EFFECTIVENESS OF JOB PORTALS IN RECRUITMENT: AN EMPIRICAL STUDY FROM AN HR PERSPECTIVE

Dr. R. Baskar*   N. Subhashini**
*Associate Professor, Department of Social Work, Bharathiar University, Coimbatore.
**Postgraduate Student, Department of Social Work, Bharathiar University, Coimbatore.

Abstract
The digitalization of human resource management has fundamentally transformed recruitment and selection practices across organizations. Job portals and electronic recruitment platforms have become integral to talent acquisition strategies, enabling organizations to attract, screen, and select candidates with greater efficiency and reach. However, the effectiveness of job portals from the perspective of human resource professionals remains an important empirical concern. The present study examines the effectiveness of job portals in recruitment from an HR perspective. A descriptive research design was adopted, and primary data were collected from 120 HR professionals using a structured questionnaire. Descriptive statistical analysis and chi-square tests were employed to analyze perceptions related to recruitment efficiency, applicant quality, organizational image, operational challenges, and future relevance of e-recruitment. The findings indicate that job portals significantly reduce recruitment time, expand geographical reach, and improve access to qualified candidates, while challenges related to resume authenticity, assessment of soft skills, and high subscription costs persist. The study concludes that job portals are indispensable to contemporary recruitment systems, provided they are strategically integrated with human judgment, ethical considerations, and organizational recruitment policies.

Keywords: Job Portals, E-Recruitment, Recruitment Effectiveness, Human Resource Management, Digital HRM.

1. Introduction

Recruitment is a strategic human resource function that directly influences organizational performance, workforce quality, and long-term sustainability. Traditionally, recruitment processes relied on manual methods such as newspaper advertisements, employment exchanges, walk-in interviews, and personal referrals. While these methods were effective in earlier organizational contexts, they were limited by geographical constraints, high administrative costs, and lengthy recruitment cycles (Barber, 1998; Breaugh, 2013).

The rapid advancement of information and communication technologies has significantly altered recruitment practices, leading to the emergence of electronic recruitment or e-recruitment. E-recruitment refers to the use of internet-based technologies, particularly job portals and social networking platforms, to attract, assess, and hire potential employees (Parry & Tyson, 2008). Job portals such as LinkedIn, Naukri, Indeed, and Monster have become dominant recruitment channels by providing access to large applicant pools, automated screening tools, and applicant tracking systems.

From an HR perspective, job portals offer both operational and strategic advantages. Operationally, they reduce recruitment cycle time, administrative workload, and hiring costs. Strategically, they support employer branding, workforce planning, and data-driven recruitment decisions (Dessler, 2020; Stone et al., 2015). However, the increasing reliance on job portals has also raised concerns regarding

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resume duplication, inflated credentials, algorithmic bias, data privacy, and reduced human interaction in recruitment processes (Upadhyay & Khandelwal, 2018; Kaur & Syal, 2022).

In the Indian context, rapid digital adoption, expansion of the service sector, and increasing workforce mobility has intensified the use of job portals. Understanding the effectiveness of job portals from the HR perspective is therefore essential for designing efficient, ethical, and sustainable recruitment systems.

2. Review of Literature

Barber (1998) conceptualized recruitment as a process that shapes organizational attractiveness and applicant behavior. Cappelli (2001) argued that online recruitment significantly reduces time-to-hire and recruitment costs while increasing access to skilled talent. Breaugh (2013) emphasized that recruitment sources influence applicant quality and post-hire outcomes.

Parry and Tyson (2008) found that organizations adopting e-recruitment experienced improved administrative efficiency and applicant quality, though they stressed the importance of HR competence in managing digital systems. Holm (2012) highlighted that job portals expand geographical reach and applicant diversity but may generate information overload if not effectively managed.

Stone et al. (2015) observed that HR technologies transform recruitment from a transactional function into a strategic one by enabling data-driven decision-making. Girard and Fallery (2013) emphasized that e-recruitment enhances employer branding and organizational visibility. However, recent studies have raised ethical concerns related to algorithmic bias, data privacy, and exclusionary practices in digital recruitment (Bogen & Rieke, 2018; Kaur & Syal, 2022).

Indian studies corroborate these findings. Girish and Kumar (2019) reported that a majority of HR professionals prefer job portals due to speed and reach. Ramesh and Reddy (2021) observed that job portals are particularly effective for middle- and senior-level recruitment but less effective in assessing cultural fit and interpersonal skills. Collectively, the literature suggests that while job portals enhance recruitment efficiency, their effectiveness depends on strategic integration with human judgment and organizational values.

3. Aim And Objectives

Aim: To examine the effectiveness of job portals in recruitment from the HR perspective.

Objectives
1. To assess HR professionals' perceptions of job-portal effectiveness
2. To examine the impact of job portals on recruitment efficiency and applicant quality
3. To identify challenges associated with e-recruitment
4. To analyze the influence of job portals on organizational image and employer branding
5. To examine the future relevance of job portals in recruitment practices

4. Research Methodology

A descriptive research design was adopted for the study. The sample consisted of **120 HR professionals** involved in recruitment and talent acquisition across various organizations. Primary data were collected using a structured questionnaire covering demographic characteristics, recruitment

methods, perceived effectiveness of job portals, operational challenges, and future relevance of e-recruitment.

Convenience sampling was adopted due to accessibility of respondents. The data were analyzed using descriptive statistics (frequency and percentage analysis) and chi-square tests to examine associations between key variables.

5. Results

The analysis of data collected from 120 HR professionals reveals clear and consistent patterns regarding the effectiveness of job portals in recruitment. The demographic profile indicates that **54.2% (n = 65)** of respondents belonged to the 26–35 years age group, followed by **28.3% (n = 34)** in the 36–45 years category. Female respondents constituted **56.7% (n = 68)** of the sample, while **43.3% (n = 52)** were male. With regard to education, **68.3% (n = 82)** of the respondents possessed postgraduate qualifications, indicating a professionally trained HR workforce.

With respect to recruitment methods, a substantial majority of respondents (**82.5%, n = 99**) reported job portals as their primary recruitment channel. Employee referrals were used by **63.3% (n = 76)**, while social media recruitment was adopted by **48.3% (n = 58)**. Traditional methods such as newspaper advertisements were preferred by only **21.7% (n = 26)** of respondents, reflecting a strong shift toward digital recruitment.

In terms of recruitment efficiency, **78.3% (n = 94)** of respondents agreed that job portals significantly reduce recruitment time, **74.2% (n = 89)** reported reduced administrative workload, and **71.7% (n = 86)** indicated faster shortlisting of candidates through automated screening mechanisms. These findings demonstrate the operational efficiency of job portals.

Regarding geographical reach, **81.7% (n = 98)** of respondents agreed that job portals enable access to candidates from multiple geographical locations, while **66.7% (n = 80)** reported improved diversity in applicant pools.

In relation to applicant quality, **72.5% (n = 87)** of respondents agreed that job portals provide better quality applicants, and **69.2% (n = 83)** agreed that keyword-based filtering effectively eliminates unqualified candidates. However, **58.3% (n = 70)** reported concerns regarding resume authenticity.
Job portals were also perceived to enhance organizational image, with **76.7% (n = 92)** agreeing that e-recruitment improves employer branding and **79.2% (n = 95)** reporting that it projects a professional organizational image.

Despite these benefits, respondents identified challenges such as duplicate resumes (**61.7%, n = 74**), difficulty in assessing soft skills (**73.3%, n = 88**), and high subscription costs (**55.8%, n = 67**).

Inferential analysis using the chi-square test revealed a statistically significant association between frequency of job-portal usage and perceived quality of applicants (x^2 = 12.64, df = 4, $p < 0.05$), indicating that effective use of job portals is associated with improved recruitment outcomes.

6. Discussion

The findings of the present study provide strong empirical support for the growing body of literature emphasizing the effectiveness of job portals in modern recruitment systems. The high level of

agreement regarding time savings and administrative efficiency corroborates earlier studies that highlight e-recruitment as a cost-effective and efficient alternative to traditional recruitment methods (Cappelli, 2001; Parry & Tyson, 2008).

The statistically significant association between job-portal usage and perceived applicant quality supports the argument that digital recruitment platforms enhance recruitment outcomes when used strategically (Breaugh, 2013; Holm, 2012). The expanded geographical reach reported by respondents aligns with globalization-oriented HR literature emphasizing talent mobility and diversity (Tarique & Schuler, 2010).

However, the challenges identified in the study are consistent with emerging ethical and practical concerns in digital recruitment. Concerns related to resume authenticity and assessment of soft skills reflect limitations of automated screening systems and highlight the continued importance of human judgment in recruitment decisions (Bogen & Rieke, 2018; Kaur & Syal, 2022). These findings reinforce the need for hybrid recruitment models that integrate technological efficiency with interpersonal assessment.

Overall, the study underscores that while job portals enhance recruitment efficiency and reach, their effectiveness depends on HR competence, ethical safeguards, and alignment with organizational culture.

7. Suggestions
Based on the findings, the following suggestions are proposed:
1. Organizations should adopt hybrid recruitment models that combine job portals with structured interviews and behavioral assessments.
2. HR professionals should be trained in data-driven recruitment analytics to optimize the use of job portals.
3. Verification mechanisms should be introduced to reduce resume fraud and duplication.
4. Organizations should periodically evaluate the cost-effectiveness of job-portal subscriptions.
5. Ethical guidelines should be developed to address data privacy and algorithmic bias in e-recruitment.

8. Conclusion
The present study empirically demonstrates that job portals are highly effective recruitment tools from the HR perspective. The findings confirm that job portals significantly reduce recruitment time, expand geographical reach, improve access to qualified candidates, and enhance organizational image. However, challenges related to authenticity, soft-skill assessment, and ethical concerns necessitate strategic and responsible use of e-recruitment platforms. Organizations that integrate technological efficiency with human judgment and ethical HR practices are more likely to achieve sustainable recruitment success in the digital era.

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