




Evaluating the Efficiency of E-Recruitment from HR Recruiters' Perspectives

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Abstract. This research focuses on the perspectives of HR recruiters within various HR consultancy companies to evaluate the efficiency of e-recruitment. It delves into the shift from traditional recruitment methods to e-recruitment tactics and investigates the benefits and dimensions of e-recruitment media. Moreover, the study identifies challenges faced by HR recruiters during e-recruitment and offers relevant recommendations. The research aims to shed light on the evolving landscape of HR practices and the role e-recruitment plays in this transformation.

Keywords: e-recruitment, HR Recruiters, efficiency

1 Introduction

In the realm of human resources, the quest to assemble the most capable workforce from a vast pool of applicants is an enduring challenge. An organization's prosperity is contingent not solely upon its financial returns but also on its adept management and development of its human capital. As Barber (1998) aptly put it, "Recruitment is considered as an important part of human resource (HR) management since it executes the vital function of bringing the most significant resource – human capital into the organization."

E-recruitment is an umbrella term encompassing the utilization of technological knowledge and web-based resources to engage, assess, interview, and select the most qualified candidates. Organizations are increasingly opting for e-recruitment to tap into a diverse candidate pool, all while minimizing costs and reducing time-to-hire.

1.1 Background and Rationale

The emergence and widespread adoption of e-recruitment methods have revolutionized the HR industry, fundamentally altering the way organizations attract, assess, and select talent. In this digital age, job seekers and employers alike have come to rely on online platforms, job boards, social media, and various digital tools to facilitate the recruitment process. This transition has presented HR professionals with new possibilities and challenges.

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1.2 Objectives of the Study

- To examine HR recruiters' perspectives on the efficiency of e-recruitment.
- To explore the reasons behind the transition from traditional recruitment tactics to e-recruitment methods.
- To examine various dimensions of e-recruitment media, encompassing e-recruitment technique preferences, perceived benefits, and the overall improvement process.
- To identify the challenges and issues that HR recruiters experience in the e-recruitment landscape and provide recommendations to address these challenges.

1.3 Scope of the Study

This research focuses on HR recruiters and their perspectives on e-recruitment within HR consultancy companies, both in developed and developing regions. The study primarily explores the efficacy, benefits, and dimensions of e-recruitment media, including technique preferences, perceived advantages, and the process improvement stages. To gain a comprehensive understanding, we will conduct surveys and interviews with HR professionals involved in the e-recruitment process.

1.4 Limitations of the Study

- The findings may not be entirely representative of all organizations, as the research is focused on HR consultancy companies, which may differ from other industries in their e-recruitment practices.
- The research primarily concentrates on HR recruiters in Coimbatore, potentially overlooking the unique dynamics in other parts of the Country.
- The study relies on self-reported data from HR recruiters, which may introduce a degree of bias and subjectivity into the findings.

2. Review of Literature

Poorangi et al. [6] found that e-recruitment can help organizations to improve their employer brand, attract more qualified candidates, and reduce the time to hire.

Ogohi [5] concluded that integrating e-recruitment software with existing recruiting activities to automate the recruitment and selection process leads to efficient and cost-effective procedures for human resource hiring managers and line managers. The study highlights the significance of implementing best practices, supported by e-recruitment software, to improve organizational efficiency in the identification and retention of talented individuals. Kar and Bhacharya's [3] research underscores that online recruiting facilitates superior targeting and increased candidate availability for employers, surpassing traditional advertising methods such as newspapers, TV, and radio stations. Deloitte [1] found that 73% of employers are using AI in their e-recruitment processes. Glassdoor [2] found that 72% of job seekers say that a positive candidate experience is

important to them when deciding whether to accept a job offer. LinkedIn [4] found that the most in-demand skills for 2023 are cloud computing, artificial intelligence, and data science.

3. Research Methodology

This study is designed with an exploratory research approach. This design involves gathering data through surveys and examining existing literature, both primary and secondary data sources. Through this approach, the study seeks to uncover previously unexplored dimensions of e-recruitment, including media preferences, perceived advantages, and the improvement process, offering valuable insights to HR practitioners and scholars in the field. A total of 145 male and female recruiters from various HR Consultancy Companies participated in this study. These participants constitute the sample size, which was determined through the use of a simple random sampling method. Primary data were collected through a questionnaire specially designed for HR recruiters. This questionnaire underwent a pilot survey to ensure its effectiveness and was further standardized by incorporating pertinent questions relevant to the study. In addition to primary data, secondary data was collected from a variety of sources, including published and unpublished records, websites, manuals, booklets, journals, and magazines. This secondary data served to provide additional context and insights into the research. Percentage Analysis, Chi-Square, ANOVA (Analysis of Variance) were used for analyzing the data.

4. Data Analysis and Interpretation

4.1 Frequency analysis

Table 4.1.1 Frequency analysis of the Demographic profile

Demographic profile	Frequency	Percentage
Gender		
Male	85	58.6
Female	60	41.4
Age		
20-29 years	29	20.0
30-39 years	38	26.2
40-49 years	73	50.3
50-59 years	5	3.4
Experience		
1 – 5 years	101	69.7
6-10 years	5	3.4
11-15 years	10	6.9
15-20 years	24	16.6
Above 20 years	5	3.4
Preferred media		

Social media	29	20
Company websites	38	26.2
Online Job portals	73	50.3
Traditional method	5	3.4

Interpretation

The study revealed that 58.6% of the employees were male, while 41.4% were female. Participants were distributed across various age groups: 20-29 years (20%), 30-39 years (26.2%), 40-49 years (50.3%), and 50-59 years (3.4%). The majority of respondents had 1 to 5 years of experience (69.7%), with smaller proportions having 6 to 10 years (3.4%), 11 to 15 years (6.9%), 16 to 20 years (16.6%), and 20 years or more (3.4%). Respondents predominantly used professional online job portals (50.3%), Company websites (26.2%) and social networking sites (20%).

4.2 ANOVA

Relationship between Qualification and Professional Sites visited

- Null hypothesis H0: There is no significant relationship between Qualification and Professional Sites visited/ referred.
- Alternative hypothesis H1: There is significant relationship between Qualification and Professional Sites visited/ referred.

Table 4.2.1 Relationship between Qualification and Professional Sites

	Sum of Squares	df	Mean Square	F	Sig.
Between groups	8.974	3	2.991	4.006	.009
Within groups	105.275	141	.747		
Total	114.248	144			

Table 4.2.1 shows that significant value is 0.009 which is lesser than the standard value (0.05). Hence the Alternative hypothesis is accepted. There is significant relationship between Qualification and Professional Sites.

Relationship between Qualification and Social Networking sites visited

- Null hypothesis H0: There is no significant relationship between Qualification and Social Networking Sites.
- Alternative hypothesis H1: There is significant relationship between Qualification and Social Networking Sites.

TABLE 4.2.2: Relationship between Qualification and Social Networking sites visited

	Sum of Squares	df	Mean Square	F	Sig.
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Between groups	1.097	3	.366	.229	.876
Within groups	225.455	141	1.599		
Total	226.552	144			

Table 4.2.2 shows that significant value is 0.876 which is higher than the standard value (0.05). Hence the Null hypothesis is accepted. There is no significant relationship between Qualification and Social Networking Sites.

Relationship between Experience and Cost Reduction

- Null hypothesis H0: There is no significant relationship between Experience and Cost Reduction.
- Alternative hypothesis H1: There is significant relationship between Experience and Cost Reduction

TABLE 4.2.3: Relationship between Experience and Cost Reduction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.487	4	.622	.520	.721
Within Groups	167.485	140	1.196		
Total	169.972	144			

Table 4.2.3 shows that significant value is 0.721 which is higher than the standard value (0.05). Hence the Null hypothesis is accepted. There is no significant relationship between Experience and Cost Reduction.

Relationship between experience and efficiency and accuracy of the process

- Null hypothesis H0: There is no significant relationship between Experience and Increment in the efficiency and accuracy of the process.
- Alternative hypothesis H1: There is significant relationship between Experience and Increment in the efficiency and accuracy of the process.

TABLE 4.2.4: Relationship between experience and efficiency and accuracy of the process

	Sum of Squares	df	Mean Square	F	Sig.

Between Groups	2.636	4	.659	.804	.525
Within Groups	114.771	140	.820		
Total	117.407	144			

Table 4.2.4 shows that significant value is 0.525 which is higher than the standard value (0.05). Hence the Null hypothesis is accepted. There is no significant relationship between Experience and Increment in the efficiency and accuracy of the process.

Relationship between Experience and Accessibility to Broader pool

- Null hypothesis H₀: There is no significant relationship between Experience and Accessibility to broader pool.
- Alternative hypothesis H₁: There is significant relationship between Experience and Accessibility to broader pool.

TABLE 4.2.5: Relationship between Experience and Accessibility to Broader pool

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7.200	4	1.800	3.786	.006
Within Groups	66.565	140	.475		
Total	73.766	144			

Table 4.2.5 shows that significant value is 0.006 which is lesser than the standard value (0.05). Hence the Alternative hypothesis is accepted. There is significant relationship between Experience and Accessibility to broader pool.

4.3. CHI-SQUARE

Association between Experience and Effectiveness of e-recruitment

- Null hypothesis H₀: There is no significant association relationship between Experience and Effectiveness of E - Recruitment.
- Alternative hypothesis H₁: There is significant association relationship between Experience and Effectiveness of E - Recruitment.

TABLE 4.3.1: Association between Experience and Effectiveness of e-recruitment

	Value	df	Asymp. Sig.(2 - sided)
Pearson Chi-Square	18.652a	16	.287
Likelihood Ratio	19.464	16	.245
Linear-by-Linear Association	1.210	1	.271
N of Valid cases	145		

Table 4.3.1 shows that significant value is 0.271 which is higher than the standard value (0.05). Hence the Null hypothesis is accepted. There is no significant relationship between Experience and Effectiveness of E - Recruitment

5. Findings, Discussion and Conclusion

5.1 Findings

5.1.1. Percentage Analysis

- **Gender Distribution:** The study revealed that 58.6% of the employees were male, while 41.4% were female.
- **Age Groups:** Participants were distributed across various age groups: 20-29 years (20%), 30-39 years (26.2%), 40-49 years (50.3%), and 50-59 years (3.4%).
- **Educational Qualifications:** The majority of respondents held Master's degrees (63.4%), followed by Bachelor's degrees (22.8%). A smaller percentage held PhDs (10.3%), and a minority were diploma holders (3.4%).
- **Work Experience:** The majority of respondents had 1 to 5 years of experience (69.7%), with smaller proportions having 6 to 10 years (3.4%), 11 to 15 years (6.9%), 16 to 20 years (16.6%), and 20 years or more (3.4%).
- **Recruitment Methods:** Respondents predominantly used professional sites (57.3%), social networking sites (55.2%), third-party staffing (63.2%), company websites (54.3%), and other sites (77.9%) to attract administrative employees.
- **Reasons for Using E-Recruitment:** Cost reduction (59.3%), increased efficiency and accuracy of the process (55.2%), time efficiency (52.6%), accessibility to a broader pool of candidates (62.8%), and support for non-internet-based recruitment (66.9%) were the main reasons for utilizing E-Recruitment.
- **Cost of E-Recruitment:** The majority of respondents reported an annual cost between Rs. 40,000 and Rs. 50,000 for E-Recruitment (31.0%).
- **Time Duration for E-Recruitment:** Most respondents took an average of 1-2 days to attract one administrative applicant (42.8%).
- **Number of E-Recruitment Tools:** A significant portion of recruiters used 3 to 4 E-Recruitment tools (46.2%).
- **Preferred Media for E-Recruitment:** Online job portals were the preferred media for recruiters (50.3%).

- E-Recruitment Process: The study found that E-Recruitment was primarily used for the interviewing process (42.8%).
- Effectiveness of E-Recruitment: The majority of respondents strongly agreed that E-Recruitment is effective for HR recruitment (55.2%).

5.1.2. ANOVA

- ANOVA results showed significant relationship between qualification and the use of professional sites but no significant relationship between qualification and social networking sites, third-party staffing, company websites, or other sites.
- ANOVA results indicated no significant relationship between experience and cost reduction, increment in efficiency and accuracy of the process, accessibility to a broader pool, attracting more qualified candidates, or support for non-internet-based recruitment.
- Significant relationship were found between experience and time efficiency.
- ANOVA revealed significant relationship between experience and "other reasons."

5.1.3. CHI-SQUARE

- There was no significant association between qualification and preferred media.
- A significant association was found between age and preferred media.
- There was no significant relationship between experience and the effectiveness of E-Recruitment.

5.2 DISCUSSION

In examining the reasons for utilizing e-recruitment, the study reveals that cost reduction, increased efficiency, and accessibility to a broader pool of candidates were prominent factors. These findings align with the current trend in HR practices, where organizations seek to optimize resources and reach a wider talent pool through digital platforms. The preferred media for e-recruitment among recruiters leans significantly towards online job portals, suggesting their effectiveness in attracting potential employees. Additionally, E-Recruitment was found to be extensively used for the interviewing process, indicating its pivotal role in the initial stages of the recruitment process.

ANOVA tests shed light on the relationship between certain variables, indicating significant relationships between qualification and the use of professional sites. This implies that more highly qualified individuals may rely on specific e-recruitment channels to attract talent. Furthermore, the relationship between experience and time efficiency demonstrated significant relationships, emphasizing the role of experience in streamlining recruitment processes.

5.3 CONCLUSION

In conclusion, e-recruitment has become a central component of modern HR strategies, and its effectiveness in streamlining recruitment processes and expanding talent reach is evident. The insights gained from this study are valuable for HR practitioners and organizations aiming to optimize their recruitment practices in an increasingly digital world.

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