E-Recruitment – An Organizational Change

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ABSTRACT

Globalised economy is flourishing by adopting numerous incredible technological innovations in order to have a better survival. Technological innovation can be achieved only if it's capable to take up all the changes in a very timely manner. Technological change in a broader sense included with very many factors in up gradation to the existing traditional practices. E-recruitment is one of the best examples for the innovative measures considered in the organizational environment. The present study is focused on the study of E-recruitment in the Informational Technology (IT) industries. This research work is empirical in nature and the primary data is collected by using structured questionnaire. Thus, the finding of the study reveals that the e-recruitment has not replaced some of the conventional recruitment methods.

Key words: E-Recruitment, Innovation, Technology, Adoption

INTRODUCTION:

In today's highly competitive global market, the use of Internet technology is indispensable especially in finding the best people to fill crucial positions in a company. The role of HR in the recruitment process is changing, the HR are more involved in recruiting with particular vacancies and HR taking on a more coordinating and strategic role. Most of the HR practices in the organizations have changed from traditional recruitment method to E-recruitment, which became latest trend in recruitment process. E-recruitment becomes a significant part of the recruiting strategy for many organizations. E-recruitment is about both cultural and behavioral change in the organizations, both within HR and line management level.

The terms e-recruitment is also called as online recruitment, or internet recruiting. Recruitment is defined as "recruitment includes those practices and activities carried on by the organization with the primary purpose of identifying and attracting potential employees" (Barber, 1998, p.5). Recruitment is the human resources function that plays a major role in the organizational success to achieve the desired objectives. The traditional recruitment approach was paper based, followed by interviews at some geographical locations (Nel, 2011; Rudman, 2010).

STATEMENT OF THE PROBLEM:

The study has arisen as there is a Technological change in the traditional recruitment method in the IT industries. HR managers are increasingly resorting to online hiring and so are the job seekers going online to look for jobs. Using the internet to attract and recruit applicants can be done in a number of ways, some of which are relatively passive, such as posting job

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advertisements on a website or job board, or more proactive in terms of actively searching internet sources to identify potential candidates Online recruitment offers candidates the advantage of knowing the job profile, responsibilities expected and the nature of the organisation, which are well defined at the outset. The benefits of online recruitment are many in terms of time, cost, technology, wider platform and ease of applications. Hence there is a need to study the technology adoption of E-recruitment. Therefore, the research is conducted to study E-Recruitment an innovative technology adoption in IT industries in Chennai.

OBJECTIVES OF THE STUDY:

➢ To identify the E-recruitment methods in the IT industry in India.

➢ To examine the recruiters perception towards the E-Recruitment technological practice in IT industries.

RESEARCH METHODOLOGY:

The present study is concerned with Study on E-Recruitment Technology Adoption in IT industries in Chennai. The HR employees in the IT industries are the respondents for the present study. The study was conducted based on the primary data collected from the HR employees of IT organizations using a structured questionnaire. Convenience sampling method was used to select sample respondents. 230 questionnaires were distributed and finally 200 filled questionnaires were received from the HR employees, considered as sample respondents. Questions were framed on Likert 5 point rating scales and multiple choices. Personnel records, journals, books, periodicals and websites constitute the secondary source of data for the study.

HYPOTHESIS USED FOR THE STUDY:

➢ **Hypothesis 1:** H0: There is no Significant Association between Work experience and Types of Recruitment methods.

➢ **Hypothesis 2:** H0: There is no Significant Association between Work experience and Types of E-Recruitment

LITERATURE REVIEW:

In the Journal of Business and Retail Management Research (Oct 2014), an article titled "Development of a scale to measure the perceived benefits of E-Recruitment from the viewpoint of the recruiter" by Ghadeer Mohamed Badr ElDin Aboul-Ela clearly states that E-recruitment saves time and efforts compared to traditional recruitment methods. The study was based on the inductive approach with an initial proposal of five main perceived benefits summing up to 40 items and the results revealed the statistical relevance of 24 items out of the 40. It also reveals that E-recruitment creates an improved and sounder image for the organization.

Maureen Sills (Sep 2014), clearly explained in his paper about "E-recruitment-Comparison with traditional recruitment and the influences of social media". The study reveals that the

traditional recruitment has not completely disappeared behind the scenes of E-recruitment. The recruitment process still processes through all of the stages in E-recruiting, same as one who applies by the traditional means has found from the study.

In the Journal of Management & Marketing (Volume X1 Issue 1/2013), an article titled "Impact of E-Recruitment and job-seekers perception on intention to pursue the jobs" by Naveed R. Khan Marinah Awang Arsalan Mujahid Ghouri states that the recruitment sources and applicant's perceptions of job significantly influence the intention to pursue the position applied by the job seeker. Snowball technique is used to approach the large pool of targeted respondents in Pakistan. The results of the study suggested that internet has been accepted and widely use as the source to find the job placement, however, newspaper is also most popular in the sources of recruitment.

ANALYSIS AND INTERPRETATION:

The data analysis is completely done with the help of SPSS (15th version). The reliability of the data as per Cronbach's Alpha for the 35 items is 79.1%. In order to achieve the objectives of the study statistical techniques are used and the results are presented below. The statistical tools used for the analysis of data are descriptive statistics- Frequency, Mean, Percentages, Chi-square test, and Factor analysis.

Demographic Profile of the Respondents

Demographic factors	Classification	No. Of Respondents (n=200)	% of Respondents
Age	Below 23	2	1%
	23-30	14	7%
	31-40	72	36%
	41-50	87	43.5%
	above 50	25	12.5%
Work Experience (years)	Less than 1	0	0%
	1-3	46	23%
	3-5	78	39%
	5-7	45	22.5%
	More than 7	31	15.5%
Designation	HR junior executive	24	12%
	HR senior executive	104	52%
	HR head /manager	66	33%
	Others	6	3%

Source: Primary data through Questionnaire

Inference:

It is inferred from the above table 1 that the majority of the respondents 43.5 % and 36% are in the Age group of 41-50 and 31-40 years. The majority of the respondents 39% have 3-5 years experience and 23% have 1-3 years of experience. The table 1 also reveals that the majority of the respondents are HR senior executives with 52% and HR head or managers with 33%.

TABLE: 2

Table Showing the Descriptive Analysis of most popular Recruitment methods in the IT sector

Descriptive Statistics		
Variables	**Mean (N=200)**	**Std. Deviation**
Walk-in's	3.025	0.974
Campus Recruitment	2.980	1.248
E-Recruitment	2.840	0.910
Consultancies	2.565	0.889
Print Ads	2.500	1.103
Employee Referrals	2.435	0.860

Source: Computed Data

Inference:

The descriptive analysis for the most popular Recruitment methods in the IT sector are ranged with a Likert 5 point scale, as score of 5 (Strongly Agree) to 1(Strongly Disagree). The mean score of the variable pertaining to the Walk-ins' is 3.025, Campus recruitment is 2.980, E-recruitment is 2.840, Consultancies is 2.565, Print Ads is 2.500 and Employees Referrals is 2.435.

TABLE: 3

Table Showing the Descriptive Analysis of most popular E-Recruitment method in the IT sector

Descriptive Statistics		
Variables	**Mean (N=200)**	**Std. Deviation**
Job Portals	3.410	1.008
Company Websites	3.230	0.955
Professional institutions	2.740	0.904
Social Networking	2.480	1.032

Source: Computed Data

Inference:

The descriptive analysis for the most popular E-Recruitment methods in the IT sector are ranged with a Likert 5 point scale, as score of 5 (Strongly Agree) to 1(Strongly Disagree). The mean score of the variable pertaining to the Job portals is 3.410, Company websites is 3.230, Professional institutions are 2.740 and the Social Networking is 2.480.

TABLE 4		
Indicating Chi-Square test for Work Experience and Types of Recruitment		
Types of Recruitment	**Chi-Square Value**	**P-value**
Walk-in's	24.617	0.016*
Employee Referrals	23.211	0.025*
Print Ads	40.615	0.000*
Campus Recruitment	18.195	0.032*
Consultancies	20.987	0.050*
E-Recruitment	11.973	0.215

Source: Computed Data

*95% Level of Significance

Hypothesis 1:

H0: There is no Significant Association between Work experience and Types of Recruitment methods

Inference:

It is inferred from the above table that the p-value of Walk-in's, Employee Referrals, Print Ads, Campus Recruitment and consultancies is 0.016, 0.025, 0.000, 0.032 and 0.050 is less than the table value at 95% level of significance. Hence null hypothesis is rejected and it is concluded that there is significant association between the Work experience of the respondents and the Recruitment methods. The p value for E-Recruitment is greater than the table value 0.215, hence it is concluded that for E-Recruitment, null hypothesis is accepted and there is no significant association between the Work experience of the respondents and the E-Recruitment method.

TABLE 5		
Indicating Chi-Square test for Work Experience and Types of E-Recruitment		
Types of E-Recruitment	**Chi-Square Value**	**P-value**
Job Portals	16.820	0.050*
Company Websites	34.738	0.000*
Social Networking	44.893	0.000*
Professional institutions	28.272	0.005*

Source: Computed Data

*95% Level of Significance

Hypothesis 2:

H0: There is no Significant Association between Work experience and Types of E-Recruitment

Inference:

It is inferred from the above table that the p-value of Job portals, Companies Websites, Social networking, and Professional institutions is 0.050, 0.000, 0.000, 0.032 and 0.005 is less than the table value at 95% level of significance. Hence null hypothesis is rejected and it is concluded that there is significant association between the Work experience of the respondents and the types of E-Recruitment.

Factor Analysis being used to reduce the variable to Predominant Factors

An exploratory factor analysis was performed on the 12 variables included in the questionnaire in order to determine the E-Recruitment technology in IT industries. The Principal component analysis with varimax rotation was conducted. The factor loading matrix is presented in the below tables through, and also includes tables on KMO and Bartlett's Test, Communalities, Total Variance Explained, Component Matrix and Rotated Component Matrix. The analysis of the data in these tables is presented below.

Table: 6		
KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.479
Bartlett's Test of Sphericity	Approx. Chi-Square	130.475
	df	66.000
	Sig.	0.000

The KMO statistic indicates that correlations are relatively compact. Bartlett test also signifies that there is relationship between the variables. From the table 6 it can be noted that Kaiser-Meyer-Olkin measure of sampling adequacy is 0.479 and Bartlett's Test of Sphericity approximate Chi-Square value is 130.475 which are statistically significant at 5% level.

Table 7									
Total Variance Explained									
Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.673	13.944	13.944	1.673	13.944	13.944	1.536	12.798	12.798
2	1.394	11.619	25.563	1.394	11.619	25.563	1.381	11.511	24.309
3	1.298	10.818	36.380	1.298	10.818	36.380	1.226	10.213	34.522
4	1.132	9.434	45.815	1.132	9.434	45.815	1.204	10.032	44.554
5	1.094	9.119	54.934	1.094	9.119	54.934	1.134	9.449	54.003
6	1.012	8.431	63.365	1.012	8.431	63.365	1.123	9.362	63.365
Extraction Method: Principal Component Analysis.									
Source: Computed data									

In the present study, Principal component analysis is performed for the E-Recruitment technology in IT industries to verify whether it is possible to reduce the variables into few significant variables. The Eigen values associated with each linear factor before, after extraction and after rotation are given in table 7. Initially before extraction there are 12 variables are reduced to six predominant factors with cumulative values in percentage of 12.798, 24.309, 34.522, 44.554, 54.003, and 63.365. Using Kaiser Criterion and viewing the table it is clear that three factors can be extracted. Before rotation factor 1 accounted for considerably more variance than the remaining two (13.944% compared to 11.619 %10.818% 9.434% 9.119%and 8.431%). However after extraction it accounts for only 12.798% of variance compared 11.511%, 10.213%, 10.032%, 9.449% to % and 9.362%.

Table 8						
Rotated Component Matrix(a)						
Variables	**Component**					
	1	**2**	**3**	**4**	**5**	**6**
E-Recruitment helps in employer branding	0.650					
Advertising through job portals is more effective than prints ads in terms of cost advantage	0.624					
E-Recruitment enables effective follow up to keep in track with the applicants (i.e.,)database for future vacancies	0.609					
E-Recruitment allows a faster response to candidates	0.497					
E-recruitment reduces the paper work to the maximum		0.772				
E-Recruitment attracts a greater volume of applications			0.790			
E-recruitment enables Right candidate for right job			0.549			
E-Recruitment enables easy interface with the MIS of the organization				0.842		
E-Recruitment is easy to use and understand.					0.863	
E-Recruitment is a helpful tool for the recruiters job in the organization					0.528	
E-Recruitment attracts applicants with high standards						0.834
HR prefer E-Recruitment to other methods of recruitment						0.578
Extraction Method: Principal Component Analysis. **Rotation Method: Varimax with Kaiser Normalization.**						
a) Rotation converged in 10 iterations.						

From table number 8 it can be noted that 4 variables create to form the first factor which can suitably named as "Effectiveness". The second factor with grouping in of 1 variable can be named as "Reduce ability". The third factor is formed with 2 variables which can be named as "Selection". The fourth factor can be named as "Accessibility" of consisting 1 variable. The fifth factor with grouping of 2 variables can be named as "Usefulness" and the sixth factor can be named as "Preferences" Consisting of 2 variables. This reveals that factor analysis results in 6 predominant factors.

FINDINGS:

➢ Majority of the respondents are in the age group of 41-50 and majority of the respondents have 3 to 5 years of experience. Most of the respondents are HR senior executives.

➢ The highest mean score of the most popular recruitment methods in the IT industry is Walk-in's with 3.025 and the least is Employee referrals with 2.435.The mean score of the variable pertaining to the Job portals is 3.410, which shows this method is very popular E-Recruitment method and the Social Networking is the least, with the mean of 2.480.

➢ There is no Significant Association between Work experience and Types of Recruitment methods for Walk-in's, Employee Referrals, Print Ads, Campus Recruitment and consultancies. There is a Significant Association between Work experience and Types of Recruitment methods for E-Recruitment method.

➢ There is Significant Association between Work experience and Types of E-Recruitment for job portals, Company websites, Professional institutions and Social networking.

➢ Factor analysis reduced the 12 variables before extraction are reduced to six predominant factors with cumulative values in percentage of 12.798 to 63.365. "Effectiveness" is the major important factor which forces the E-Recruitment technological adoption in IT industries.

SUGGESTIONS:

The awareness of E-Recruitment of HR practices for E-Recruitment should be enhanced. E-Recruitment can be developed as an indigenous recruiting system in the organizations. Technological advancement in the organizations, will helps to replace traditional method of recruitment. It results in the reduction of paper work while screening the applications through online recruitment and also the data of applicants will be used for future use. It is recommended that all the companies must adopt E-Recruitment method, which increases the speed and reduces the cost and time.

CONCLUSION:

The present study identified few key determinants to the technology adoption in E-recruitment. However, the study reveals that the e-recruitment has not replaced some of the

conventional recruitment methods. From the study and from the findings it is seems that majority of the respondents feel that E-Recruitment as a support tool to conventional recruitment method. But, according to the research the E-Recruitment can be developed as an indigenous recruiting system. From the study and findings it is evident that most of the respondents feel that E-Recruitment is not the best hiring tool. But according to the research it is otherwise, being the globalization making new waves in business, E-Recruitment may prove to be the best recruiting system at universal level.

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