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# IMPACT OF E-RECRUITMENT ON SUPPLY OF HUMAN RESOURCE WITH REFERENCE TO CONSULTANCY INDUSTRY IN INDIA

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## Abstract

*The consulting industry in India is growing at a fast pace and soaring new height all across the world. Now, it is required to make an action plan to use the fabulous potential available for growth of the consulting market. Also, there is a need to strengthen the framework of Indian consulting industry by the encouraging innovation, fostering talent, improving the quality of consulting services, and augmenting consulting skills. There has been an exemplary shift in the way companies recruit and recognize the value, efficacy and, ease-of-use of today's career sites and with internet penetration levels ever skyrocketing, geographic boundaries blending when it comes to professional mobility and the search for top talent at fever pitch in thriving regional economies. This makes it inevitable to learn and understand how e-recruitment impacts the supply of human resource in the consultancy sector. The primary data for the study was conducted through a questionnaire. The sample size of the study was 125 and the sample design adopted was convenience sampling.*

**Keywords:** *E-recruitment, employer, job seekers, internet*

## 1. Introduction

Recruitment includes those practices and activities performed by the organization with the main purpose of identifying and attracting potential employees (Breaugh & Starke, 2000). It has evolved into a refined interactive engine with the capacity to automate every aspect of the hiring process virtually (Dysart, 2006). The internet can provide comfort on the selection of employees, especially where long distances are involved (Galanaki, 2005).

E-Recruitment has been coined as an important part of the recruitment strategy since today's business world is getting fatter day by day due to globalization and development of technology. Companies recruit talent through many ways, i.e. internal and external sources, that includes transfer, promotion, campus interviews, recruitment consultant agencies, employment exchanges, labor contractors, employee recommendations, recruitments at factory gates etc. The growth of the internet has paved more way for the internet to create a great impact on the overall human resource department functioning because of which the concept of E-HRM has evolved.

The process of performing HR activities through the application of information technology is known as E-HRM. E-HRM can be classified into three types namely Operational,

Relational and Transformational. In the case of Operational E-HRM administrative functions like payroll and employee personal data are performed and in Relational E-HRM, supporting business processes like training, recruitment, performance management functions are carried out. Finally, Transformational E-HRM takes care of strategic HR activities like knowledge management and strategic re-orientation.

Recruitment is a rollercoaster ride that leads to more electrifying technology and innovations arise. Starting with word of mouth, signs outside Personnel offices and newspaper advertisements the human resource field has developed to incorporate new and previously unnoticed of techniques (Sills, 2014).

In the global business world, the growth of information and technology makes everything automated day by day. Basically, recruitment is the process of attracting, selecting and placing the right candidate in an organization. The recruitment market faced increased competitiveness which resulted in spending more time and effort to develop recruitment strategies. In this process, the internet plays a vital role in framing strategies to meet the competition by connecting job seekers and employers in a simplified manner and through time and cost-effectiveness. E-Recruitment enables recruiters to reach a wide range of potential applicants and fill positions faster in the competitive business world.

## 2. Objectives

- To identify the factors influencing the e-recruitment process
- To identify the opinion of the employee's employed through e-recruitment

## 3. Literature Review

William (2009) conducted a survey on E-recruitment and reported that internet mode of recruitment is far more popular since two-thirds of the respondents said that the jobs portals of their company's website were the recruitment tool for most jobs. Duc (2013) in their study found that the development of E-Recruitment process requires professionals of HR and IT professionals to take steps to improve and enhance skills to keep up in tune with the developmental changes over time when these systems are operated in the organization.

Lewis (2015) identified that many enterprises are existing in an environment which is complex and competitive, which has induced them to engage in a better method of carrying on their business. Human Resource departments are under pressure to keep low operating and also ensure that they are in a position to attract, recruit, and retain talent within the enterprise. In order to meet this requirement, many enterprises have adopted social networking into their recruitment strategy.

Shahila & Vijayalakshmi (2013) tried to analyze the overall trends prevalent in the e-recruitment use and practice, e-recruitment methods, E-Recruitment Challenges and issues of E-Recruitment and identified its increasing scope in the recruitment process of a company. The study also found the main success factors of e-Recruitment as the value-added services provided by the job sites, cost effectiveness, speed, providing customized solutions, helping to establish relationships with HR managers and facilitate brand building of the companies.

Nasreem, Hassan & Khan (2016) indicate that technology development has brought enormous improvements in every aspect of human life. It was also identified that the Internet is been used globally in the employment sector in the field of recruitment that has brought huge success in a short period of time. Again, Mindia & Hoque (2018) points out that in the developed countries, e-recruitment has been used widely from a long period of time compared to developing country since many people do not possess technological. E-Recruitment system is decreasing the custom of traditional recruitment system but still the old-style of recruitment is using to some extent in our context.

## 4. Methodology

The 'Descriptive Research Design' was used in this study. Primary data's were collected using the questionnaire and Secondary data's were collected from journals, books, and websites. The primary data that was collected was edited, coded, classified and, tabulated for analysis. The

sampling technique used by the researcher is a simple random sampling. Sample size taken for the study is 139.

## 5. Findings and Discussion

### 5.1. Pilot Study

A pilot study is a small scale initial study conducted in order to appraise the feasibility, time, cost, contrary events, and the effect size (statistical variability) in an attempt to forecast an appropriate sample size and improve upon the study design prior to performance of a full scale. Pilot Study was conducted among 25 samples.

Table-1: Showing the reliability test

| Cronbach's Alpha | No. of Items |
|---|---|
| 0.835 | 36 |

Source: Primary Data

*Inference:* Since the Cronbach's alpha value is 0.835 which is greater than 0.7. Hence the questionnaire is reliable.

### 5.2. Friedman Test

*Null hypothesis (Ho):* There is no significant difference between the factors considered in the selection of a job portal.

*Alternate hypothesis ($H_1$):* There is a significant difference between the factors considered in the selection of a job portal.

Table-2: Showing Fried Man Test on the difference between the factors considered in the selection of job portal

| SL | Factors | Mean Rank |
|---|---|---|
| 1. | Time | 2.84 |
| 2. | The quantity of resume collection | 3.08 |
| 3. | Quality of resume | 3.47 |
| 4. | Relevancy of Resume Profile | 2.92 |
| 5. | User Interface factor | 2.69 |

Test Statistics

| N | 139 |
|---|---|
| Chi-Square | 23.587 |
| Df | 4 |
| Asymp.Sig | 0.000* |

Source: Primary Data

**denotes significant at 5% level*

*Inference:* Since the significant value is 0.000 which is less than 0.005, reject the null hypothesis. Hence, there is a significant difference between the factors in which user interface is the prime factor followed by Time, Relevancy of profile, number of resumes and active resume while considering in selecting the job portal.

### 5.3. ANOVA

#### 5.3.1. ANOVA test on the opinion of employees

*Null hypothesis ($H_0$):* There is no significant difference in the opinion of employees on the effectiveness of recruitment through e-recruitment process.

*Alternate hypothesis ($H_1$):* There is a significant difference in the opinion of employees on the effectiveness of recruitment through e-recruitment process.

Table-3: Showing one way ANOVA test on the opinion of employees on the efficacy of recruitment through e-recruitment process

ANOVA

| Attributes | | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| E-recruitment helps in improving the efficiency of the recruitment process | Between Groups | 38.896 | 2 | 19.448 | 14.010 | 0.000** |
| | Within Groups | 188.787 | 136 | 1.388 | | |
| | Total | 227.683 | 138 | | | |
| E-recruitment facilitate ease in building and managing database of received applications | Between Groups | 55.891 | 2 | 27.946 | 25.126 | 0.000** |
| | Within Groups | 151.260 | 136 | 1.112 | | |
| | Total | 207.151 | 138 | | | |
| E-recruitment leads to target applicants interested in a specific industry or professional | Between Groups | 42.841 | 2 | 21.421 | 15.729 | 0.000** |
| | Within Groups | 185.216 | 136 | 1.362 | | |
| | Total | 228.058 | 138 | | | |
| E-recruitment helps in reaching people in a variety of location | Between Groups | 31.267 | 2 | 15.634 | 10.394 | 0.000** |
| | Within Groups | 204.560 | 136 | 1.504 | | |
| | Total | 235.827 | 138 | | | |
| E-recruitment provides better exposure of the applicants as recruiters can request additional candidate's information | Between Groups | 53.657 | 2 | 26.828 | 20.285 | 0.000** |
| | Within Groups | 179.868 | 136 | 1.323 | | |
| | Total | 233.525 | 138 | | | |

Source: Primary Data

**denotes significant at 5% level*

*Inference:* The P-Value is less than 0.005, reject the nullhypothesis.Hence there is significant between the opinions of employees on the effectiveness of recruitment towards e-recruitment process.

### 5.3.2. ANOVA test on the difference between problems

*Null hypothesis ($H_0$):* There is no significant difference in problems occurring in hiring through e-recruitment process.

*Alternate hypothesis ($H_1$):* There is a significant difference in problems occurring in hiring through e-recruitment process.

Table-4: Showing one way ANOVA test on the difference between problems occurring in hiring through e-recruitment process

ANOVA

| Problems occurring in hiring through e-recruitment | | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Trouble in passive job seekers as a challenge in hiring through the web | Between Groups | 36.707 | 1 | 36.707 | 26.664 | 0.000* |
| | Within Groups | 188.602 | 137 | 1.377 | | |
| | Total | 225.309 | 138 | | | |
| Challenge in hiring through the web for larger resume | Between Groups | 26.396 | 1 | 26.396 | 19.499 | 0.000* |
| | Within Groups | 185.460 | 137 | 1.354 | | |
| | Total | 211.856 | 138 | | | |
| Low hit ratio is a challenge in hiring through web | Between Groups | 32.731 | 1 | 32.731 | 21.885 | 0.000* |
| | Within Groups | 204.895 | 137 | 1.496 | | |
| | Total | 237.626 | 138 | | | |
| Retaining the job is a challenge hiring through the web | Between Groups | 34.806 | 1 | 34.806 | 23.643 | 0.000* |
| | Within Groups | 201.683 | 137 | 1.472 | | |
| | Total | 236.489 | 138 | | | |

Source: Primary Data

**denotes significant at 5% level*

*Inference:* Since the significant value is 0.000 which is less than 0.005,reject the null hypothesis. Hence there is a significant difference in problems occurring in hiring through e-recruitment process.

### 5.4. Kendall's W Test

*Null hypothesis ($H_0$):* There is no significant difference between recruitment towards the level of position in e-recruitment.

*Alternate hypothesis ($H_1$)*: There is a significant difference between the recruitment towards the level of position in e-recruitment

Table-5: Kendall's W test on the difference between the recruitment towards the position level in e-recruitment

| SL | Attributes | Mean Rank |
|---|---|---|
| 1. | E-recruitment is useful for an organization that requiresentry-level recruiting | 1.93 |
| 2. | E-recruitment is useful for an organization that requires middle level recruiting | 2.01 |
| 3. | E-recruitment is useful for an organization that requires higher level recruiting | 2.05 |

Test Statistics

| | |
|---|---|
| N | 139 |
| Kendall's W[a] | 0.011 |
| Chi-Square | 3.071 |
| Df | 2 |
| Asymp.Sig | 0.215 |

a. Kendall's Coefficient of Concordance

Source: Primary Data

*Inference:* Since the significant value is 0.215 which is higher than 0.005, accept the null hypothesis. Hence there is no significant difference between the recruitment towards the position level in e-recruitment in which the prime factor is entry level followed by middle and higher level position.

## 6. Key Findings

a. There is a significant difference between the factors in the e-recruitment process.
b. The user interface is the prime factor followed by Time, Relevancy of profile, number of resumes and active resume while considering in selecting the job portal.
c. There is a significant difference between the opinions of employees on recruitment towards e-recruitment process.
d. There is a significant difference in problems occurring in hiring through e-recruitment process.
e. There is no significant difference between the recruitment towards the position level in e-recruitment in which the prime factor is entry level followed by middle and higher level position.

## 7. Conclusions

In yester-years, online recruitment was considered as an exclusive domain for the technologically savvy, curious and ultra-sophisticated organizations. But today this medium being tried tested and proved to be the more importantly indispensable and professional mode of recruitment. This medium is on which the recruiters and employers rely through their job portals as a primary source of professional talent. There has been a tremendous shift in the method employed by companies to recruit and thanks to the friendly user interface in the career sites and with the help of internet penetration the quest for top talent is booming the regional economies and this medium is definitely boom to stay.

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