

EMPLOYEE SATISFACTION IN E-RECRUITMENT

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INTRODUCTION:

Internet is considered as the latest tool in hiring. In Recent years there has been a rise in the use of technology in the field of Human Resources Management. The 70% of large firms now use HR information systems, 80% conduct online recruiting, 67% post job openings online, and 40% use web – based portals as a means of communicating organizational policies and practices to actual and potential employees. E-recruiting, embracing the term web-based recruiting, can be described as any recruiting processes that a business organization conducts via web-based tools, such as a firm’s public internet site or its corporate intranet. We use the terms online recruitment, internet recruitment, and e-recruitment interchangeably. Technology plays a vital role in day-to-day activities. And this in turn made great changes in many work fields and out of which recruitment

process is the best example. With the help of e- recruitment the organizations can reach a large number of workforces and can identify the skilled personnel easily. In short, E- recruitment paves the way for the success of an organization. Social Media has already impacted and changed the nature of the traditional recruitment process.

Many big organizations use Internet as a source of recruitment. They advertise job vacancies through worldwide web. The job seekers send their curriculum vitae i.e. CV through e mail using the Internet. Alternatively job seekers place their CV in worldwide web, which can be drawn by prospective employees depending upon their requirements.

REVIEW OF LITERATURE:

The closing of the twentieth century has given rise to a vast debate concerning the response of human resource management to



the changing external and internal environment of the firm. The late 1990s found the literature somehow settled on the necessity of strategic HRM, but concerned about the new roles that the HR function should adopt in order to meet contemporary organizational challenges. In today's competitive environment Human Resource Management has become a valuable part of each organization especially for public sector organizations because HRM policies are directly linked with the overall job performance. In the contemporary impulsive business, one of the most distinctive competitive advantages companies can gain and sustain is their human resources. The single most important determinant of organizational effectiveness is the ability to attract, hire, and develop capable talent. To be able to compete, firms must be able to find and retain the best available employees, is difficult due to the shrinking availability of qualified labor. Furthermore, the rise of computer technology and the Internet has changed the way businesses compete [3].

SCOPE:

E-recruitment has a very wide scope as it identifies various talents worldwide. It

also enables various jobseekers to get the best opportunities. E-recruitment paves way to meet both employers and employees to meet at a point. Companies have the advantage of reaching a much broader pool of candidates, which in turn increases the chances of finding the right candidate. Recruiters can also take the CVs from various sites, analyze them and maintain the record of the same, so that they can refer to the respective CVs as and when required according. This process gives opportunities for employers to seek the employees with required skills and qualifications respectively.

As our country is a developing nation and it has set its mission to be digitalized in every arena, the organization also has started to use technology in their activities. Before the technological advancement, organization used various sources to recruit employees. E-recruitment is a mode for selecting one of the companies' human resources through technological mean. According to technological acceptance model, the uses of online sources for job searching have been impressively increased. It is considered to be effective because it saves time, effort and



moreover it can ensure that suitable person is hired for a particular position. So the main purpose of our study is to identify about how e-recruitment and internet is influencing the recruitment process of an organization.

Companies may build their e-recruitment platforms in-house, use e-recruitment HR software or employ recruitment agencies that utilize e-recruitment as part of their package. E-recruitment may not be as suitable for senior positions where the pool of prospective candidates is much lower.

PROPOSITION:

The proposition of this paper “Employee satisfaction in E-recruitment” is to find the need and satisfaction level of employees in E-recruitment.

OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE:

- To select potential employees
- To have wide reach for applicants
- To have real-time interaction and 24x7 hiring/job search activity

- To Reduced cost-of-hire
- To create an interface between job seekers and providers
- To search for key skill and qualification
- To make ease of the recruitment process

SECONDARY OBJECTIVE:

To measure the satisfaction and dissatisfaction level of employee undergone E-Recruitment process.

ROLE OF SOCIAL NETWORKING SITES IN E-RECRUITMENT:

The use of Social Networking Sites for recruitment is a new field in Human Resource Management. Employers believe that using these sites for online background checks is an acceptable practice for making hiring decisions for getting a quick character sketch of the applicant (Clark & Roberts, 2010). Schäuble et al. (2008) discuss in their article the potentials of online Social Networking Sites for recruitment based on the network XING, the most famous business networking site in Germany (see figure 1). Profiles in Social Networking Sites allow recruiters to gain information about their education and professional career in general. In addition,



recruiters have the possibility to contact potential candidates and communicate with them in a noncommittal manner. By using Social Networking Sites, recruiters can search for possible candidates and build up long term relationships with them. Social Networking Sites like LinkedIn, monster can act as a talent pool with a variety of social capital in the form of young professionals and graduates. Recruiters can filter candidates and search for candidates with special backgrounds. This can lead to a time reduction for the search and can also improve the chance finding the right candidates. Besides this, companies can keep in touch with interns, alumni and so forth. Thus, Social Networking Sites can support the relationship management between companies and possible applicants.

The two kinds of e-recruitment that an organization can use is:

1. Job Portals:

- Posting the position with the job description and the job specification on the job portal and also searching for the suitable resumes posted on the site corresponding to the opening in the organization

- Creating a complete online recruitment/application section in the company's own website. Companies have added an application system to its website, where the 'passive' job seekers can submit their resumes into the database of the organisation for consideration in future, as and when the roles become available.

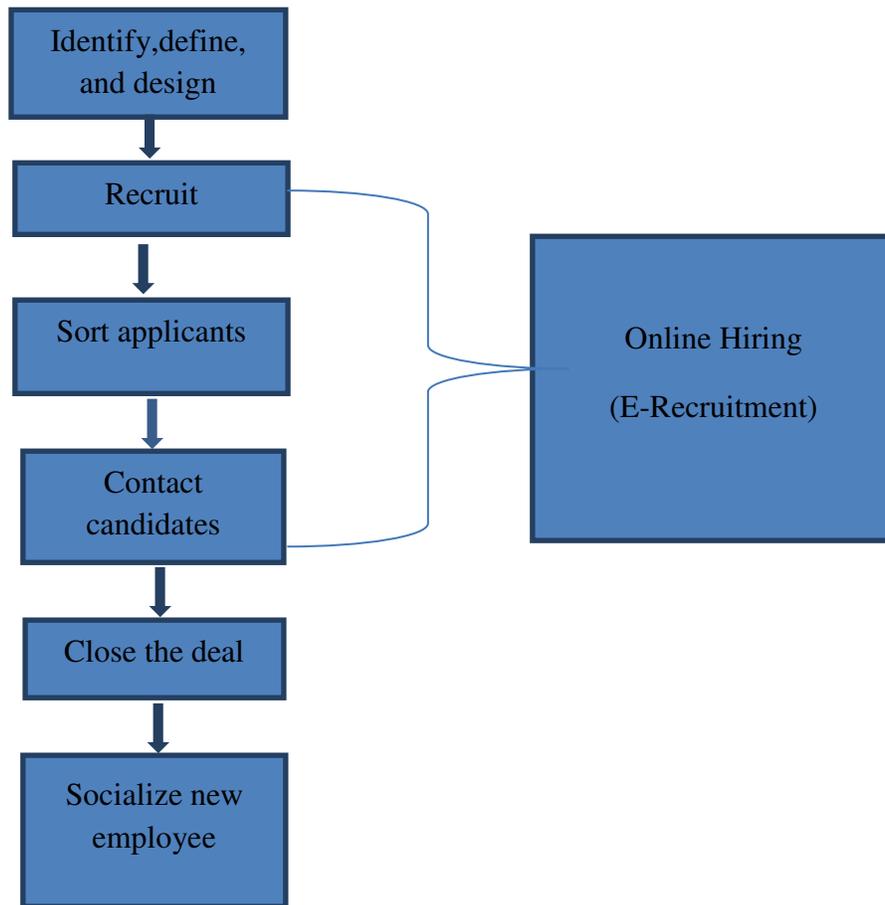
2. Resume Scanners:

- Resume scanner is one major benefit provided by the job portals to the organizations. It enables the employees to screen and filter the resumes through pre-defined criteria's and requirements (skills, qualifications, experience, payroll etc.) of the job.
- Job sites provide a 24 x 7 access to the database of the resumes to the employees facilitating the just-in-time hiring by the organizations. Also, the jobs can be posted on the site almost immediately and is also cheaper than advertising in the employment newspapers.
- Sometimes companies can get valuable references through the "passers-by" applicants. Online

recruitment helps the organizations to automate the recruitment process,

save their time and costs on recruitments.

• **PROCESS:**



RESEARCH METHODOLOGY

RESEARCH DESIGN:

A research design is the set of methods and procedures used in collecting

and analyzing measures of the variables specified in the research problem research. The methodology used in this paper ‘Employee satisfaction in E-Recruitment’ is Empirical Methodology. This is to find the

satisfaction and dissatisfaction level of employee in E-Recruitment.

QUESTIONNAIRE DESIGN:

A well- designed questionnaire should meet the research objectives. In this paper Employee satisfaction in E-recruitment a questionnaire was set for around 25 questions and was sent to employees who have undergone E-recruitment process.

DATA COLLECTION:

Primary and secondary sources of data were gathered for the research. Primary source of data was collected through the use of questionnaires and survey interviews. The secondary sources of information were collected from past research work, books, journals, articles, internet search, etc.

RESEARCH METHODOLOGY

RESULTS:

The statistical tool used in the research is Chi-square. A Chi-square is a statistical test used to determine whether two population means are different when the variances are known and the sample size is large. The test statistic is assumed to have a normal distribution, and nuisance

parameters such as standard deviation should be known in order for an accurate Chi-square to be performed. The z score test for two population proportions is used when you want to know whether two populations or groups differ significantly on some single characteristic. By applying Chi-square the proportion p_1 accepted p_2 .

SATISFACTION FACTORS:

- Perceived efficiency
- User-friendliness
- Information provision
- Fairness perception
- Internet selection image of the company

DISSATISFACTION FACTORS:

- The cultural approach of the organisation towards recruitment
- The lack of knowledge of e-recruitment within the HR community
- Internet usage by target candidates.
- Commitment of senior management.

CORPORATE WEBSITE OVER EMPLOYMENT WEBSITE;

1. It is customized to a specific company and less generic in focus.
2. The response goes directly to the company instead of going through intermediaries; hence there is greater privacy as well.
3. There is a feeling that the process happens faster.
4. It helps the candidate understand the role and responsibilities better. Details about the company are also easily available.
5. Gives an impression to the company that the company has specifically targeted a specific recruitment, so the chances of success are more.
6. Targeted a company and applied to it, so the chances of success are more.

4. It helps the candidate compare between different companies in the same domain.

E-RECRUITMENT OUTCOMES:

High commitment: such outcomes can be characterized in terms of job satisfaction, psychological contract, motivation, integration. High competence: this points

7. The chances of the resume not being noticed or getting lost in a huge crowd of similar job seekers is lower.
8. The types of candidates who apply through employment websites are substandard.

EMPLOYMENT WEBSITE OVER CORPORATE WEBSITE:

1. Opens up avenues of application to several companies using a single resume.
2. It saves time as one does not have to individually apply to several companies.
3. Employment websites recommend certain jobs in similar profiles which the applicant might not have been aware of, hence widening the applicant's perspective.
5. Easily available link to the companies where there are vacancies.

towards the ability employees have to learn new tasks and roles. It requires careful selection of employees from the beginning. Cost effectiveness can be attained by means of recruitment activities by accurately



setting pay levels, rigorous selection that improves job satisfaction and performance. Higher congruence concerns the internal organization, the 'input, throughput, and output' of personnel structured in the interests of all stakeholders

DISCUSSIONS:

Internet is being widely used in the recruitment process by many organizations, together with employee. The Internet can have many benefits for organizations in the recruitment process but research about this is scarce. The possible benefits that were identified were categorized as benefits for effective or efficient recruiting. Possible benefits for efficient recruiting include time savings, cost reduction, and minimizing resources; possible benefits for effective recruiting include reaching a broader audience and more accurate and detailed information about applicants. Benefits of Internet recruiting can differ between organizations, because every organization has its own strategy, and recruitment objectives should support that strategy. **Criteria for Effective E-Recruitment**

- The requirement for it is to benefit the selection procedure. Thus to make the process effective, the Organizations should be concerned about various factors. Among them most important are- Return on investment (ROI) should be calculated to compare the costs and risks. It facilitates to evaluate benefits and to calculate the estimated return.
- Recruitment policy should be flexible and proactive, to adapt market changes. The companies will have their own mix and match sources according their objective. The guidelines to be provided in the policy.
- Unemployment rate, labor turnover rate are considered. As the whole process depends on the availability of candidates in the market. For every post, position it is not viable to spend too much of time. These rates will determine whether to be stringent or lenient.
- Impact of supplying compensation details to be considered. That is the wage, salary, benefits, when disclosed on line then it should follow the legal norms. Chance for negotiation will not be there. Compensation rate of the company not only reaches to the candidates but will be known to all.



- Precautions to be taken for resume screening. Words that discriminates gender, age, religion etc to be avoided. For an example, 'recent' college graduates only.

CONCLUSION:

E-recruitment has provided better way for recruitment. Though it is having some drawbacks it is time saving and effective. One of the problems that E-recruiters are facing using job portals is duplication of work. Traditional methods should not be replaced by the E-Recruitment, it should supplement. It was found that E-recruitment strategies has improved recruitment efficiency and it is widely accepted by the MNCs as well but at the same time major limitation is to check the authenticity of the resumes and it does not allow face-to-face communication as well.

DIRECTIONS FOR FUTURE RESEARCH:

In addition to its practical implications, this study offers avenues for further research in the area of e-recruitment. Future studies should be conducted to examine and consider additional variables

(apart from the five variables included in this study) that may influence applicants' decision processes during web-based job searches and online applications. Further research is required to shed light on the cognitive processes activated when applicants view websites (career sections of company websites or employment websites/job boards) during the job search process. Also, since this research proved the hypothesis that job seekers prefer to apply through the career section of a corporate website over applying through employment websites, further research can be carried out to determine why employment websites are not preferred and what can be done to improve the perception of employment websites in the minds of prospective online job seekers. The preference of type of e-recruitment across levels and types of job can also be studied. Due to the limited sample size, the present study could not further study the preference of mode of application depending on the level of the position applied for and the industry in which the job is applied to. However it is probable that the level of position applied for will have a significant effect on the preference for job board/corporate website.

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