



AN ANALYTICAL STUDY ON E-RECRUITMENT SYSTEM AS A HR STRATEGY FOR TALENT ACQUISITION WITH SPECIAL REFERENCE TO CONSULTANCY FIRMS IN CENTRAL CHENNAI CITY

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Abstract

Consulting firm is one of the fastest-growing industries in India, which contributes to the rapid growth of the sectors such as telecommunications, e-commerce, software designs, hardware systems design & implementation, intranet & the internet, and website development & operation. TCS, Wipro, Infosys, are a few major IT industries in India competing with the major contenders in the global IT sector. The consulting firm in India is growing at a compounded annual growth rate of 30 percent and as per the reports of The Associated Chambers of Commerce and Industry of India, it is expected to emerge into Rs. 27,000 crores industry by 2020. Presently, there are about 6000 consultancy firms in metropolitan cities including Delhi (25.7%) followed by, Mumbai (25.5%), Chennai (12.1%) and Kolkata (9.1%). Moreover, service sector contributes more than 50 percent to the nation's GDP. Besides, there are around 2000 R&D institutions and laboratories supporting several domestic consultancy organizations directly or indirectly at a reasonable cost. The fast growth is largely attributed to improved investment activities, low-cost structure, entry of many global players in the Indian market, relaxation in FDI restrictions, and strong capabilities in areas like IT, management, civil engineering, telecommunication, Petrochemicals, power, and metallurgy. Consultancy provides their advice to their clients in various different forms such as reports and presentations. Professional consultants offer specific knowledge or skills for addressing specific goals, tackling problems, or managing projects. The objective of research paper is to analyze the study on effectiveness of e-recruitment system to acquire talent employees with special reference to consultancy firms in Central Chennai city.

Keywords: E-Recruitment, Recruitment Channel, Job Search Process Cycle, Applicant Quality, E-Recruitment Mode, Social Networking Sites.

Introduction

The E-Recruitment, also called as Online Recruitment, is the process of hiring the potential candidates for the vacant job positions, using the electronic resources, particularly the internet. E-recruitment is the use of technology and electronic resources for the process of attracting, selecting and managing the recruitment in a company. E-recruitment is also known as online recruitment as internet communication is vital to this process. Online recruitment is the process of matching people to appropriate jobs, using the Internet. The most common form of online recruitment is the advertisement of job openings on job sites and corporate sites. This may generate a lot of responses, but simply attracting large numbers of potential candidates is only part. E-Recruitment, as it is the latest trends in recruitment is the. Also known as online recruitment, it is the use of technology or the web based tools to assist the recruitment process. E-recruitment, also known as online recruitment, is the practice of using technology and in particular Web-based resources for tasks involved with finding, attracting, assessing, interviewing and hiring new personnel. Online recruitment is the process of matching people to appropriate jobs, using the Internet. The most common form of online recruitment is the advertisement of job openings on job sites and corporate sites. This may generate a lot of responses, but simply attracting large numbers of potential candidates is only part. E-Recruitment (hiring) is a core function of human resource management. It is the first step of appointment. Recruitment refers to the overall process of attracting, short listing, selecting and appointing suitable candidates for jobs (either permanent or temporary) within an organization. Refer to processes involved in choosing individuals for unpaid positions, such as voluntary roles or unpaid trainee roles. E-Recruitment Now a day the traditional method of recruitment has been revolutionized by the influence of the Internet.



Literature Review

Dave Bartram (2017) presents a snapshot of Internet development as a recruitment and selection medium. He examines the role of the Internet within a traditional recruitment cycle. At the so called “attraction stage,” he writes, the Internet helps to draw people into a large pool by providing a virtual stage for a job posting. Actual recruitment is a second stage, in which employers sift applicants’ characteristics and credentials to reduce the number of applicants to a practical size for the more formal and more resource-intensive select-in assessments (interviews, psychometric tests, assessment centre exercises, etc.). This paper suggests that, at the second stage, the Internet is frequently used to filter the number of applicants down by selecting out those who fail to meet key criteria. Most Internet sifting is carried out using educational, demographic, and job experience criteria. Some Internet based software compares the competencies and capabilities of the applicant to the requirements of the job vacancy and produces a shortlist of applicants.

The survey conducted by Taleo, (2016) for the use of companies’ website for recruitment show that in 2008 was 29% which rise to 94% in 2010. Besides using corporate web sites there is also on-line job boards. Job seekers post their resume in online job board to match their qualification with available post. The famous job boards encompasses of monster.com, hire.com, headhunter.net, Hot Jobs and career builder (Carl et al, 2011 and Noe et al, 2010).

Hays (2015) write that use of the Internet expedites and reduces the cost of the recruiting process. Hays maintain that Internet recruiting significantly reduces paperwork, but that the efficiency impact of the innovation is far from certain. Advocating for a wider use of the Internet, the paper suggests that a well-functioning HR department should use a mix of online and traditional hiring strategies with a significant human touch.

Dysart (2015) discusses the use of Internet search engines, online application forms, email auto responders, and mailing lists by HR departments. This study argues that these innovations allow HR departments to link corporate datasets to external websites, enabling applicants to interact with the company more efficiently. In line with abovementioned articles, Dysart cautions that integration of the Internet should be well planned.

Need For the Study

The study helps to understand e-recruitment strategy for acquiring talented employees in holistic manner with empirical support. Understanding the nature of employee retention with reference to the end of this researchers experience is possible at the research study. The recruitment process would be useful to understand the different modes of E-recruitment processes and selecting the potential of employees for achieving the organization’s goals and objectives .The skills expected in I T, banking and automobile industries would be helpful to identify the core competencies by job seekers. The perception on E-recruitment sources issues in recruitment processes in IT, banking and automobile industries would be useful to have complete understanding of the existing benefits from E-recruitment and also for formulation of human resource policies and E-recruitment strategies to overcome the bottlenecks in the recruitment and selection process.

Statement of the Problem

To understand the real situation and its impact , it enables a researcher to make Meaningful contributions to society .In this , recruitment methods are to be judged with special emphasis on E-recruitment . Since traditional methods of recruitment have been in practices for decades, it is necessary to know the role and impact of E-recruitment have been in practice for decades, it is necessary to know the role and impact of E-recruitment on human resource supply chain management .Traditional recruitment had many limitations where findings a right candidate was confined to a limited area, of e-recruitment on human resource supply chain management. Job openings .Owing to its limitations, other methods have also been explored and found out time to time but traditional method was always a part of human resource management .The study undertaken looks at the issue from emerging markets perspective by focusing exclusively on Indian hospitality and health care services .The major objective of this research is to empirically examine the impact of e-recruitment The e-recruitment was such an effort which changed the ways of selection in any organizations. However, it is not enough to be satisfied that it has changed the ways of selection .The following questions may rise:



1. Is e-recruitment playing an important role among other methods in service industry?
2. What are the e-recruitment practices implemented by service organizations to attain qualified employee?
3. How effective are the recruitment practices in selecting qualified talents in service organizations?

Objective of the Study

1. A study on effectiveness on Electronic Recruitment system with special reference to Consultancy firms in Central Chennai city.
2. To measure the effectiveness on E- recruitment practices in selecting qualified talents through consultancy firms in Central Chennai city.
3. To analyze the impact of E-recruitment on employees job search process behavior.
4. To study the conversion ratio of E- recruitment system utilized by the employees through Consultancy firms in Central Chennai city.

Scope of the Study

The present research is confined to the study of online recruitment system for acquiring talents Employees in consultancy firms in Central Chennai city. The study help's to make decision in selecting the right candidates for the right job. The study helps the organization to study the area of problem and suggest ways to improve the e-recruitment methods and process in consultancy industry.

Research Methodology

Research Design

A research design is purely and simply the framework or plan for a study that guides the collection and analysis of data. Descriptive research design includes surveys and fact findings, enquires of different kinds. The major purpose of Descriptive research is description of state of affairs, as it exists at present in consultancy firms for E-recruitment system.

Sampling Methodology

Population

The study of various characteristics relating to items \ individual belong to a particular group is called as population. The population of the study consists of the different Employees recruited for various companies through online recruitment process by Consultancy firms in Central Chennai city. The sample size of the actual study consisted of 111 talented employees' recruited Consultancy firms in Central Chennai city.

Sampling Method/ Technique

The sampling technique used was probability sampling method is adopted in this study. It refers to the technique where the probability of each cases being selected from the total population is known. The sampling technique used was Simple Random Sampling is a sampling technique wherein every item of the population has an equal and likely chance of being selected in the sample.

Data Collection Method

The present study has employed both the primary and secondary data. Data was collected only through primary source. Primary data was collected through questionnaires. For this purpose support from consultancy firms were received.. To analyze the trends of E-recruitment services, secondary data has been collected from the websites, journal and reports.

Data Analysis Reliability Test

| Case Processing Summary | | | |
|---|-----------------------|----|-------|
| | | N | % |
| Cases | Valid | 20 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 20 | 100.0 |
| a. Listwise deletion based on all variables in the procedure. | | | |



| Reliability Statistics | |
|------------------------|------------|
| Cronbach's Alpha | N of Items |
| .905 | 17 |

Inference

The Cronbach's alpha coefficient for 17 items is 0.905 suggesting that the items have high level of internal consistency.

Chi Square Test

Null hypothesis (H₀): There is no association between the Rating of E-Recruitment system and cadre of the employees.

Alternate hypothesis (H₁): There is association between the Rating of E-Recruitment system and cadre of the employees.

| Nature of candidate * Rate the E-Recruitment system at Qess Corporation Limited Cross tabulation | | | | |
|--|----------------|---|-----------|-------|
| Count | | | | |
| | | Rate the E-Recruitment system at Qess Corporation Limited | | Total |
| | | Excellent | very good | |
| Nature of cadre | managerial | 79 | 0 | 79 |
| | Non Managerial | 10 | 22 | 32 |
| Total | | 89 | 22 | 111 |

| | Value | df | Asymp. Sig. (2-sided) |
|------------------------------------|---------------------|----|-----------------------|
| Pearson Chi-Square | 67.738 ^a | 1 | .000 |
| Continuity Correction ^b | 63.481 | 1 | .000 |
| Likelihood Ratio | 70.783 | 1 | .000 |
| Fisher's Exact Test | | | |
| Linear-by-Linear Association | 67.128 | 1 | .000 |
| N of Valid Cases | 111 | | |

Inference

The Pearson chi square significant value is 0.000 which is less than 0.05. Hence Reject Null hypothesis. There is association between the Rating of E-Recruitment system and cadre of the employees.

Chi Square Test

Null hypothesis (H₀): There is no association between the satisfaction level towards job search process time through internet and department of the employees.

Alternate hypothesis (H₁): There is association between the satisfaction level towards job search process time through internet and department of the employees.



| Department * Job search process cycle time through internet is Cross tabulation | | | | |
|---|----------------------|---|-----------|-------|
| Count | | | | |
| | | Job search process cycle time through internet is | | Total |
| | | Highly satisfied | satisfied | |
| Department | H.R department | 69 | 0 | 69 |
| | Marketing department | 20 | 12 | 32 |
| | Finance department | 0 | 10 | 10 |
| Total | | 89 | 22 | 111 |

| Chi-Square Tests | | | |
|------------------------------|---------------------|----|-----------------------|
| | Value | df | Asymp. Sig. (2-sided) |
| Pearson Chi-Square | 63.805 ^a | 2 | .000 |
| Likelihood Ratio | 68.193 | 2 | .000 |
| Linear-by-Linear Association | 61.603 | 1 | .000 |
| N of Valid Cases | 111 | | |

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 1.98.

Inference

The Pearson chi square significant value is 0.000 which is less than 0.05. Hence Reject Null hypothesis. There is association between the satisfaction level towards job search process time through internet and department of the employees.

Kruskal-Wallis Test

Null hypothesis (H₀): There is no significant difference between E-recruitment reduces the Recruitment and selection cost and gender of the employees.

Alternate hypothesis (H₁): There is significant difference between E-recruitment reduces the Recruitment and selection cost and gender of the employees.

| Ranks | | | |
|--|--------|-----|-----------|
| | GENDER | N | Mean Rank |
| Do you agree that E-recruitment reduces the Recruitment and Selection Cost | MALE | 77 | 45.00 |
| | FEMALE | 33 | 80.00 |
| | Total | 110 | |

| Test Statistics ^{a,b} | |
|--------------------------------|--|
| | Do you agree that E-recruitment reduces the Recruitment and Selection Cost |
| Chi-Square | 60.011 |
| df | 1 |
| Asymp. Sig. | .000 |
| a. Kruskal Wallis Test | |
| b. Grouping Variable: GENDER | |

Inference

Since p-value = 0.000 < 0.05 = α , we reject the null hypothesis. At the $\alpha = 0.05$ level of significance, there exists enough evidence to conclude that there is significant difference between E-recruitment reduces the Recruitment and selection cost and gender of the employees.



Multiple Regression Analysis

Influence of independent variables on the conversion ratio of E-recruitment services. The influence of independent variables like Age, Gender, Education qualification, Experience, Department on E-recruitment services is shortly estimated through multiple regression analysis and the results are presented below:

| Model Summary | | | | |
|---|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .963 ^a | .928 | .924 | .11040 |
| a. Predictors: (Constant), Experience, Educational Qualification, GENDER, Age, Income Level, Department | | | | |

From the above table, it is found that R Square Value is 0.928 and adjusted R Square is 0.924 with the standard error of estimate as 0.110. It implies that all the independent variables explain 9.28% and regression fit is verified in the following ANOVA table:

| ANOVA ^a | | | | | | |
|--|------------|----------------|-----|-------------|---------|-------------------|
| | Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 16.372 | 6 | 2.729 | 223.870 | .000 ^b |
| | Residual | 1.268 | 104 | .012 | | |
| | Total | 17.640 | 110 | | | |
| a. Dependent Variable: The Conversion ratio of E-recruitment most effective | | | | | | |
| b. Predictors: (Constant), Experience, Educational Qualification, GENDER, Age, IncomeLevel, Department | | | | | | |

From the above table, it is found that $f = 223.870$, $p = 0.000$ are statistically significant at 5% level. This implies that the regression fit is significant and concludes that the cumulative influence of independent variables on reliability is statistically significant. Hence the independent influence of these variables on reliability is analyzed in the following table:

| Coefficients ^a | | | | | | |
|---|---------------------------|-----------------------------|------------|---------------------------|---------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .479 | .068 | | 7.005 | .000 |
| | GENDER | .307 | .035 | .372 | 8.775 | .000 |
| | Age | -.041 | .022 | -.055 | -1.850 | .067 |
| | Educational Qualification | .002 | .030 | .002 | .074 | .941 |
| | IncomeLevel | .048 | .027 | .054 | 1.753 | .083 |
| | Department | .492 | .027 | .808 | 17.963 | .000 |
| | Experience | -.250 | .013 | -.611 | -18.645 | .000 |
| a. Dependent Variable: The Conversion ratio of E-recruitment most effective | | | | | | |

Inference

From the above table, it is found that the age of the employees are ($t = -1.850$, $p = 0.067$), and their experience ($t = -18.645$, $p = 0.000$) statistically significant at 5% level. Therefore it can be concluded that the conversion ratio of E-recruitment services depends on the age and experience of the employees.



Findings of the Study

1. The Cronbach's alpha coefficient for 17 items is 0.905 suggesting that the items have high level of internal consistency.
2. Using Chi Square Analysis it is found that the Person chi square significant value is 0.000 which is less than 0.05. Hence Reject Null hypothesis .There is association between the Rating of E-recruiting System and cadre of the employees.
3. Using Chi Square Analysis it is found that the Pearson chi square significant value is 0.000 which is less than 0.05. Hence Reject Null hypothesis. There is association between the satisfaction level towards job search process time through internet and department of the employees.
4. From Kruskal Wallis Test, It is found that $p - \text{value} = 0.005 < 0.05 = \alpha$, we reject the null hypothesis . At the $\alpha = 0.05$ level of significance , there exists enough evidence to conclude that there is significant difference between E –recruitment reduces the Recruitment and Selection cost and gender of the employees .
5. From the Multiple Regression Analysis, it is found that the age of the employees are ($t = -1.850, p = 0.067$), and their experience ($t = -18.645, p=0.000$) statistically significant at 5% level. Therefore it can be concluded that the conversion ratio of E-recruitment services depends on the age and experience of the employees.

Suggestions

On the basis of the findings of the Study the researcher proposes following suggestions To the Consultancy Firms

1. It is suggested that the Consulting firm should follow the best recruiting strategy which able to reach a wide geographical area as well as diversified pool of candidates as far as possible. As job seekers become increasingly more web literate and the growth of broadband makes web surfing easier and cheaper, the potential for e-recruitment to attract wider candidate pools is increasing. It stating that online advertising opens up a wider candidate pool, by providing 24/7 access to job seekers, at local, national and international locations, thus providing a better chance of finding the right candidate.
2. It is suggested that more emphasis should be laid on the training within HR of consulting firm to develop the capability to deliver e-recruitment and also at the line manager level.
3. It is suggested that consulting firm should adopt E-recruitment software effectively where online applications are acknowledged and processed more efficiently. The Pre filtering/screening of candidates using job specific questions and keywords allows the employer to focus quickly on the most appropriate applicants only.
4. It is also suggested that the employer must learn to reach job aspirants by creating profiles on social media websites like Facebook and LinkedIn and can also advertise job vacancies with the numerous online recruitment agencies to intensify the talent hunt. It gives person's entire social identity on Facebook, Twitter, LinkedIn and Skype with just a single e-mail address. By reading their online identity, the companies can see what they're about," it helps the IT companies to understand clearly the behavior of candidates on social networks.

Conclusion

E-recruitment is easy and simple way of recruiting the employees in the organization compare to traditional method. Internet has made an impact on the overall functioning of human resource department. If E-HRM, is been implemented in the organization, the working of the HR department will be at ease. There will be reduction in utilization of paper, less storage required, less time wasted in documentation, reduction in manpower utilization, time saving and data can be used as and when it is required and in numerous way. Electronic recruitment has changed the way jobs are applied for and has become so simple that anyone can do it. The credit goes to the programmers, software, computers and the Internet. This study has explored the effectiveness of using e-recruitment in organizations. It has been found that e-recruitment is effective in terms of saving recruitment cost, reducing time to hire and helping companies in developing competitive edge, market image and attracting right skilled candidates. In the recent competitive market, being competitive is based on talents and skills of management and its workforce instead of classical capital; and acquiring talented workers helps firms to boost operational abilities and to develop more advanced resources, capabilities, and also add to core competencies.



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