap and to further examine the impact of e-recruitment, it is important to conduct research in non-US/European contexts and in non-manufacturing sectors.

AIM OF THE STUDY

The study undertaken looks at the issue from emerging markets perspective by focusing exclusively on Indian IT industry. The major objective of this research is to empirically examine the impact of e-recruitment on cost reduction. A study conducted by Martinez and Martineau (1998) on rethinking human resources stated that when health reforms aims at efficiency savings or overall cost reduction, they go by changing the way in which staff are employed.

NEED OF THE STUDY

The need of the study arose from the fact that earlier studies that were conducted were mainly based on recruitment practices, but none of the studies have studied about E-Recruitment practices in Indian IT industry. So it enabled to cover the gap that had been identified from review of literature.

SCOPE OF THE STUDY

Scope of the study was limited to E-Recruitment practices in Indian IT industry in Gurgaon city only.

OBJECTIVES OF THE STUDY

Objectives are guiding lighting of a project in the light of which all relevant steps are taken. Objectives of the study were as given below-

- To study the procedure of e-recruitment followed IT industry.
- To identify various attributes of a corporate websites.
- To identify the benefits of e-recruitment.
- To compare the e-recruitment and recruitment.
- To suggest other recruitment practices that can be used to make e-recruitment cost effective

RESEARCH METHODOLOGY

SAMPLING DESIGN

Research was conducted on employees working in different private companies. The sampling design was help in decision making in the following areas:-

UNIVERSE OF THE STUDY

The universe was employees working in IT companies.

SAMPLE UNIT

The sampling unit of this study was employees working in IT companies of Gurgaon.

SAMPLE SIZE

Sample size is the number of elements to be included in a study. Sample size was 100 employees.

SAMPLING TECHNIQUES

The sampling techniques used were convenience technique and simple random sampling technique.

DATA COLLECTION AND ANALYSIS

Sources of Data Collection: Research work was descriptive and conclusion oriented in nature. Information was collected from both Primary and Secondary data.

Tools of Presentation and Analysis: To analyze the data obtained with the help of questionnaire, following tools were used.

Tables: This is a tool to present the data in tabular form.

LIMITATIONS OF THE STUDY

The limitations of the study were as follows:-

- Due to shortage of time available at disposal, we were not able to collect as much information as needed for the study.
- There may be untrue information provided by the respondents for the study.
- Biasness in the responses of respondents may be there.
- The sample may not be a true representative, as due to location factor, the respondents may not be representative of the whole universe.
- As there is always a cost factor involved in every research, so it was not possible to include large universe.

FINDING OF THE STUDY

After analyzing and interpreting the data collected the help of questionnaires, following were the findings of the study:

- E-recruitment is used in most of the organizations for recruitment purposes.
- Social blogs and social networking websites are the major source of information for E-Recruitment.
- Websites contain career link that are beneficial for prospective employees.
- Interview is the main step involved in E-Recruitment.
- It is easy to access the company website.
- Websites should have the well designed feature.
- Cost reduction is the benefit of e-recruitment.
- Website was user friendly.
- Cost reduction is the benefit to go for e-recruitment.

CONCLUSION

In the face of increasing global competition, the ability to attract, hire and develop the most capable talent is the single most important determinant of organizational effectiveness. Internet is an ideal application for recruitment. E-recruitment has brought a major change in the recruitment landscape. Online recruitment applies to all organizations big or small and is growing at an astonishing rate. E-recruitment through job sites or company websites promotes employment opportunities and retrieves resumes and potential employee information and helps in achieving these staffing objectives. The increasing use of Internet-based job searches and recruitment raises the level of competition among both job-seekers and employers. There are tens of thousands of organizations and millions of people using the Internet in an effort to recruit staff or get a job. These people are "engaged in a virtual search twenty-four hours a day, seven days a week." That means both jobseekers and recruiting employers have more options.

The analysis of the data demonstrates that the impact of e-recruitment on cost reduction is accepted. E-recruitment allows companies to reach a greater number of job seekers in less time and for lower cost than traditional methods. As a consequence, resumes are being piped into companies at a rapid rate. Already companies that aggressively use the Internet for recruiting experience a reduction in time-to-hire, which saves recruitment costs and affects productivity and operational continuity. Job seekers find it less time consuming to use the internet than other traditional job hunting avenues and find that it presents them with more information about a company and specific career opportunities. With this information, they can then decide if they wish to contact the company to be considered for a position. This reduces the number of unqualified applicants that have to be processed by HR staff.

FUTURE AREA OF THE RESEARCH

The research can be extended taking sample from public and private organizations.

Impact of e-recruitment on HRSCM could be compared with other countries' IT industry.

Further research on employer behavior and adoption patterns can be conducted

The study can be replicated with bigger sample size.

To further explore the impact of e-recruitment on the outcome, other advantages of e-recruitment can be studied empirically.

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APPENDIX

TABLE 1: DEMOGRAPHIC PROFILE OF RESPONDENTS

Demographics	No. of Respondents	%age of Respondents
Age		
18-25 years	60	60
26-35 years	20	20
36-45 years	20	20
45 above	0	0
Total	100	100
Gender		
Male	78	78
Female	22	22
Total	100	100
Education		
Higher secondary	30	30
Graduate	45	45
Post-graduate	25	25
Total	100	100

(Source: Questionnaire)

Analysis and interpretation: From the above table it had been concluded that majority of the respondents were from age group 18-25, majority of respondents were male that is 78% and 45% are graduates.

TABLE 2: MODES OF RECRUITMENT

Modes of Recruitment	No. of Respondents	%age of Respondents
E- Recruitment	61	61
Job portals	04	04
Campus recruitment	16	16
Employees referrals	19	19
Any other	0	0
Total	100	100

(Source: Questionnaire)

Analysis and interpretation: It had been analyzed from the above figure that 61% respondents think that e-recruitment most commonly used mode of recruitment in the organization. So it can interpreted that e-recruitment is used in the most of organizations for recruitment purposes.

TABLE 3: SOURCES OF INFORMATION REGARDING E-RECRUITMENT

Sources of Information Regarding E-Recruitment	No. of Respondents	%age of Respondents
Friends	22	22
Social blog	46	46
Search engine	12	12
Employee working in organization	20	20
Total	100	100

(Source: Questionnaire)

Analysis and Interpretation: Most of the employees i.e. 46% think that the employees working in organization are the main source of information regarding e-recruitment and least preferred with the search engines. So it could be interpreted that various sources of information are friends and employees.

TABLE 4: WEBSITES CONTAINING CAREER LINKS

Website Career Links	No. of Respondents	%age of Respondents
Yes	90	90
No	10	10
Total	100	100

(Source: Questionnaire)

Analysis and Interpretation: It had been analyzed from the above figure that 90% respondents agreed that web sites contain career link and rest of them disagreed with the statement. Thus it can be interpreted that majority of respondents felt that there were career links in the website.

TABLE 5: STEPS INVOLVED IN E-RECRUITMENT

Steps Involved in E-Recruitment	Number of Respondents	%age of Respondents
Vacancy	10	10
Advertisement	22	22
Interview	58	58
Resume	10	10
Others	00	00
Total	100	100

(Source: Questionnaire)

Analysis and interpretation: It had been analyzed from the above figure that 58% of respondent agreed that interview is the main step involved in e-recruitment. Thus it can be interpreted that most of the respondents felt that interviews were the major step in recruitment.

TABLE 6: ACCESSIBILITY OF THE COMPANY WEBSITE

Accessibility of the Company Website	Number of Respondents	%age of Respondents
Yes	95	95
No	05	05
Total	100	100

(Source: Questionnaire)

Analysis and interpretation: It had been analyzed from the above figure that 95% of the respondent agreed that company website is easy to access. Thus it can be interpreted that most of the respondents felt that the company website was easily accessible.

TABLE 7: INTERACTIVE FEATURES IN THE WEBSITE

Interactive Features in the Website	Number of Respondents	%age of Respondents
User friendly	21	21
Easy to navigate	15	15
Well designed	58	58
Others	06	06
Total	100	100

(Source: Questionnaire)

Analysis and interpretation: It had been analyzed from the above figure that 58% of the respondent agreed that websites should have the well designed feature. Thus it can be interpreted that majority of the respondents felt that the website should be well designed.

TABLE 8: BENEFITS OF E-RECRUITMENT

Benefits of E-Recruitment	Number of Respondents	%age of Respondents
Cost Reducing	35	35
Time saving	15	15
Wide area coverage	20	20
Speedy process	30	30
Total	100	100

(Source: Questionnaire)

Analysis and interpretation: It had been analyzed from the above figure that 35% of the respondents agreed that cost reduction process is the benefit of e-recruitment. Thus it can be interpreted that most of the respondents felt that e-recruitment is cost reducing.

TABLE 9: USER FRIENDLINESS OF COMPANY WEBSITE

User Friendliness of Company Website	Number of Respondents	%age of Respondents
Yes	78	78
No	22	22
Total	100	100

(Source: Questionnaire)

Analysis and interpretation: It had been analyzed from the above figure that 78% of respondent agreed that website was user friendly. Thus it can be interpreted that majority of the respondents felt that the company website is user friendly.

TABLE 10: REASONS FOR E-RECRUITMENT

Reasons for E-Recruitment	Number of Respondents	%age of Respondents
Easy to Access	25	25
Multiple opportunities	25	25
Fast solutions	20	20
Cost reducing	30	30
Total	100	100

(Source: Questionnaire)

Analysis and interpretation: It had been analyzed from the above figure that 30% of the respondents agreed that cost reduction is the benefit to go for e-recruitment. Thus it can be interpreted that most of the respondents felt that cost reduction was the major reason for e-recruitment.

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