



IMPACT OF E-RECRUITMENT ON COST AND TIME TAKEN FOR EMPLOYEE ACQUISITION AT SERVICE INDUSTRIES IN KARNATAKA

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Abstract

E-recruitment has no doubt taken off in India but has met with various levels of success across economic sectors and across the regions of the country. For example, when one talks of e-recruitment or on-line recruitment in the country, one invariably associates it with the manufacturing sector or the knowledge-based or information technology sector of the country. It does not mean that e-recruitment is not relevant or least relevant to the other sectors. However, the degree of relevance varies across the economic sectors of the country, given the country's diverse economic sphere. Its relevance to the service sector is inferred at various levels for some valid reasons. It is in this backdrop, the growth of e-recruitment in the country's service sector must be analysed. Further, in the backdrop of the view that e-recruitment optimises the efforts of the organisation concerned to conserve its valuable resources like time, energy and money, it is necessary to ascertain if e-recruitment has indeed impacted the organisation concerned positively. Collateral benefits are said to accrue to the organisation too, like the ability of e-recruiters to provide a larger basket of talent to choose from, to organisations that seek human resources.

Keywords: *Impact of e-recruitment, Cost and Time, Employee Acquisition, Service Industries, Karnataka.*

1. Introduction

E-recruitment, short form for electronic recruitment, is also called "online recruitment". It refers to exploitation of technology in general and Web-based resources to perform the various tasks associated with recruitment. Finding, attracting, assessing, interviewing and hiring employees are important among the said tasks. Many large and small organizations use the Internet as a recruitment tool. They publicise job vacancies through the worldwide web. Job seekers apply for the job through an e-mail, using the Internet. Alternatively, job seekers place their CVs or resumes on the worldwide web, which the organisations can access as and when they need to recruit people.

In today's buoyant economy, recruitment sites are busier than ever. More job searches are being witnessed and more are seeking jobs. Owing to the rise in demand one might think that this empowers the employer. However, it is now more important than ever for businesses to get their branding and marketing strategies optimised to attract top level talent whilst maintaining an attractive brand image.

In e-recruitment, the organization promotes itself *online* as a desirable place to work in. It exploits corporate websites or other avenues for the purpose. This is a vital aspect of e-recruitment. E-recruitment seeks to render the associated processes more interactive, more effective and less expensive. Online recruitment helps the organisation access a larger pool of potential employees and renders the recruitment exercise smooth and seamless.

2. Statement of the Problem

The impact of e-recruitment is said to extend to the employees too – in terms of influencing their job search behaviour. Thus, this research paper titled, '**Impact of E-Recruitment on Cost and Time Taken for Employee Acquisition at Service Industries in Karnataka**', seeks to investigate these claims. The challenges that the e-recruitment industry must overcome in our country have also been captured. However, one wishes that the reviewed literature had focused on the role played by the e-recruitment industry in providing an enlarged basket of talent to organisations which are into talent-hunting, in addition to other aspects. The influence of e-recruitment on the search behaviour of prospective employees warrants a detailed study too. These gaps are sought to be addressed by the literatures.



3. Objectives of the Study

The objectives of the study are

1. To analyse the growth of e-recruitment in service industries.
2. To examine the impact of e-recruitment on cost and time taken for employee acquisition based on the constitution of the e-recruiters.

4. Research Hypotheses

1. E-recruitment has impacted the cost and time taken for employee acquisition positively based on the constitution of the e-recruiters.

5. Sources of Data

Data required for the research has been collected from both primary and secondary sources. Primary data has been collected from 50 e-recruiters.

Secondary data has been collected in hard version / digital form, from the relevant sources like the web sites and publications of the Ministry of Human Resource Development of the government of India, the financial press, industry bodies like Executive Recruiters Association (ERA), Indian Staffing Federation, Confederation of Indian Industry (CII), Federation of Indian Industry (FICCI) and The Associate Chambers of Commerce and Industry of India (ASSOCHAM).

6. Methodology

The study is descriptive in nature and uses the 'fact-finding' survey method. Interview schedules specially designed for the purpose were administered to the respondents for collection of primary data. Being a structured / directive interview, the interview was conducted with a detailed standardized schedule.

7. Limitations of the Study

Primary data has at times been deduced through constant topic-oriented discussions with the respondents. It is possible that a certain degree of subjectivity, albeit negligible, has found its way in. In addition, one has to admit that the respondents could err. Hence, the researcher would like to admit that the findings of the thesis, which draw equally heavily from the discussions the researcher held with the said respondents, may have been affected, albeit to a negligible extent. In the circumstances, it will not affect the accuracy of the findings of the study.

8. Analysis of Data and Findings

In the following, the primary data was collected from 50 e-recruiters, based on the impact of e-recruitment on the cost and the time taken for employee acquisitions is analysed. The respondents' agreement / otherwise with the statement is expressed at five levels, namely, Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree. These variates are assigned the values 1, 2, 3, 4 and 5 respectively. Their levels of agreement with the statements are reflected in the Table number 8.1.

8.1 Organizations can automate their recruitment process, save their time and cut their recruitment costs, with e-recruitment:

E-recruitment implies a cost for the employer although it saves a valuable resource, namely, the time taken for employee acquisition, for the employer. Hence the researcher sought to know from the respondents if they would agree with the statement.

From the table 8.1 it reveals that 43 respondents accounting for 86 percent agree with the statement that organizations can automate their recruitment process, save their time and cut their recruitment costs, with e-recruitment.



8.2 The asynchronous video interviews (AVIs) of e-recruiters reduce the cost and time involved in employee acquisition

The asynchronous video interviews (AVIs) of e-recruiters reduce the cost and time involved in employee acquisition, according to informed circles. Hence the researcher sought to know from the respondents if they would agree with the statement.

From the table 8.1 it reveals that 46 respondents accounting for 92 percent agree with the statement that the asynchronous video interviews (AVIs) of e-recruiters reduce the cost and time involved in employee acquisition.

8.3 With e-recruitment, organisations can access a database of resumes 24×7 leading them to hire just-in-time and save resources like money and time.

According to another school of thought, with e-recruitment, organisations can access a database of resumes 24×7, leading them to hire just-in-time and save resources like money and time. Hence the researcher sought to know from the respondents if they would agree with the statement.

From the table 8.1 it reveals that 43 respondents accounting for 86 percent agree with the statement that with e-recruitment, organizations can access a database of resumes 24×7, leading them to hire just-in-time and save resources like money and time.

8.4 Since jobs can be posted on line in real time, advertising costs will be lower than the cost of advertising through the print media:

Since jobs can be posted on line in real time, advertising costs will be lower than the cost of advertising through the print media, it is claimed in some quarters. Hence the researcher sought to know from the respondents if they would agree with the statement.

From the table 8.1 it reveals that 41 respondents accounting for 82 percent agree with the statement since jobs can be posted on line in real time, advertising costs will be lower than the cost of advertising through the print media.

8.5 Testing of hypothesis

Null Hypothesis H_{01} : There is no impact of e-recruitment on the cost and time taken for employee acquisition based on the constitution of the e-recruiters.

Alternate Hypothesis: There is an impact of e-recruitment on the cost and time taken for employee acquisition based on the constitution of the e-recruiters.

Table 8.1: Analysis of data at levels of agreement with the statements

Sl. No.	Statement	Strongly agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly disagree (5)
1.	Organizations can automate their recruitment process, save their time and cut their recruitment costs.	18	25	1	5	1
2.	The asynchronous video interviews (AVIs) of e-recruiters reduce the cost and time involved in employee acquisition	20	26	1	2	1
3.	Organisations can access a database of resumes 24×7 leading them to hire just-in-time and save resources like money and time.	13	30	5	1	1
4..	Since jobs can be posted on line in real time, advertising costs will be lower than the cost of advertising through the print media	14	27	5	2	2



Table 8.2: One-way ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
ERecruiter_O2_V1	Between Groups	38.023	3	12.674	60.370	.000
	Within Groups	9.657	46	.210		
	Total	47.680	49			
ERecruiter_O2_V2	Between Groups	27.935	3	9.312	59.613	.000
	Within Groups	7.185	46	.156		
	Total	35.120	49			
ERecruiter_O2_V5	Between Groups	60.870	3	20.290	219.609	.000
	Within Groups	4.250	46	.092		
	Total	65.120	49			
ERecruiter_O2_V9	Between Groups	50.557	3	16.852	141.902	.000
	Within Groups	5.463	46	.119		
	Total	56.020	49			

Since P value = 0.000, null hypothesis H_{01} is rejected.

Inference

There is an impact of e-recruitment on the cost and time taken for employee acquisition based on the constitution of the e-recruiters.

9. Conclusion

This research paper analyses the impact of e-recruitment on the cost and time taken by the respondent organisations for employee acquisition. It also identifies and examines the role of e-recruitment in providing a wider choice of talent to the respondent organisations. From the analysis it is revealed that there is an impact of e-recruitment on the cost and time taken for employee acquisition based on the constitution of the e-recruiters. Therefore, E-recruitment seeks to render the associated processes more interactive, more effective and less expensive. Online recruitment helps the organisation access a larger pool of potential employees and renders the recruitment exercise smooth and seamless. Organisations that provide services like health care, hospitality, information technology, education, banking, financial services and insurance have been by and large happy with the outcome of their e-recruitment efforts. Organisations believe that e-recruitment helps in efficient candidate-sourcing.

10. References

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