

E-Recruitments: An understanding of contemporary trends in HR

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ABSTRACT

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I. INTRODUCTION

The digital world has brought a new dimension to the world of recruiting. The World Wide Web, or Web 1.0, shortened the search time, costs and offered a transparent method of information for candidates. In the early 2000s, companies only had their career websites running as their main source of communication about their organization's news: current open vacancies, contact details and changes in the organisation. The design of Web 1.0 imposed a one-way communication style where web surfers could absorb information from the site. Those candidates that did find the vacancies on an organization's website and had interest sent an initial e-mail with their CV and a cover letter attached to the contact person listed on the website or still through Post. Two-way communication rarely occurred as it was an uncommon strategy in recruiting. The modern web innovation, like Web 2.0, has forever changed the talent procurement process. This phenomenon is known as "E-Recruitment".

II. WHAT IS E-RECRUITMENT?

When broken down, the term "E-Recruitment" is comprised of two parts. The "E" stands for "electronic" and "recruitment". Often, E-Recruitment is known as E- recruiting, social recruiting or Internet recruiting, however, this paper will refer to E-Recruitment for simplicity. To add to the previously introduced definition of recruitment, E-Recruitment can only be described as the process of any personnel advertising or attracting, selection and application processing via the Internet, for external candidates, or Intranet, for internal candidates.

2.9 Social media networks

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Often, social media is referred to as Web 2.0. As refreshing as these sounds, Web 2.0 is not a new technological phenomenon like social media; it is an innovation built on the concept of the internet. According to Andreas Kaplan and Michael Haenlein, “Web 2.0 is a term that was first used in 2004 to describe a new way in which software developers and end-users started to utilise the World Wide Web” as a platform to be under continuous modification of content and applications.

III. GROWTH OF E-RECRUITMENT

The use of E-Recruitment grows full tilt, though the benefits for E-Recruitment have not changed much over years;

- Cost savings
- Ease of use for candidates
- Larger candidate pool
- Ease of use for the organisation
- Increasing the speed to hire
- Success in finding candidates
- Keeping ahead of competitors

The recruiting process can be optimised up to 20% through social media and companies should consider this strategy, if they have not.

IV. E-RECRUITMENT AND THE ROLE OF HRM

The shift from traditional HRM to E-Recruitment practices gives rise to several effects on the role of HRM. E-Recruitment, apart from substantial reductions in cost and time and transition of administrative activities from the HR department to the employees themselves, can bring about an “increased emphasis on HR as a strategic business partner whose primary challenge is to recruit, develop and retain talented employees for the organizations”.

First, a major effect of the shift from traditional HRM to E-Recruitment is that it enables HR employees to focus on more strategic, value-added activities. Less administrative and paperwork allows the HR professionals to develop other, more strategic functions of their profession. On the other hand, this may also mean that with the use of E-Recruitment, fewer HR professionals are needed, because E-Recruitment eliminates the “HR middleman”. Therefore, the effect of E-Recruitment on the HR profession may be seen as both a threat and an opportunity.

Second, E-Recruitment, through self-service, entails increased involvement of employees and managers in HR practices. The employees and general managers become savvier about HR practices and HR devolvement becomes a reality. This distributed knowledge poses the challenge for HR professionals to consistently keep up with new developments in their field, in order to maintain their advisory-consulting role.

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Another point that needs to be stressed is that, as E-Recruitment is more than technology, it calls for competent HR professionals in order to fully benefit from E-Recruitment development and implementation. “Technology itself may be value neutral, but how it is used can greatly impact the role of HR”. This can be seen as a further opportunity for the HR profession, to take up the role of the developer of E-Recruitment functions. It demands, however, that the HR professional also become knowledgeable in basic IT issues, so that communication using IT is more productive.

E-RECRUITMENT tools have the potential to transform HR into a strategic partner, but this transition won't come without difficulties. In order to move to the third level of E-Recruitment, i.e. HR Transformation, it is necessary to identify the opportunities for improvement in five areas.

V. ADVANTAGES OF E-RECRUITMENT

5.1. Cost Effective – usually free to use! Not only is it cost effective because most platforms allow you to post your job openings for free but it also minimises labour cost. And if you invest a little bit of money in candidate screening software, you might be able to save even more money during hiring process.

5.2. Immediacy – most posts and replies appear in real time. It can help you either increase your efforts to attract more candidates, a different set of candidates (early instead of midcareer professionals, for example) and even stop candidates from applying if you've found the right person for the job. This further reduces the number of labour hours spent screening and informing job applicants about the status of their application.

5.3. More Effective – E- recruitment is easily accessible to individuals making it a more effective method of getting your posts noticed. E- job ads can be quickly shared on multiple platforms.

5.4. Reach a Bigger Audience – you can target a far wider audience without having to pay extra or alter your recruitment strategy. 46% of the entire world's population uses the internet, in developed countries up to 80% of people have an internet connection. If you are looking for younger recruits, then recruitment is probably the single most effective and efficient strategy possible, because almost 100% of the 18-29 age group are daily internet users.

5.5. Easy – almost everyone can use E- recruiting methods with very little training because it is clear, easy to understand and user-friendly. Many job posting websites work with the familiar functionality of social media platforms and email providers. They also help you categorise and set the region where you would like your job posting to be displayed.

5.6. Dynamic Content – posting jobs E- and via social media platforms gives you a chance to be more creative with your content and appealing to job seekers. Implementing technology can say a lot about your company and its culture and help attract a specific type of candidate. Businesses that use technology effectively prove that they aren't afraid to innovate and that they embrace new technology and solutions.

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5.7. Flexibility – the internet gives you much more flexibility with regards to controlling your posts and the applications you receive. If you post in a newspaper, however, and want to amend the job advert, it is tough, and in most cases, you would need to pay for an entirely new ad. With E- posts, most platforms will allow you to edit, update and remove your job post whenever you wish.

5.8. Longevity – newspapers or other forms of printed media have a very limited lifetime, dependent on their publishing cycle. Most classified publications have a bi-weekly publishing cycle, meaning that your ad will only be seen for that relatively small amount of time. E- job posts on the hand will stay live until the author or the website removes it.

5.9. Accessibility – no matter where you are if you have an internet enabled device and connection, and then you can do everything that I mentioned above. You can modify your job posting, see how many replies you have and even answer candidates.

VI. DISADVANTAGES OF E-RECRUITMENT

6.1. Hard to Target – often, with E- recruiting, it can be difficult to target a specific group of candidates, and your job post will be seen by many other people who will waste your time. Also trying to geographically define the application can be hard especially if it's shared on social media.

6.2. Expense – depending on the E- platform you use, you may have to pay a subscription fee or other costs to post your vacancy. Some sites might even require a membership fee or charge for extra services like application tracking or analytics to manage your advert.

6.3. Difficult to Measure Effectiveness – when implementing several E- recruitment strategies, it can be difficult to measure their effectiveness. If you choose a bare bone service, then it is doubtful that you will have any metrics to examine and modify your posting accordingly. Job posts can also become lost due to ineffective search engine optimization, denying it any kind of exposure.

6.4. Informal – with regards to social media recruitment, some companies find that it gives off the wrong image about them as it is an informal recruiting method. This can be a disadvantage especially if your company is trying to reinforce and promote a professional company culture to future employees or the public in general. It may also prompt an informal response from applicants via the company's social media channels, complicating the screening and hiring process.

6.5. Large response rate - by posting a job in an industry trade journal, you can almost guarantee that the applicants will be relevant and not time wasters. But, posting E- will increase the chances of getting hundreds of job applications, many of which will not be relevant.

6.6. Free Isn't Always Ideal – sure this might contradict both aforementioned “cost” points, but if you do choose to go with a free to use platform you might run into an entirely different problem; oversaturation or your post

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becoming buried under a mountain of other job offers. This will compound the already large response rate from social media channels (if you are using them in conjunction with your E-Recruitment campaign).

6.7. Impersonal – this is especially true if you are trying to attract top-tier talent. Creating an E-Recruitment ad can seem like a catch-all, and be off-putting to people that don't feel like they should compete with candidates that have less experience or knowledge. It can even prove damaging if your ad is offering an executive position in certain industries and professional circles.

6.8. Lost Labour Hours – if you are using an E- platform to promote your job posting and the system happens to be complicated or too technical you might need someone to manage the recruitment campaign or even worse you might need to pull someone off a project to oversee the hiring process.

6.9. Fraudulent Applicants – some applications might be fake to get information about the company or hiring officer. Spammers might use the information posted E- to promote a service or product to your company. The biggest risk though is posed by professional hackers that might use the job posts' information to gain access to the company's intranet or even to pose fraudulently as a member of staff. This can be a logistical nightmare or even worse damage your company's reputation and credibility.

6.10. Post Maintenance – another factor that may cost labour hours is maintaining the original job ad. Granted being able to modify the post dynamically is a huge benefit of E-Recruitment, the caveat is that someone will need to modify and oversee these adjustments. Although this will help to filter out applicants that might not be appropriate for the position; it's an investment of labour hours.

VII. CONCLUSION

E-Recruitment is a valuable tool to be used when looking for new hires, but the most effective strategy would be employing multiple avenues including traditional publishing, trade publications and even external recruiters to assist you in finding the best person for the position you seek to fill.