Exploring e-recruitment methods, trends and processes in Indian industry: A Case Study

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Abstract

E-recruitment is a tool for many employers to search for job candidates and for applicants to look for job. Recent trend of recruitment is e-recruitment or the internet recruitment or on-line recruitment, where the process of recruitment is automated. The automation began in 1980 but was systematized in 1990 with the release of Restrac's initial product. E-recruitment simply means the recruitment process through internet. Various methods can be used for it. The paper explores the methods and trends of e-recruitment prevalent in the context of globalisation and their relevance in Indian Industry.

Key words: E-recruitment, Research, interest, mandatory skills

Introducing e-recruitment:

Research interest in the area of employee recruitment has been increasing substantially since 1980s. Recruitment is 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"[1]. 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 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.

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

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[1] Agarwala,T., (2007), "Strategic Human Resource Management", 1st edition *Oxford Higher Education*, pp. 261.

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. With the advent of current organizational need for resourceful recruitment structure, companies are beginning to understand that recruiting is fundamentally an inventory problem[2].

aOrganizations 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.

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[2] IRS Employment Review (2005), "Online Recruitment in the UK: 10 Years Older and Wiser", *IRS Employment Review*, 822,

E-Recruitment

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E-Recruiting Methods

Methods of e-recruitment are many. E-Recruitment can be done through:

Job boards: These are the places where the employers post jobs and search for candidates. Candidates become aware of the vacancies.

Employer web sites: These sites can be of the company owned sites, or a site developed by various employers. For an example, Directemployers.com is the first cooperative, employer-owned e-recruiting consortium formed by Direct Employers Association. It is a nonprofit organization formed by the executives from leading U.S corporations.

Professional websites: These are for specific professions, skills and not general in nature. For example, for HR jobs Human Resource Management sites to be visited like www.shrm.org. The professional associations will have their own site or society.

Advantages of E-Recruitment:

The following are the advantages of e-recruitment:

1. In the era of globalization the reach cannot be restricted at one place. It provides global reach that also within a fraction of second. Truly the process supports the definition of recruitment by creating a vast pool of potential candidates.

2. Advertisements in employment news, other newspapers, magazines will have word limit, thus sometimes is misinterpreted. For an example a company advertisement announced vacancy for computer skilled person which was interpreted as MIS job which was rather a job for computer skilled receptionist. The advertisement was not clear enough to explain the full profile. In internet the word limitation is not there, the idea, opinion, profile can be expressed as anyone like.

3. Information in detail is provided with clarity therefore suitable candidate match is possible. The search is widened link with other websites are possible, these attracts the candidates and after the job profile matches, the candidates apply.

4. The information of the candidates are collected in a standard format. Beside collecting the data it also consolidates information received from various sources.

5. It acts as the reservoir of information. From the job profile to candidate profile is available along with past applicant data.

6. As the data collection, filing, administrative work are done electronically thus paper work or documentation has been lessened.

Trends of E-Recruitment

The trends of e-recruitment are many and varied. Some of the important trends have been analysed as hereunder.

Blogs: The blogs, podcasts, vodcasts are being considered a tool of e-recruitment. The Company and the prospective employee can communicate with each other via the blogs. 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 files. Vodcasts are the video podcasts.

Candidate's Preference: Experience in the firms' shows 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 company will no more be influenced only by the image.

Search engine advertisement: Print advertisements are being replaced by 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.

WEB 2.0 - Social Networking

Gaining a reputation through word of mouth is one of the best forms of advertising the company. With the evolving Web 2.0 activities, lines of communication are created between like-minded people. This is done through user-generated content, via blogs, social networking, business community, discussion groups and recommendations online. Anything written online about organizations within community sites is considered to be worthy by the potential candidates, helping in the recruitment process.

Criteria for Effective E-Recruitment

The following criteria are to be adopted for effective e-recruitment:

1. In the era of globalization, the recruitment policy should be flexible and proactive, to adapt market changes.

2. Companies use the E-recruitment process for simplifying the selection procedure. To make the process effective, the Organizations should be concerned about the Return on investment (ROI), which should be calculated to compare the costs and risks involved. It helps in calculating the benefits and measures the estimated return on investment.

3. Unemployment rate, labor turnover rate are to be considered. Remember, the whole process of recruitment depends on the availability of candidates in the market. For every vacant position in the company, it is not viable to spend too much of time and resources.

4. Impact of availability of compensation details in the job

advertisement should be considered. Also, the wage, salary, benefits, when disclosed online, should follow the legal norms. Chance for negotiation will not arise. Compensation policy of the company will be known to the candidates.

5. Precautions to be taken while screening the resume online. Keywords that discriminates gender, age, religion etc to be avoided.

6. Company should be selective while choosing the site for posting the job advertisement. It should be clear whether to post the advertisement on company‟s own website or on a job portal available.

E-Recruitment Process

E-Recruitment process involves a systematic procedure from sourcing the candidates from candidate database to arranging and conducting the interviewing process that may requires many technology, resources and time. A general Recruitment process is as follows:-

1. Identify current need of employment in the organisation.
2. Posting the advertisement of job vacancy on job board (Online).
3. Managing the response i.e. Applicant database.
4. Short-listing of Applicant according to job specification.
5. Arranging and conducting online interviews (By chatting, video conferencing etc) and
6. Decision making regarding further process.

Recruiters should be able to:

• Handle and manage an online or email based application approvals process

• Co-ordinate all advertising and workflow of vacancies between relevant attraction points –

Corporate job board, intranet, external job boards and agencies

• Acknowledge at any stage of the recruitment process

• Filter, Screen and Score candidates according to application responses.

• Adapt their application processes for any type of recruitment – contract, permanent, full or part time, Graduate etc.

• Handle and manage a 'real' talent pool – not just a database full of previous applicants.

• Handle and manage all interviews online, with the ability for candidates to self-schedule

• Handle and manage all communications e.g. offers of Joining.

• Report on all aspects of the recruitment process easily.

Recruitment Process in ICICI:

In 1955 ICICI was formed as an initiative of the World Bank. In the 1990s, ICICI trans-formed its business from a financial institution limited to development projects to a diversified financial services group. ICICI has been progressing with the times. ICICI Bank has pioneered many technological innovations in the industry - Internet Banking, Mobile Banking, Tab Banking and Fully Automated Touch Banking. It

is carrying forward the aim to deliver an exceptional banking experience to its customers.

The recruitment process in ICICI ensures the following stages. The first stage is the application stage. The interested candidates are welcomed to ICICI Bank Recruitment through its website. It appeals to the candidates to begin the process by applying for a current job opening, among those listed on this website or create an ICICI application profile so that the bank can get in touch with the candidates when required. The second stage is short listing the candidates. Based on age, educational qualification and work experience, the candidates' resumes may be selected, making them eligible for an interview with the Bank. The third stage, the process is called Personality Profiler. At this stage, the applicants of managerial positions and sales positions are required to clear an online Occupational Personality Test and a Sales Profiler Questionnaire respectively, before their interview. The personality profiler questionnaire must be attempted in a single uninterrupted sitting. Interview is the fourth stage. At this stage, Interviews will be assigned a specific date, time and venue and may be carried out in person or in a video conferencing setup. This is followed by the fifth stage known as Selection. After accessing the quality of the interview the candidates will be selected for a suitable job opening. Following a detailed brief on the job role, location and more, the candidates will be given an Offer to join ICICI Banks' workforce. Then in the sixth stage, the bank will conduct an on-boarding session called I-Banker, specially designed for the candidates, one day before they join the respective office in the branch assigned to them. Finally,

the bank sincerely hopes that the candidates clear this process and look forward to having them as a trusted and proud member of the ICICI Bank family.

Conclusion

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.

Automating the Recruitment Processes helps companies in implementing the Best Practices of recruitment and hiring the best talent available in the market. This leads to a better employment opportunities through career websites and also provides more effective recruiting tools for selecting suitable candidates. Traditional methods of recruitment can"t be replaced by the process of e-recruitment fully. It complements the traditional methods, making the recruitment process faster. E-recruitment method ensures efficient recruitment functions and helps busy line managers fill their vacancies in the best manner. E-recruitment has bought a radical cultural and behavioral change, both within functioning of the HR department and the potential candidates. In spite of the large number of companies and candidates using the E-Recruiting, there are still many possibilities to advance understanding of e-Recruitment. Therefore there is further scope of research on if, how, and why the Internet increases performance for company's recruitment process, and how specific

Internet recruitment methods attribute to this performance.

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