



DIGITAL RECRUITMENT PROCESS IN BPOs 'A STUDY'

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Abstract

Digital recruitment is performed using web based resources and involves tasks of finding, attracting, assessing, interviewing and hiring new personnel. The use of digital recruitment is increasing consistently and till 2016, 94% of the recruiters have used digital platforms for hiring candidates. The importance of digital recruitment is increasing day after day due to the fact that it tends to be less biased, less time consuming, more effective, efficient and less expensive. It also helps in reaching a larger pool of employees. Organisations post information about job vacancies on their official websites or online career outlets (like monsterindia.com, naukri.com, indeed.com etc.) or social media websites (like LinkedIn, Face book, Twitter etc.). Websites like monsterindia.com conducts surveys monthly to determine the online hiring activity in India. In this paper, social recruitment as a tool of digital recruitment is discussed and the Monster Employment Index is analyzed.

Key Words: *Digital Recruitment, Monster Employment Index, Online Hiring Activity, Social Recruitment.*

Introduction

Using electronic resources such as websites (company websites, online recruiting websites), software, social media websites etc. for hiring potential candidates is known as digital recruitment. The corporate websites promote their organization online as a desirable place to work and provide the job vacancies and descriptions on their websites for recruitment. E-recruitment software and systems are available as standalone applications, product suites and services. Social media platforms such as LinkedIn, Twitter and Facebook are taking over the recruitment workforce. Recruitment via social media websites is being conducted by many, L'Oreal being one among them. LinkedIn is the most popular social networking site used for recruitment purposes with 94% of recruiters maintaining profiles, in comparison to 66% on Face book and 54% on Twitter.

The use of digital recruitment is increasing consistently and till 2016, 94% of the recruiters have used digital platforms for hiring candidates. In the past years, Digital Recruitment has proven to be helpful in reducing the costs and improving the efficiency of the recruitment process. It has significantly reduced the HR's workload. The adaptation of E-Recruitment by Nike can be stated an example. Nike could save 54% in recruitment costs after implementing e-recruitment system in July 2002. Out of 556 posts filled during June 2003 to May 2004, 235 were internal Nike candidates, 144 were from Nike database, 60 were from internal referral bonus programmer, 35 were from headhunting organizations and remaining were from job adverts and recruitment consultancy, Adecco. The average time taken to fill the vacancies reduced from 62 days to 42 days and the cost per hire also reduced.

The importance of digital recruitment is increasing day after day due to the fact that it tends to be less biased, less time consuming, more effective, efficient and less expensive. It also provides the scope of reacting faster for both candidates as well as recruiters. The latest software developed, filter potential candidates out of a large number of candidates. It helps in managing such a large data. It is also possible to save this data for future talent requirements. Online recruitment outlets are also available on android platform, thus leading to mobile recruitment.

Social Recruitment

Millions of people spend at least 37 minutes in a day on different social platforms available. The major portion of the youth is on at least one social platform. Thus the information on candidates can be found from social media profiles, blogs and other internet sites. The information about the positions available can also be advertised on these platforms. The usage of social platforms either as talent databases or as advertising platform is called social recruitment. According to LinkedIn Global Recruiting Trends 2016, 43% of the companies reported that social professional networks were the top source of quality recruitment.

Social recruitment software is another form of digital recruitment or e-recruitment. Such software creates social media pages for the company where the candidates can search for jobs, refer friends, apply using their social profiles etc. It is often included in the wider talent management sector. According to Forbes.com, the market for corporate talent management software had grown to a size of \$5 billion till 2014. Many companies such as Pepsi, Gap, AIG, Oracle etc., have already started using social recruiting software.



It was found in a research that 75% of the potential hires are not searching actively. Recruiters are using social media for reaching them. But there are risks of social recruiting as there are chances that passive candidates be hired. The potential negative return on investment of a bad hire is 298%. Thus some care is required when using social media as a recruiting tool.

But there are accounts available which have shown the benefits of using social media platforms. As an example, L'Oreal reaped many benefits by using social media platforms like Facebook, LinkedIn, and Twitter etc. L'Oreal Talent Recruitment Face book page allowed fans and employees to share the posting via their networks. L'Oreal received 153 applicants with almost all of them being pre- qualified due to the specific targeting options (education, experience) that L'Oreal chose for the ads. The campaign had an immediate turnaround with applicants viewing the job and submitting resumes minutes after it went live.

L'Oreal received 17 qualified resumes within the first 12 hours of the campaign which differs greatly from the traditional methods as they have limited success. L'Oreal set up careers tab on the company page on LinkedIn and polished recruiters' profiles there. As a result, the Luxe, a sub-section of L'Oreal, could source approximately 90 top profiles in less than five months. A recruiter from Body Shop UK (a sub-section of L'Oreal) could save £20,000 with a single license. On a single hire, L'Oreal Australia could save around 20,000 Australian dollars in recruitment fees.

The social recruiting applications provide platform for finding jobs, applicant tracking service, networking and recruiting, etc. Some examples are Jobvite, Branch out, Recruiter flow, Lever, etc.

Analysis of Monster Employment Index

Monster Employment Index: Launched in 2010, the Monster Employment Index is a broad and comprehensive monthly analysis of online job posting activity in India conducted by Monster India. Based on a real-time review of millions of employer job opportunities culled from a large, representative selection of online career outlets, including Monster India, the Monster Employment Index presents a snapshot of employer online recruitment activity nationwide.

To determine whether there are any changes in the Monster Employment Index, year over year, for the period 2014-2017, the year over year growths were calculated as follows

	Year Over Year Growth (2014-2015)	Year Over Year Growth (2015-2016)	Year Over Year Growth (2016-2017)
January	6.34%	51.66%	10.92%
February	8.55%	44.85%	5.86%
March	17.88%	41.57%	3.57%
April	26.49%	27.75%	9.84%
May	26.49%	26.70%	6.61%
June	32.03%	17.33%	10.97%
July	32.47%	19.12%	12.76%
August	35.95%	17.31%	14.34%
September	54.86%	10.31%	14.63%
October	59.72%	8.26%	12.85%
November	52.78%	9.09%	23.75%
December	44.38%	11.26%	13.23%

Null Hypothesis - 1: Statistically there are no significant differences among the Year over Year Growths of Monster Employment Index over the period 2014-2017.



Data view in SPSS

	SNo	Month	YearoverYear	Type	YoYG
1	1	January	2014-2015	1	6.34%
2	2	February	2014-2015	1	8.55%
3	3	March	2014-2015	1	17.88%
4	4	April	2014-2015	1	26.49%
5	5	May	2014-2015	1	26.49%
6	6	June	2014-2015	1	32.03%
7	7	July	2014-2015	1	32.47%

Variable view in SPSS

	Name	Type	Width	Decimals	Label	Values
1	SNo	String	8	0		None
2	Month	String	9	0		None
3	YearoverYear	String	26	0		None
4	Type	Numeric	12	0		{1, 2014-2015...
5	YoYG		11	2		None

Since from 2014 to 2017 three year over year comparisons can be made for all the 12 months, we can use ANOVA to determine whether there is a significant difference between year over year growths or not.

One way ANOVA Result

The average year over year growth for twelve months for the period 2014-2015 is 33.16% (SD = 17.43%); the average year over year growth for twelve months for the period 2015-2016 is 23.77% (SD = 14.96%); the average year over year growth for twelve months for the period 2016-2017 is 11.61% (SD = 5.19%). Thus, there is a significant difference, $F(2, 33) = 7.576, p = .002 < .05$. To determine whether there are any changes in the Monster Employment Index, month over month, for the period 2015-2017, the month over month growths were calculated as follows.

	Month over month	Month over month	Month over month
Jan-Feb	9.27%	4.37%	-0.39%
Feb-Mar	7.88%	5.44%	3.16%
Mar-Apr	7.30%	-3.17%	2.68%
Apr-May	0.00%	-0.82%	-3.73%
May-Jun	5.76%	-2.07%	1.94%
Jun-Jul	0.99%	2.53%	4.18%
Jul-Aug	1.96%	0.41%	1.82%
Aug-Sep	7.21%	0.82%	1.08%
Sep-Oct	3.14%	1.22%	-0.35%
Oct-Nov	-4.35%	-3.61%	5.69%
Nov-Dec	5.00%	7.08%	-2.02%



Null Hypothesis - 2: Statistically there are no significant differences among the Month over Month Growths of Monster Employment Index over the period 2015-2017.

Data view in SPSS

	SNo	Monthovermonth	Year	Type	Monthovermonth growth
1	1	Jan-Feb	2015	1	9.27%
2	2	Feb-Mar	2015	1	7.88%
3	3	Mar-Apr	2015	1	7.30%
4	4	Apr-May	2015	1	0.00%
5	5	May-Jun	2015	1	5.76%
6	6	Jun-Jul	2015	1	0.99%

Variable view in SPSS

	Name	Type	Width	Decimals	Label	Values
1	SNo	String	12	0		None
2	Monthovermonth	String	12	0		None
3	Year	String	12	0		None
4	Type	Numeric	12	0	Year	{1, 2015}...
5	Monthovermo...		12	2		None

Since the Month over Month growth is measured for three years, ANOVA can be used to compare the 11 month over month comparisons for the three years 2015, 2016 & 2017.

One way ANOVA Result

The average month over month growth for twelve months for the year 2015 is 4.01% (SD = 4.10%); the average month over month growth for twelve months for the year 2016 is 1.11% (SD = 3.49%); the average month over month growth for twelve months for the year 2017 is 1.28% (SD = 2.75%). Thus, there is a no significant difference, $F(2,30) = 2.402, p = .108 > .05$. To determine whether there are any changes in the Monster Employment Index, month over month on an average, Industry-wise, for the period 2015-2017, the average month over month growths were calculated as follows



Industry	Average month over month growth-2015(excluding January)	Average month over month growth -2016	Average month over month growth- 2017
IT – Hardware, Software	4.76%	2.18%	2.19%
BPO/ITES	2.88%	2.29%	-1.66%
Engineering, Cement, Construction, Iron/Steel	1.55%	1.69%	2.01%
Banking/Financial Services/Insurance	2.10%	3.62%	2.51%
Education	2.52%	2.96%	2.18%
Production and Manufacturing	2.77%	-0.41%	2.07%
Automotive/Ancillaries/Tyres	1.19%	1.11%	2.42%
Telecom/ISP	1.64%	2.64%	3.71%
Oil/Gas/Petroleum,Power	2.66%	1.20%	0.61%
Healthcare, Bio Technology & Life Sciences, Pharmaceuticals	3.07%	2.01%	0.73%
Advertising, Market Research, Public Relations	2.03%	1.36%	0.08%
Travel & Tourism	1.42%	0.86%	0.53%
Home Appliances	2.64%	2.17%	5.07%
Media & Entertainment	4.27%	3.27%	3.75%
Chemicals/Plastic/Rubber, Paints, Fertilizer/Pesticides	1.28%	1.93%	1.80%
Consumer Goods/FMCG, Food & Packaged Food	3.42%	1.36%	2.92%
Garments/Textiles/Leather, Gems & Jeweler	1.84%	0.98%	-0.14%
Real Estate	1.26%	-0.17%	1.39%
Retail	5.02%	1.69%	-0.10%
Logistic, Courier/Freight/Transportation	3.60%	0.78%	2.55%
Import/Export	1.43%	-0.03%	0.43%
Government/PSU/Defence	-0.26%	2.51%	-3.29%
Shipping/Marine	-0.45%	0.82%	0.33%
Printing/Packaging	3.23%	0.83%	-1.24%
NGO/Social Services	3.22%	1.67%	1.16%
Agro based industries	1.32%	2.11%	-1.69%
Office Equipment/Automation	2.64%	1.05%	-0.88%



Null Hypothesis - 3: There are no statistically significant differences among the Average Month over Month growths of Monster Employment Index, Industry-wise, over the period 2015-2017.

Data view in SPSS

	SNo	Industry	Year	Type	AverageMonthover MonthGrowth
1	1	IT - Hardware, Software	2015	1	4.76%
2	2	BPO/ITES	2015	1	2.88%
3	3	Engineering, Cement,...	2015	1	1.55%
4	4	Banking/Financial Ser...	2015	1	2.10%
5	5	Education	2015	1	2.52%
6	6	Production and Manuf...	2015	1	2.77%
7	7	Automotive/Ancillaries...	2015	1	1.19%

Variable view in SPSS

	Name	Type	Width	Decimals	Label	Values
1	SNo	String	8	0		None
2	Industry	String	63	0		None
3	Year	String	8	0		None
4	Type	Numeric	12	0		{1, 2015(ex...
5	AverageMo...		11	2		None

Since 27 Industries' MEI's Average Month over Month growths are to be compared for the years 2015, 2016 & 2017, ANOVA can be used to perform the comparison.

One way ANOVA Result

The average of average month over month growths for 27 Industries, for the year 2015 (excluding January) is 2.33% (SD = 1.31%), for the year 2016 is 1.57% (SD = 0.99%) & for the year 2017 is 1.09% (SD = 1.89%). Thus, there is a significant difference, $F(2,78) = 5.063$, $p = .009 < .05$. Using Tukey Post Hoc Test it was found that average month over month growths differed significantly for 2015 (excluding January) & 2017 (since Sig. value = $0.006 < 0.05$) where as it did not differ significantly for the other two combinations (i.e., Sig. value 2015 (excluding January) & 2016 = $0.137 > 0.05$ & Sig. value 2016 & 2017 = $0.442 > 0.05$). To determine whether there are any changes in the Monster Employment Index, month over month on an average, Occupation-wise, for the period 2015- 2017, the average month over month growths were calculated as follows.



Occupation	Average month over month growth 2015(excluding January)	Average month over month growth -2016	Average month over month growth-2017
Software, Hardware, Telecom	4.12%	2.44%	0.93%
Customer Service	2.35%	3.87%	0.73%
Engineering/Production	4.35%	1.71%	1.57%
Finance & Accounts	4.00%	0.18%	2.20%
Sales & Business Development	4.98%	1.64%	2.41%
Senior Management	4.56%	0.64%	2.72%
HR & Admin	2.22%	0.23%	1.77%
Marketing & Communications	4.67%	0.61%	1.44%
Health Care	4.24%	2.18%	1.86%
Purchase/Logistics/Supply Chain	2.91%	0.29%	1.63%
Hospitality & Travel	1.40%	0.32%	1.72%
Legal	3.75%	-1.19%	1.45%
Arts/Creative	2.32%	-0.16%	1.75%

Since 13 Occupations' MEI's Average Month over Month growths are to be compared for the years 2015, 2016 & 2017, ANOVA can be used to perform the comparison.

One way ANOVA Result

The average of average month over month growths for 13 Occupations, for the year 2015 (excluding January) is 3.53% (SD = 1.15%), for the year 2016 is 0.98% (SD = 1.33%) & for the year 2017 is 1.71% (SD = 0.54%). Thus, there is a significant difference, $F(2,36) = 19.885$, $p = .000 < .05$. Using Tukey Post Hoc Test it was found that average month over month growths differed significantly for 2015 (excluding January) & 2016 (since Sig. value = $0.000 < 0.05$) and for 2015 (excluding January) & 2017 (since Sig. value = $0.000 < 0.05$) where as it did not differ significantly for the other combination (i.e., Sig. value $_{2016 \& 2017} = 0.204 > 0.05$).

To determine whether there are any changes in the Monster Employment Index, month over month on an average, Local Market-wise, for the period 2015-2017, the average month over month growths were calculated as follows

Local market	Average month over month growth-2015(excluding	Average month over month growth-	Average month over month growth-2017
Mumbai	4.28%	1.25%	1.60%
Bangalore	4.29%	0.86%	0.93%
Delhi-NCR	1.85%	1.26%	0.35%
Hyderabad	3.35%	1.01%	1.02%
Chennai	3.21%	0.40%	1.00%
Pune	2.78%	1.36%	1.24%
Kolkata	2.42%	1.64%	4.01%
Ahmedabad	3.78%	1.71%	2.62%
Chandigarh	4.03%	0.30%	2.52%
Kochi	3.53%	0.77%	1.56%
Baroda	3.83%	-0.03%	2.81%
Coimbatore	3.29%	2.01%	2.72%
Jaipur	3.54%	0.67%	2.54%



Null Hypothesis - 4: There are no statistically significant differences among the Average Month over Month growths of Monster Employment Index, Occupation-wise, over the period 2015-2017.

Data view in SPSS

	SNo	Occupation	Year	Type	AverageMonthover MonthGrowth
1	1	Software, Hardware, Telecom	2015	1	4.12%
2	2	Customer Service	2015	1	2.35%
3	3	Engineering/Production	2015	1	4.35%
4	4	Finance & Accounts	2015	1	4.00%
5	5	Sales & Business Development	2015	1	4.90%
6	6	Senior Management	2015	1	4.56%
7	7	HR & Admin	2015	1	2.22%

Variable view in SPSS

	Name	Type	Width	Decimals	Label	Values
1	SNo	String	8	0		None
2	Occupation	String	32	0		None
3	Year	String	8	0		None
4	Type	Numeric	12	0	{1, 2015(ex...	
5	AverageMon...		11	2		None

Null Hypothesis - 5: There are no statistically significant differences among the Average Month over Month growths of Monster Employment Index, Local Market-wise, over the period 2015-2017.

Data view in SPSS

	SNo	LocalMarket	Year	Type	AverageMonthover Monthgrowth
1	1	Mumbai	2015	1	4.28%
2	2	Bangalore	2015	1	4.29%
3	3	Delhi-NCR	2015	1	1.85%
4	4	Hyderabad	2015	1	1.75%
5	5	Chennai	2015	1	3.21%
6	6	Pune	2015	1	2.78%
7	7	Kolkata	2015	1	2.42%

Variable view in SPSS

	Name	Type	Width	Decimals	Label	Values
1	SNo	String	8	0		None
2	LocalMarket	String	10	0		None
3	Year	String	8	0		None
4	Type	Numeric	12	0	{1, 2015(ex...	
5	AverageMon...		11	2		None



Since 13 Cities' MEI's Average Month over Month growths are to be compared for the years 2015, 2016 & 2017, ANOVA can be used to perform the comparison.

One way ANOVA Result

The average of average month over month growths for 13 Cities, for the year 2015 (excluding January) is 3.40% (SD = 0.71%), for the year 2016 is 1.02% (SD = 0.60%) & for the year 2017 is 1.92% (SD = 1.03%). Thus, there is a significant difference, $F(2,36) = 29.138$, $p = .000 < .05$. Using Tukey Post Hoc Test it was found that average month over month growths differed significantly for all the combinations i.e., 2015 (excluding January) & 2016 (since Sig. value = $0.000 < 0.05$), 2015 (excluding January) & 2017 (since Sig. value = $0.000 < 0.05$) and 2016 & 2017 (since Sig. value = $0.019 < 0.05$).

Conclusion

Digital recruitment is increasing rapidly due to the technological advances which has not only annihilated global barriers but also decreased the time required for the recruitment process. Social recruiting is emerging as a less expensive approach of digital recruitment. The Monster Employment Index is possibly affected by the changes in the economy because significant changes are found in the average month over month growths for the period 2015-2017, Industry-wise, Occupation-wise, Local Market-wise. Significant changes were also found in the year over year growths for the period 2014-2017, for these Indexes.

References

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