



E-recruitment in the changing scenario- Implications from literature review

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Abstract

New recruitment strategies for traditional recruiters have emerged as a result of the evolution of e-recruitment over the past 15 years. These methods can transform a straightforward recruiter's job into an online recruiter. A new technical method for choosing one of a company's most important resources, the human resource, is called e-recruitment. In the fiercely competitive job market, recruitment has grown in importance. The rise of the internet has altered conventional hiring practices. An organization that chooses to post job openings online may reap a variety of rewards. Despite how some people may perceive it, studies demonstrate that online hiring enables round-the-clock application processing and collecting (Holm, 2012), while also serving as a realistic job preview and a beneficial channel for the Organization to sell itself. Online hiring is efficient at reducing expenses for e-hiring; it provides access to more people and has a rapid response time, among other benefits. The value-added services offered by the job sites, along with their speed, cost-effectiveness, and ability to deliver customized solutions, are what make e-recruitment the most successful method of hiring today. It also helps organizations promote their brands. This paper aims to explore the emergence and evolution of e-recruitment and examines the effectiveness of e-recruitment.

Keywords: E- Recruitment, cost-effectiveness, human resource, job sites, internet

Introduction

Technology now permeates every aspect of our life, and we can feel its influence everywhere. The invention of the internet has significantly altered our lives, as well as how individuals view their jobs (Bhupendra & Swati, 2015) ^[6]. Now that the entire world is just a click away, we may connect with people from all over the globe. E-recruitment is the process of finding candidates for open positions in businesses via the internet. E-recruitment is the incorporation and application of internet technology to enhance the effectiveness of the hiring process. The technique of finding knowledge sources online is improved by this technical advancement. It enables businesses to cut costs, update job offers and status at any time, speed up the hiring process, find and choose the people with the best knowledge potential from a larger pool of applicants, and gives the company a chance to raise its profile and improve its image (Anand & Chitra, 2016) ^[2].

The typical lifespan of a newspaper ad is 10 days, whereas an online campaign may draw applicants for 30 days or longer. This enables employers and advertisers to receive around nine times as many online applications while spending less money. Because it saves time and money and enables browsing through a wider range of job offers, online applications are also frequently preferred by passive and active job seekers over traditional application methods. Additionally, it enables job seekers to explore corporate websites to form initial impressions and judgments of the business. E-Recruitment is very important in the hiring process since it gives employers a sufficient number of applicants who meet their requirements (Bhupendra & Swati, 2015) ^[6]. In the past, businesses relied on very primitive technology, such as newspaper advice columns and employee recommendations, to find and recruit skilled individuals. Radio, television, hand delivery/dispatch riders,

handbills, postal services, and courier services are some additional conventional recruitment tactics. However, the rise of the internet has altered traditional hiring practices today. The newest development is e-Recruitment, which both big and small businesses have embraced (Ugo & Okechuku, 2017).

E-Recruitment is the quick and economical process of locating and recruiting the most qualified applicant (from within or outside of an organization) for a job opportunity (Bhupendra & Swati, 2015) ^[6]. E-recruitment is the practice of finding, attracting, evaluating, interviewing, and employing new personnel utilizing online resources. According to Armstrong (2009) ^[3], e-Recruitment is a procedure that involves posting job openings online, providing details about the positions and the company, and facilitating email communication between employers and applicants.

E-recruitment, also known as online recruitment, is the method or steps used to find a suitable candidate for a position that needs to be filled. Other social media companies use the internet to connect with a large number of job seekers in order to find the best talent at a lower cost than through a traditional physical recruitment process. These procedures more effectively and efficiently handle the complete recruiting cycle, including candidate selection, interviews, and hiring in accordance with job requirements. An organization will publish job openings on the (WWW), where job seekers can quickly locate employment based on their education and qualifications. The entire hiring process has become automated since the introduction of electronic recruitment software (B. Akila *et al*, 2020) ^[4].

Methodology for Reviewing Literature

Due of the plethora of research papers on e-recruitment, we attempted to select papers for review that would encompass

the complete range of e-recruitment effectiveness and explore the emergence of e-recruitment. Additionally, the present study preferred a flexible review technique to a sequential review methodology that required all research papers to be chosen in advance.

For the present study, electronic medium has been chosen to collect the article and research paper. To conduct an electronic search for the articles, the study used Google Scholar. Following a preliminary Google Scholar search and relevance screening of articles based on paper titles and abstracts, we found 75 journal articles, conference papers and research papers published between 2006 and 2021. The search process produced a large collection of papers, however not all of them were deemed appropriate for the review. To sample relevant and helpful articles for the review, a selection process had to be carried out.

1. Sampling of the articles and reviewed papers

The papers included in the study are the representative sample of all e-recruitment papers that were pertinent to the effectiveness of e-recruitment and growth and evolution that were being developed. It was challenging to include all pertinent e-recruitment research articles for the review due to the enormous amount of e-recruitment research and the enormous number of articles from the search and filtering. The objective of the present study has been achieved with help of representative sample and with the use of critical review technique.

A sample of 23 articles were chosen for the study. The critical review technique helped determine which articles to include in the sample for the study. A check was made to make sure all aspects of effectiveness of e-recruitment and growth and evolution were included and when saturation and completion were attained, the review technique came to an end. At this phase, the number of studies that contributed to the identification of e-recruitment effectiveness was accorded. In the end, twenty three research articles were helpful for defining and delineating e-recruitment effectiveness.

Evolution and Growth of E-Recruitment

Midway through the 1990s, the Internet makes its debut as a tool for recruiting, sparking a movement known as the recruiting revolution at that time (Boydell, 2002 quoted by Dhamija, 2012) ^[12]. Academic scientists first learned about the World Wide Web (www) in 1991 thanks to British scientist Tim Bernes Lee. This heralds the arrival of online recruiting. E-recruitment, web-based recruiting, online recruiting, web recruiting, recruiting online, recruiting on the internet, electronic resume, internet recruiting, etc. are some of the synonyms that have been identified over the years to describe the idea of e-recruitment (Wolfswinkel, Furtmueller and Wilderom, 2010) ^[23].

E-recruiting quickly underwent significant growth. Given the current situation, technological advancement has had an impact on recruiting because a lot of businesses are utilising the Internet to find applicants. It's getting harder to find a qualified individual with talent. E-recruitment is a solution for businesses looking to locate the best applicant to provide them a competitive edge while also assisting the candidate. Numerous studies have up till now attempted to explain the phenomenon of e-recruitment from the perspective of either job seekers or companies. Studies on e-recruitment have been conducted over time from a variety of management-

oriented subdisciplines, including information systems, marketing, psychology, and human resources. This has given the area its interdisciplinary tilt (Wolfswinkel, Furtmueller and Wilderom, 2010) ^[23].

According to Wolfswinkel *et al.* (2010), adding recruiting pages to an organization's current website, employing recruiting-specific websites, and deploying electronic adverts on media websites are three key approaches of e-recruitment. E-recruiting is described as "the online attraction and identification of potential employees using corporate or commercial recruiting websites, electronic advertisements on other websites, or an arbitrary combination of these channels including optional methods such as remote interviews and assessments, intelligent online search agents, or interactive communication tools between recruiter and applicant."

Because businesses are constantly striving to hire the most qualified individuals for positions that will give them a competitive advantage, the recruitment function plays a significant role in the organization. There is no future in any career, as the psychologist and physician George Crane once remarked. The man in the job has the future in his hands. E-recruitment, according to Deillon (2014) ^[11], "is a new technical means for selecting one of the companies' most important resources, i.e. human resource."

The phenomenon of social networks has long stood out in the hiring process. According to various studies cited by Ollington Nickolas *et al.* (2013) ^[18], "employers and recruiters are increasingly adopting online social networking to attract and assess prospects as part of the hiring process. They provide a Careerbuilder.com report showing that social recruiting is used by 45% of businesses. Another more recent study conducted by those at Jobovit.com (2014) reveals that employers want to increase their investment in a variety of hiring strategies, with social networks coming in first (73%) among these strategies (Benjamin G. Boscai, 2015)

E-recruiting "revolutionized the entire recruiting process," according to Dhamija (2012) ^[12], and the Internet "acts as a conduit between businesses and job searchers. In the 1980s, e-recruitment first appeared as independent job boards known as bulletin board systems. When Jeff Taylor launched Monster.com in 1994 with 20 clients and 200 job opportunities, a new worldwide trend was born in the United States. More than three-fourths of Fortune 500 organizations already employ online hiring, and consumers are increasingly using mobile applications to post resumes and browse job portals. Online employment portals, social media platforms, and company websites can all be used for electronic recruitment. Online employment sites like Indeed.com, Careerjet.com, Freshersworld.com, Naukri.com, Timesjob.com, and Monster.com, Jobsahead.com, and Click jobs are just a few examples. Online hiring frequently uses social networking sites like Facebook, Twitter, Google+, and LinkedIn (Ugo & Ikechukwu, 2017) ^[22]. Online job portals have been essential in giving businesses the greatest applications with the necessary qualifications to be filled out at the proper position inside the corporation. Companies and job seekers have found e-Recruitment to be a very practical method because both may upload the essential information and can find a good opportunity there (Bhupendra & Swati, 2015) ^[6].

The inadequacies of the paper-based method is the main driver behind the shift towards online recruitment activities and the usage of web 2.0 technologies for additional HRM services. The majority of recruiting managers and line managers stated that incorrect storage of paper applications and a lack of a systematic log of information inevitably because processing times for applications to be delayed. Due to ineffective procedures, mistakes made by humans, and biases, the hiring process takes longer and costs more money, while the quality of the employee is also compromised (Depardieu & Islam, 2008) ^[10]. E-Recruitment sections on employer websites are currently the fourth most popular recruitment strategy, according to a CIPD survey. More than seven out of ten firms post job openings on their company websites, while four out of ten also utilize job boards. In Europe, 73% of employers say adopting e-Recruitment has cut expenses (Omolawal, 2015) ^[17]. According to a 1996 survey, there were 5,800 organizations recruiting online, 3,512 websites, and more than 1.2 million jobs advertised online (Hogler, cited in Singh & Finn, 2003). Additionally, according to a different poll by the internet business network, there were approximately 28 million online job postings in 1998, and it was predicted that this figure would increase to at least 30 million in 2004. (Omolawal, 2015) ^[17].

Effectiveness of E-recruitment

Reviewing twenty three sample articles it has been found that in the articles written by Kapse, A.S *et al* (2012) ^[16], Borowska, C.S *et al* (2018) ^[5], Akila. B *et al* (2020) ^[4], Ugo, C.O *et al* (2017) ^[22], Chellapal. T & Kumar, D.S (2018) ^[9], Daniel, C.O (2019) ^[13] and Sneha *et al* (2017) ^[20] the following factors are considered to be the predominant benefits of e-recruitment over traditional methods of recruitment.

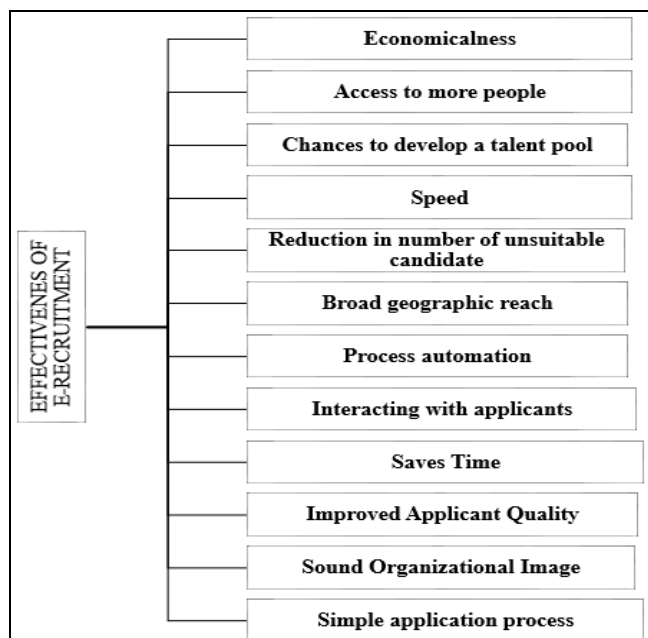


Fig 1: Effectiveness of e-recruitment

i. Economicalness

Online testing benefits large-scale recruitment by removing inappropriate individuals at an early stage (Barber, 2006) ^[8]. A corporation can promote their employer brand and cut down on advertising costs by using Internet technology. In

the UK, a typical internet job posting costs 250 GBP, whereas a quarter-page advertisement in a national daily costs 5,000 GBP (Barber, 2006) ^[8].

ii. Access to more people

The world's population can access the internet seven days a week, twenty-four hours a day (Barber, 2006) ^[8]. When you promote online, the floodgates are opened, resulting in applications coming in from all over. After reading about an opportunity, people can respond immediately by emailing their CV to the company, and shortlisting can be done fast by using online application forms or CV-matching software (Torrington *et al.*, 2008)

iii. Chances to develop a talent pool

It offers chances to develop a talent pool, hold on to star and speculative candidates for the future, and then get in touch with them once a suitable position is posted, and essentially generating applicants for free. Information can be automatically collected, stored by the organization as a sort of "talent pool," and searched later should another opening come up (Parry and Tyson, 2008) ^[19]. The organization's capacity to draw a sizable and more qualified talent pool to its doors depends on how it will create a positive impression in the minds of the applicants (Dutta, 2014).

iv. Speed

Online job postings are live in few minutes, and applicants can respond right away. Time to employ is shortened by the instantaneous posting of jobs online, the simplicity of completing online application forms, and the ability to attach resumes to emails (Barber, 2006) ^[8]. Through the use of back-office functionality, the human resources function can now post job advertisements simultaneously to multiple job boards, acknowledge applications and send them to line managers automatically, and carry out a number of initial screening tasks. This reduces the administrative burden on the function and makes the process less resource-intensive (Parry and Tyson, 2008) ^[19].

v. Reduction in number of unsuitable candidate

By utilising the option to incorporate a huge amount of information in various formats on their corporate recruitment web sites, successful organizations have reduced the number of unsuitable applications. Therefore, reading texts, watching videos, and listening to audio files are all ways that prospective employees can learn more about the business and the job role. This enables candidates to decide for themselves whether they are appropriate for any given post (Parry and Tyson, 2008) ^[19].

vi. Broad geographic reach

When compared to print advertising, online advertising opens up a considerably larger candidate pool. This increases the likelihood that you will locate the ideal applicant for the position. Using technology to streamline the process and reach a larger diversity of candidates through multiple recruitment sources, e-recruitment aids the company in reaching more candidates from more geographical regions

vii. Process automation

The pre-selection procedure can be modified to meet the requirements of various businesses. In this manner,

prospects that perfectly fit the bill can be sorted. By automating the application process, all applicants will have an equal opportunity to apply, regardless of how they found your company—directly through your website, through a recruiting consultant, or in response to a print advertisement.

viii. Interacting with applicants

Interaction with applicants is done via email and websites. Communication with applicants becomes easier and fast. (Thirupathi Chellapalli et al, 2018) ^[9].

ix. Saves Time

E-Recruiting is related with time efficiency, which is highlighted in the decrease in time used when compared to traditional recruitment techniques. The recruitment process takes less time, and less time is needed to examine the data collected, which will speed up the selection process.

x. Improved Applicant Quality

E-Recruitment allows the company the opportunity to draw in more qualified and competent candidates, lowers the expenses of drawing in unqualified candidates, and streamlines the applicant screening process using technology-recruitment improves and solidifies the organization's image, enabling it to attract more competent recruits.

xi. Sound Organizational Image

According to the assessments compiled above, a company's human resource management cannot function effectively if it is not adequately adopted electronically. (Dessler, 2008 cited by Dr. Cross Ogohi Daniel, 2019) ^[13].

xii. Simple application process

E-recruitment has made the application process simpler. Candidates can do focused job search and apply for multiple job openings suitable for him from any location through internet.

Conclusion

The recruitment process now has a new dimension thanks to the internet age. Web 2.0 internet innovation has altered the current hiring procedure (Dragusha *et al.*, 2019). "Electronic recruitment" is the name given to this occurrence. Since its introduction in the 1980s, e-Recruiting has significantly advanced the field of recruitment. Companies can benefit greatly from online recruitment thanks to its low cost, quickness, quickness, wider region, and better match.

The organizations are moving to modern electronic recruitment method. E-recruitment assists businesses in finding qualified employees, and it is associated with a number of HR operations. This paper highlights the growth of e-recruitment and identifies the benefits of e-recruitment.

The selecting process is enhanced via e-recruitment. While it won't entirely replace current hiring practises, e-recruitment will make them more effective. Both traditional and e-recruiting are essential components of human resource management.

We advise recruiters to make the most of the competitive advantages provided by information from electronic recruitment not only for recruitment but also for moving the recruitment strategy forward, which is one of the most significant challenges for businesses that wants to have a

sufficient contingent of candidates and work anticipated in the recruitment strategy.

The epidemic years have taught us that things will never be the same again. People will be reluctant to communicate with one another, and this could impair face-to-face interviews conducted as part of the traditional method of recruitment. As a result, electronic recruitment will become more prevalent in the future. The ultimate goal of this study is to create a sound scientific foundation that will allow for accurate predictions and counsel regarding the hiring procedure. We advise businesses to think about including more electronic hiring in their formal hiring procedure.

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