Original Article

E-Recruitment: Catalyst for Organizational Excellence - A Case Study

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Abstract: *"Time is valuable in today's world." E-recruitment is not just cheaper but also quicker and more efficient. E-recruitment is the process of hiring a workforce in today's globalized world, organizations must be able to thrive in a highly competitive environment. While management encompasses many fundamental areas, human resource management is the most significant. Employees are the most important resources of any institute.*

A Human Resource Management System handles all aspects of employees and management policies, including those that impact the workforce. Recruitment and selection are key for improving worker performance, efficiency, and productivity, leading to positive organizational results. Recruitment is more than just filling vacancies; it's about building a skilled and motivated team. It's crucial for organizations, especially in manufacturing, to use recruitment effectively to stay ahead of competitors (Daniel, 2020).

E-recruitment uses the internet to find and hire candidates, making hiring faster and cheaper. It allows employers to reach many qualified candidates quickly and affordably. Job seekers benefit too, by finding updated career information online. E-recruitment is crucial for companies to attract skilled employees promptly, but they must be cautious. Traditional recruitment takes a lot of time and money due to paperwork. Online recruitment, on the other hand, saves time and money for both companies and job seekers. E-recruitment is becoming popular, with candidates sending their CVs directly to HR via email. It's still growing but offers benefits like quick access to information. This research study was to investigate the role of e-recruitment on organizational performance and productivity.

Keywords: E-recruitment, Human Resource Management, Employees, The Digital India, organizational performance and productivity.

INTRODUCTION:

The main goal of human resource management is to efficiently and effectively utilize the available human resources within the organization. Human resources are the most valuable and unique assets of the organization compared to other resources such as money, machines, materials, and land. Without employees, it is impossible to use these resources effectively. While machines are necessary for producing high-quality products, only humans can operate them. Acquiring a talented and motivated pool of employees is not an easy task for firms. They must pay the price at any time. Some organizations adopt e-recruitment without fully understanding its pros and cons (Kerrin & Kettley, 2003). E-recruitment allows companies to build their employer brand and attract specific demographics. In today's tech-driven world, companies vie for top talent and seek efficient ways to recruit, leading to the adoption of online strategies (Kerrin & Kettley, 2003). However, e-recruitment lacks personal interaction (Bondarouk & Ruel, 2009; Ramaabaanu & Saranya, 2014). Speed in hiring is associated with cost savings, with most agencies spending just a minute scanning resumes for key details like previous employers and education (Joyce, 2016).

This makes E-recruitment crucial for organizations as they need to attract potential employees with the right qualifications on a timely basis. However, companies have to be very careful with the E-recruitment process. (Ashok & Priyanka, 2014). It's no surprise that companies are increasingly adopting online recruitment.

Quick Response Code:	**Access this article online**
	Website: https://rlgjaar.com
	Website: https://www.doi.org
	DOI: 10.5281/zenodo.14059644

Parry & Tyson (2008) highlighted its convenience and effectiveness, noting that more organizations are favoring this method. As a result, it's becoming a trend with HR managers relying on it more often. The rise in internet users has led many organizations to use the web for hiring. About 80% of organizations now use online recruitment (Musa et al., 2006). In developed countries, 75% of HR professionals prefer e-recruitment over traditional methods (Anonymous, 2000). Smith (2005) found that 65% of job seekers use the internet to find jobs. Shifting hiring online has saved companies 90% in costs and 25% in time (Cober et al., 2000; Freeman, 2002; Lievens & Harris, 2003).

Internet Users in India:

The number of Internet users in India has significantly increased from year to year. India has over 700 million internet users, making it the second-largest internet market in the world. This growth is due to more affordable smartphones and data plans. While cities have higher internet use, rural areas are quickly catching up. People use the internet for social media, entertainment, shopping, payments, and government services. The Digital India initiative has improved access and digital literacy. Most users go online via mobile phones. Despite progress, issues like digital literacy and connectivity in remote areas remain. With investments in digital infrastructure and 5G technology, internet use in India will keep growing.

Figure No. 1.1 provides information from 2010 to 2024, the number of internet users in India is projected to increase significantly. In 2023, the country had over 1.2 billion internet users, and this number was expected to grow to over 1.6 billion by 2050. This indicates a substantial market potential for Internet services in India. In 2022, India was ranked as the world's second-largest online market, following China. The number of internet operators is likely to increase in both urban and rural areas, showing active growth in internet access.

Number of internet users in India from 2010 to 2024, with estimates until 2050

Source: https://www.statista.com/statistics/255146/number-of-internet-users-in-india/
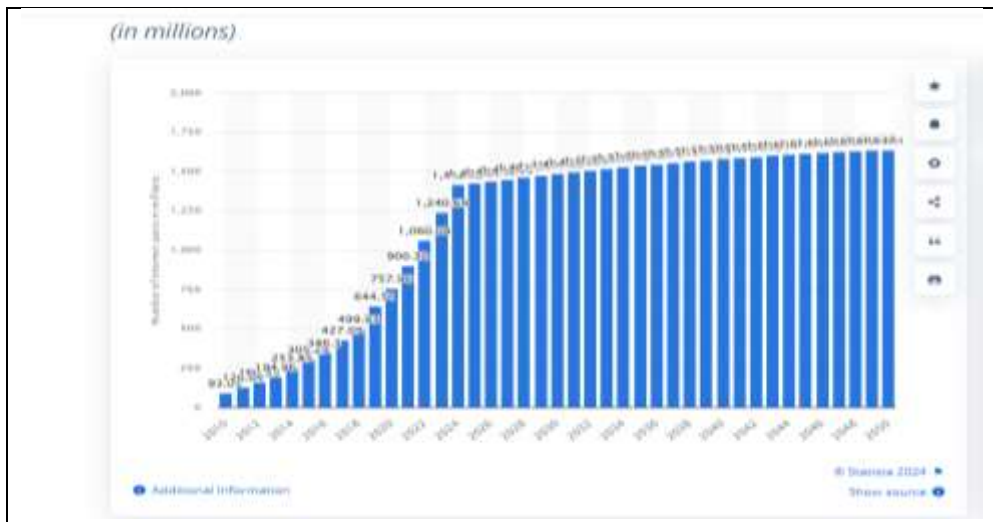
Despite the increasing use of the Internet for recruitment, there's a notable gap between research and actual online recruitment practices (Anderson, 2003; Sylva and Mol, 2009). However, evidence suggests a positive link between e-recruitment factors and organizational performance, as shown in studies by Khan et al. (2011). Yet, one challenge is that job seekers may find it difficult to access company websites. Research also highlights how fairness perceptions in hiring are influenced by applicant characteristics and communication methods. Studies by Cober et al. (2003, 2004) reveal significant differences between traditional and online recruiting methods.

BACKGROUND INFORMATION-E-RECRUITMENT:

E-recruitment is using the internet to find and hire people. It's a modern way to attract candidates, making hiring faster and cheaper than traditional methods. With e-recruitment, companies can reach a broader range of applicants and use online platforms like job boards and social media. It's a key tool for today's businesses looking to find the best talent efficiently.

HUMAN RESOURCE OUTSOURCING:

Poaching/Raiding: Poaching is when companies hire talented individuals from other organizations. They attract them with better offers. This can be tough for HR managers to handle.

E-Recruitment: E-recruitment uses the internet to find and hire candidates. Companies post jobs online, and candidates apply digitally, making the process faster.

University Recruitment: Companies visit universities to find potential hires quickly, especially if they need many recruits.

Internships: Internships at companies can turn into full-time jobs for talented students. Summer training programs help identify potential hires.

Referral Programs: Employees refer suitable candidates, saving the company money and valuing internal referrals.

Recruitment Trends: Companies use mobile advertising and social media to recruit. These methods speed up hiring and help find the right talent.

Global Trends: Technology and social media have improved recruitment. Staffing agencies use these tools to meet company needs efficiently.

Jobs are changing, with a shift from muscle to brain-based work, says Charles Handy (1984). Recruitment is also changing, with organizations using technology to hire. E-recruitment, according to Ashok and Priyanka (2014), has revolutionized the corporate world. Technology has influenced every aspect of the service and manufacturing industries, and business has also been significantly affected by technological innovations.

Most popular social networks worldwide as of April 2024, ranked by number of monthly active users *(in millions)*

The market leader, Facebook, was the first social network to surpass one billion registered accounts. It currently has more than three billion monthly active users. Meta Platforms owns four of the largest social media platforms, each with more than one billion monthly active users: Facebook (core platform), WhatsApp, Facebook Messenger, and Instagram.

Figure No. 1.2 In the third quarter of 2023, Facebook reported around four billion monthly core Family product users.
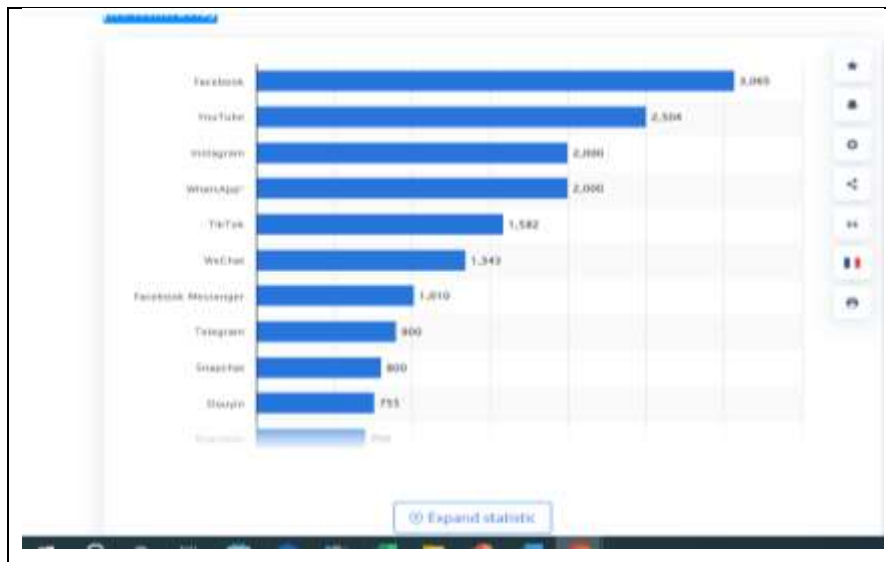
Global social networks ranked by number of users 2024
SOURCE: https://www.statista.com/statistics/272014/global-social-networks-ranked-by-number-of-users/

OBJECTIVES OF THE STUDY:
1. To assess the importance of e-recruitment affects organizational performance and productivity
2. To identify future research areas to explore the evolving e-recruitment landscape and its impact on human resource management.
3. To evaluate the impact of Human Resource Outsourcing on organizational efficiency, cost-effectiveness, and employee satisfaction.

Understanding the importance of e-recruitment for organizational performance involves looking at how online hiring methods affect workforce management and business outcomes. E-recruitment streamlines hiring, attracts more candidates, and makes the process more efficient. By using digital platforms, companies can cut hiring time and costs while reaching a wider range of talent. It also brings diversity to the workforce by accessing candidates from different locations. Assessing e-recruitment's impact on metrics like retention, job satisfaction, and productivity helps gauge its effectiveness. Overall, it's about seeing how e-recruitment shapes talent acquisition, workforce dynamics, and business success.

Identifying future research areas in e-recruitment means exploring new trends in online hiring and their impact on HR. We can look into how technologies like AI and virtual recruitment are changing hiring practices. Also, we should study challenges like data privacy and candidate experience. By researching these areas, we can learn more about how e-recruitment is shaping HR practices.

To understand how Human Resource Outsourcing (HRO) affects organizations, we need to see how it impacts efficiency, costs, and employee satisfaction. Does it make HR tasks smoother? Does it save money? And importantly, do employees feel supported and happy with the outsourced services? These questions help measure the real impact of HRO on organizational success.

LITERATURE REVIEW OF RESEARCH:

Laorden et al. (2001) found that internet recruitment is highly effective and powerful, based on a survey of European CEOs. Their study focuses on the business perspective rather than technical aspects. They describe how e-recruitment is changing the recruitment landscape, bringing new practices and strategies to companies. The paper also analyses the risks and opportunities for both companies and job candidates. Overall, it highlights e-recruitment as a valuable tool in HR management, adding value to organizations.

Anderson (2003) investigated how applicants and recruiters respond to the adoption of new technology in employee selection and recruitment. The study categorized findings into applicant preferences and reactions, the comparison of traditional and new recruitment methods, and the potential impact of new predictor methods. The study criticized existing research for being theoretical, conceptual, and short-sighted in its outcomes.

Maurer and Liu (2007) explored the effectiveness of e-recruiting websites for recruitment. They combined internet marketing and recruitment research to provide six key insights for developing an effective e-recruitment platform on a corporate website. By applying a job marketing approach and considering consumer behaviour, the authors offer valuable guidelines for creating an online recruiting site that influences the decisions and behaviors of desired job candidates.

Kluemper (2009) studied using social networking websites (SNWs) for employment selection through surveys. The author examined if applicant information on SNWs could enhance hiring decisions. The study found that judges could reliably rate personality traits, intelligence, and performance based on SNW profiles, accurately distinguishing between high and low performers.

Bert Olivier (2011) analyzed the relationship between Cyberspace, Facebook, and Identity. The paper explores the use of Facebook in identity, drawing from Turkle's work on internet identity and discussions on Facebook's popularity. It also examines the concept of Panopticism about Facebook, drawing from Foucault's ideas on disciplinary mechanisms. Virilio's insights on the social consequences of cyberspace are discussed, particularly focusing on the rise of images over language on platforms like Facebook.

Maffin, Tod (2012) outlined six effective ways to use social networking sites for recruiting talent. These methods include leveraging social media to find and attract potential employees. Strategies involve managing online reputation, optimizing page design, and creating dedicated recruitment pages. Additionally, targeted advertisements, active participation, and utilizing page features are highlighted as effective tactics.

Saye N. C. Anaper (2013) discussed accrediting online and distance learning programs using geographical information systems (GIS) education program experience. The paper highlighted quality concerns, emphasizing the importance of accreditation in higher education services. It presented the program's learning outcomes in detail, underscoring their significance for accreditation purposes.

Kaur Prabjot (2015) examined e-recruitment, discussing its concept, benefits, problems, and criteria for effectiveness. The study also explored recent trends and methods through literature reviews. It concluded that e-recruitment supplements traditional methods rather than replacing them, emphasizing the need for upgrading. While e-recruitment offers many benefits, it also has some drawbacks. The study suggests that organizations adopt new technology for a faster and smoother recruitment process to attract suitable and talented candidates.

PROBLEM STATEMENT:

Nowadays, organizations use their official websites to share information with potential candidates (Allen et al., 2012). The problem statement discusses the challenges and opportunities of implementing e-recruitment strategies in modern organizations. As companies increasingly use digital platforms for recruiting, it is important to understand the advantages and potential obstacles of e-recruitment. This includes examining issues such as accessibility, effectiveness, candidate experience, and alignment with organizational goals. Through the identification and analysis of these factors, the study aims to offer insights into optimizing e-recruitment processes to meet the changing needs of both employers and job seekers. E-recruitment is growing rapidly due to its many benefits (Sylva & Mol, 2009). Companies now advertise job vacancies online, making it easier for candidates to apply (Bondarouk & Ruel, 2009). Research on recruitment is increasing as e-recruitment becomes crucial for finding qualified candidates (Breaugh & Stark, 2000).

NEED OF STUDY:

The effectiveness of e-recruitment depends on performance, security, reliability, and cost-benefit. The Internet has completely altered the channels of transmission of communication and dissemination of information in day-to-day life as well as the recruitment process of companies. The Internet is increasingly becoming a primary resource and channel for luring potential candidates towards job openings and vacancies and the process of E-recruitment avails the services of the Internet to bring the most qualified and suitable candidates on board. E-recruitment is crucial in the hiring process as it offers a platform for employers to access a vast pool of potential candidates. This online approach outperforms traditional methods, like placing job ads and manually sorting through resumes, by being hassle-free, cost-effective, and time-saving (Ashok & Priyanka, 2014).

RESEARCH METHODOLOGY:

The study was generally descriptive in nature. This analysis only supported secondary knowledge. Secondary knowledge was collected through numerous websites, institutional publications, journals, and government publications of repute and prominence.

SIGNIFICANCE:

Social media is the future of the Internet. It has become a new communication channel for both personal use and business to engage with their consumers interactively. Facebook has played a significant role in this shift towards a more personalized Internet, where products and services are recommended by friends and promoted through online peer reviews. HR professionals need to be actively involved. Even if recruiters choose not to participate in social media in their personal lives, it has reached a point where having a corporate account should be a standard part of every proactive HR professional's job. Social networking sites are a crucial recruiting tool for reaching a large pool of qualified candidates, often missed by traditional methods. Compared to traditional recruitment, e-recruitment through social networking is faster, more efficient, and cost-effective. These sites offer a new era for corporate recruiters and job seekers, allowing potential employees to showcase their skills and secure better jobs. Social networking platforms enable recruiters and candidates to interact, with candidates presenting their talents online. They also help employees stay updated with modern skills, enhancing their careers in the technology-driven era.

Gopalia (2012) highlighted the effectiveness of online recruitment and selection in reducing hiring time, saving costs, and attracting quality candidates. Kuppusamy and Ganesan (2016) emphasized factors like internet accessibility, hiring cycle adaptability, and website usability for successful e-recruitment, especially among Generation Y job seekers. Lakshmi (2012) found that online recruitment reduces costs, saves time, enhances market goodwill, and attracts skilled candidates, predicting further growth in the future. E-recruitment is the process of hiring a workforce. It involves the use of the Internet by employers to assist in conventional recruitment methods, offering numerous advantages (Smith and Rupp, 2004).

FINDINGS:

Nowadays, recruitment is a two-way street. Candidates look for the right company to work for, just as companies search for the best candidates. E-recruitment has made it convenient for candidates to apply for jobs online through recruitment platforms. Research on recruitment-related topics is on the rise since E-recruitment has become a critical field for hiring qualified candidates (Breaugh & Stark, 2000). Looking ahead, the future of recruitment seems to revolve around leveraging social and professional networks, diversifying candidate pools, and embracing innovative tools like big data and candidate relationship management. However, leaders also face challenges such as talent competition, limited budgets, and communication gaps with hiring managers. Despite these hurdles, staffing agencies remain focused on long-term success metrics like customer retention and annual candidate placements.

RECOMMENDATIONS:

The traditional job-wanted ads in the paper have essentially been replaced by big internet job boards (like Monster and Career Builder) as well as local and niche industry job boards. To enhance organizational performance and productivity through e-recruitment, companies should implement several strategies. First, they should invest in advanced e-recruitment platforms with user-friendly interfaces and strong analytics to streamline the hiring process. Next, they should tailor recruitment campaigns to target specific demographics and skill sets, utilizing social media and professional networks to reach a wider pool of candidates. Additionally, comprehensive training should be provided for HR teams to effectively utilize these digital tools and understand the intricacies of online candidate evaluation. It's also important to ensure a smooth candidate experience by maintaining clear communication and providing timely feedback throughout the recruitment process. Job postings should be regularly updated and optimized to attract top talent while utilizing data-driven insights to continuously refine recruitment strategies. By adopting these recommendations, organizations can improve their ability to attract and retain skilled employees, ultimately boosting productivity and overall performance.

Based on the findings, the study provides recommendations for organizations to effectively implement e-recruitment strategies. It also suggests areas for future research to address gaps and explore new dimensions of e-recruitment.

CONCLUSION:

Recruitment in the 21st century has changed. Social media recruitment is very popular in the modern era. Recruitment involves the process of finding qualified candidates and creating a talent pool by encouraging them to apply for current or future job openings within a company or organization. Nowadays, there are many online job portals. In this system, employers pay a fixed amount to the job portals, making their company profile and vacancy details available to job seekers. Recruiters can now be more proactive and not passively wait for people to come across their newspaper ads.

E-recruitment has transformed the hiring process by offering several advantages, including cost savings, time efficiency, and access to a large pool of qualified candidates. By using digital platforms and social networking sites, organizations can attract top talent, simplify the recruitment process, and improve their employer brand. However, companies need to balance the efficiency of e-recruitment with the need for personal interaction to ensure a thorough evaluation of candidates. As e-recruitment continues to grow, organizations must keep up with technological advancements and continually refine their strategies to stay competitive in attracting and

retaining the best talent. Ultimately, e-recruitment plays a crucial role in shaping organizational performance and productivity and is an essential tool in modern human resource management.

FUTURE STUDY:

There are many online job portals available today. Employers pay a fixed amount to these portals to make their company's profile and job vacancies available to job seekers. Job seekers are usually charged zero or nominal fees to register and use their accounts on these portals.

In future studies, researchers should investigate the potential benefits of integrating artificial intelligence and machine learning into e-recruitment processes to improve efficiency and accuracy. This research could focus on how AI-driven tools impact candidate success prediction, bias reduction, and personalized candidate experiences. Additionally, it would be valuable to examine the long-term effects of e-recruitment on employee retention and organizational culture. As technology continues to advance, it's important to also explore the ethical implications and privacy concerns associated with e-recruitment to ensure a fair and transparent hiring process.

Conflicts of interest
There are no conflicts of interest.

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