

Impact of E-Recruitment on the Effectiveness of HR Departments in India's Private Sector

Sanjay Kumar Gouda¹, Dr Y.S.S.Patro², Dr Sarbesh Mishra³

¹Research Scholar, GIET University, Gunupur, India

²Professor, School of Management Studies, GIET University, Gunupur, India

³Professor and Dean, NICMAR University of Construction Studies, Hyderabad, India

How to cite this article: Sanjay Kumar Gouda, Y.S.S.Patro, Sarbesh Mishra (2024) Impact of E-Recruitment on the Effectiveness of HR Departments in India's Private Sector. *Library Progress International*, 44(3), 14922-14929.

ABSTRACT

A modern organization would be negligent without a human resources (HR) department. Numerous studies indicate that the HR department is essential to a company's performance. Recruitment is a vital function of the HR department since it emphasizes "integrating individuals into the organization." This study paper aims to analyze the impact of E-Recruitment and recent technological breakthroughs on the recruitment process, highlighting their facilitation of HR managers' tasks in contemporary settings. It is commonly presumed that private firms in India have strong human resources departments that effectively utilize technology to optimize the hiring process, given that the private sector is a significant economic contributor and one of the rapidly expanding industries in the nation. Examining the private sector in India is the sole rational approach to assess the efficacy of this technology. It is an examination of causality. The objective of causal research is to identify the nature and extent of cause-and-effect relationships. The data was collected through questionnaires conducted with human resources specialists in cities such as Bhubaneswar, Cuttack, and Raurkela. Human Resources managers, executives, assistant managers, deputy managers, and coordinators. The objective is to ascertain the impact of E-recruitment on the efficiency of HR departments, utilizing statistical tests including descriptive analysis, sample adequacy, normality, reliability correlations, and regression analyses to present the study's results. The results indicate that E-recruitment substantially impacts the effectiveness of the HR Department in India's private sector.

Keywords: India, private sector, human resource management, E-recruiting

Introduction

Major firms in developed countries began to delegate power from the chief executive to department heads responsible for operations such as production, marketing, procurement, and, most importantly, human resources (HR). This was a reaction to changing economic conditions in the nation. Armstrong (2006) posits that the objective of establishing separate HR departments was to recruit qualified individuals for these vacant positions. Each day introduces new transformations in the nature of work owing to the remarkable instability in the corporate sector. The principal duty of human resources is the recruitment of new personnel (Chapman & Webster, 2003). Identifying and employing competent individuals is paramount. The technique comprises a series of actions undertaken by a company to identify and attract a pool of qualified people through diverse recruitment strategies (Fisher et al., 2014). "Skill development" serves as the primary impetus in the contemporary market. Increasingly, organizations are recognizing the significance of employing the optimal persons for the appropriate roles at the right moments. However, historically, circumstances were significantly different, as noted by Sills (2014). Corporate recruiting methods began to evolve towards greater civility in the 1990s. Numerous firms have been utilizing recruiting services to manage their staffing requirements. These agencies used both technical and non-technical personnel for these firms. As per Holm (2010), recruitment was driven by labor market demand, as corporations began to create new positions daily. The daily wage was the preferred employment method for these enterprises. Nonetheless, firms began to pursue more technically proficient personnel during the industrial revolution of the 1990s to enhance product quality and production efficiency.

Engaging personal and professional networks, utilizing media advertising, and performing executive searches are all traditional methods of recruitment. This information is derived from Holm (2012). The addition, maintenance, or adjustment of the workforce is an ongoing process that occurs routinely whenever policies, technology, location, mergers, acquisitions, or employee resignations impact the organization. The recruitment of qualified labor is increasingly vital as industries require higher expertise and global competition intensifies. Nonetheless, locating the appropriate individuals at the opportune moment has become increasingly challenging. Conventional hiring methods are obsolete and inadequate for identifying a sufficient pool of qualified candidates. Many organizations have adopted intricate recruiting strategies or a combination of various recruitment methods in their quest for these candidates (El-Gohary, 2012).

All facets of a corporation have seen substantial transformations due to the rapid advancement of technology (Awang et al., 2013). To identify the best competent candidates, numerous organizations are employing modern recruitment and selection techniques (Ensher et al., 2003). Bartram (2006) contends that the term "internet" is crucial in contemporary recruitment processes. The employment market was introduced to the concept of "job boards" in the early 2000s. In the same year, Monster.com launched as the inaugural recruiting website (Ensher et al., 2003). E-recruitment is the latest methodology in hiring. The internet is the foremost instrument for recruiting new personnel. It signifies a substantial technological advancement for both corporations and job applicants. As per a 2009 book by Parry and Wilson. Commencing in the mid-1980s, HR journals-initiated discussions around the concept of electronic recruiting. Enhancements in HR efficacy stem from forthcoming technical advancements. The term "e-HRM" was first introduced in the business in 2000.

Like other growing nations, India faces a comparable dilemma. In light of technological advancements, major corporations in this sector have prioritized E-recruitment (Ahmed, et al 2023). Several "job boards" are functioning in India, including job.com, Mustakbil.com, Rozee.pk, and LinkedIn, among others. Posts on these employment forums disseminate information to job seekers.

Therefore, it is essential to examine if HR departments in these firms have enhanced their efficiency due to e-recruitment programs in a less developed country like India, and to assess the impact of these programs on HR supply chain equilibrium. This work is a unique undertaking due to the limited number of scholars who have explored this topic to date. Human resources divisions in private companies may leverage the study's findings to enhance the development and implementation of e-recruitment platforms. This research will assess the efficacy of these systems and their potential for future advancement.

Review of Literature

The phrase "human resource management" includes all three concepts: management, resources, and personnel. Management is the process of optimizing the efficient and effective utilization of limited resources; a resource is characterized by a finite supply (Malik, 2013). Addressing employee-related issues is the fundamental competency of human resource management. Recruitment, selection, and training constitute the three primary duties of Human Resource Management (HRM). in alignment with job specifications (Chapman & Webster, 2003). Furthermore, it assesses the candidate's proficiency concerning the position's requirements. The Human Resources department is tasked with assessing employee performance and establishing suitable compensation rates. Parry and Tyson published a study in 2008. The primary responsibilities of human resource management encompass work definition and design, staffing, and remuneration and benefits (Demirkaya, H et al., 2011). Recruitment is a fundamental aspect of human resource management, tasked with generating human capital for organizations. The success of companies is contingent upon the performance of their employees (Fisher et al., 2014).

Recruitment is the process of identifying, attracting, and choosing the most appropriate candidates from a pool of qualified individuals. (Lockyer and Scholars, 2004). The recruiting process encompasses job needs analysis, position advertisement, resume collection, candidate interviews, final hiring decisions, and new employee orientation (Furtmueller, 2012). The act of identifying, interviewing, and ultimately employing qualified individuals is referred to as recruiting (Oliver, 2015). Recruitment sources can be classified into two categories: "Internal Source" recruitment, encompassing means such as internal promotions or transfers, employee referrals, and dependents of former employees. Recruitment from "external sources" encompasses various channels, including advertisements, educational institutions, placement agencies, job boards, labor contractors, and employment exchanges, as noted by M. Badger et al. (2014). Similar to all facets of business operations, the recruitment process is crucial for the success of any industry (Chauhan et al., 2013).

The phrase "e-recruitment" was originally utilized in an article during the 1990s. Bodea et al. (2014) assert that E-recruitment gained prominence in the 20th century, as indicated in a 2003 study. Electronic recruitment comprises two

components. E denotes "Electronic," while recruitment pertains to the processes implemented to guarantee that competent candidates are evaluated for available vacancies. E-Recruitment is the latest method of recruitment that extensively employs the internet. Many firms utilize their own websites or job boards for the purposes of searching for, recruiting, assessing, interviewing, and eventually hiring new personnel. In 2015, Oliver issued a legal document. Employers are discovering that e-recruitment enables them to conserve both time and financial resources. Employers may retain application data and employ the program to efficiently choose candidates (Chapman & Webster, 2003). The emergence of e-recruitment has transformed the operational dynamics between firms and employees, enhancing the income and productivity of both sides (Sharma, 2010). Digital tools include newspapers, job boards, social media platforms, and radio stations are readily accessible. Companies have utilized Skype, Viber, and other online platforms to conduct interviews. In 2013, Marler and Fisher released a publication. E-recruitment enables recruiters to identify and hire exceptional individuals. Electronic recruitment has expanded the candidate pool (Parzinger, M. et al., 2013). The two primary advantages of electronic recruitment are cost reduction and the attraction of a substantial number of individuals. Numerous scholars assert that e-recruiting offers greater advantages to applicants than traditional recruiting approaches (Sills, 2014).

The implementation of internet recruitment methods has alleviated apprehensions regarding individuals' qualifications, competencies, and professional backgrounds (Parry & Tyson, 2008). E-recruitment strategies have significantly reduced the workload for HR managers and recruiting agencies (Galanki, 2002). E-recruitment led to a reduction in cost and stress levels. Gouda et al (2024) discovered that e-recruitment results in increased work satisfaction. E-recruitment can considerably expedite the recruiting cycle. Authored by Gopalia, (2011) E-recruitment has streamlined the process of refining the pool of prospective technical candidates (Wang et al., 2013). Database administration is essential for organizations to manage employee profiles and the accompanying data and information. The contact information, qualifications, and references of applicants will be stored in these databases. The database will verify the applicants' qualifications, encompassing their education, driving history, criminal record, and previous employment experience. El-Gohary (2012) asserts that this will enhance the efficiency and consistency of the employment process. Online recruitment is more efficient for job seekers than traditional methods of candidate sourcing. Consequently, the prompt update of the electronic system is imperative. Srinivasa and Ramaababu (2014). Shah et al. (2013) stated that E-recruitment is a comparatively novel concept in India. Contemporary technology is indicative of advancement. "Innovative Technologies for Enhancing Productivity" (Teo, 2012). The efficiency and lifetime of the product are being improved by technology evaluation tools (Agyei, 2013).

The success of an organization is down to the careful design and execution of both the E-Recruitment process and the HR system (Pin and Co., 2001). Research conducted by Subhani, M. Et al. (2012) demonstrates that applicants have been discovered to use fraudulent certificates and experience in their applications. Thus, in-person evaluations of candidates are the favored recruitment approach in developing countries.

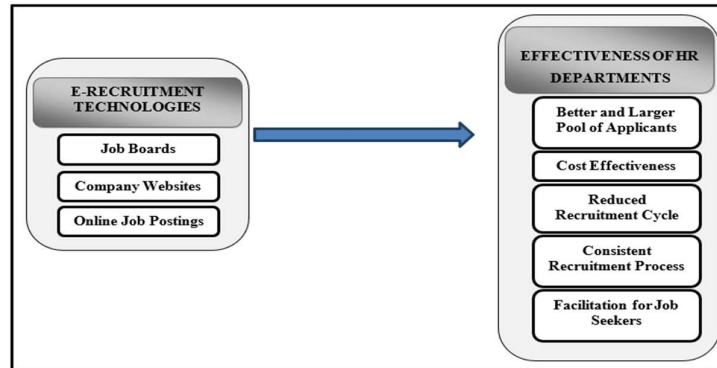
Kerrin and Katley (2003) emphasized that obsolete job advertisements present a considerable issue for both employers and candidates utilizing the E-Recruitment system. Job seekers encountered difficulties due to outdated postings and inadequately designed websites that hindered user access to job portals (Khan, et al., 2013). Online recruitment can be advantageous for companies if employed and implemented strategically (Charfeddine, & Nasri, W. 2012). Ahmad et al (2023) assert that to enhance organizational efficiency and employee performance, it is crucial to properly integrate and use E-systems.

The private sector's contribution to India's advancement is substantial. Given that a company's personnel (human capital) constitutes its core, numerous commercial sectors have transitioned their employment processes to online platforms. In a study conducted by (Khan et al. 2013) due to the widespread availability of internet connectivity, Indians can simultaneously apply for multiple employment positions. Kazi, A.K., & Mannan, M.A (2013) Indian corporations exhibit a comparable enthusiasm for E-recruitment as their Western counterparts, following a successful trial in India. Due to its cost-effectiveness and rapid response, about eighty to ninety percent of large enterprises possess their own website and utilize it for recruitment purposes. Imam and Batool (2013). Amin Mohamed et al. (2002) indicate that a majority of entities in India's private sector, such as banks, telecommunications companies, multinational enterprises, non-governmental organizations, and educational institutions, have commenced utilizing online job boards or their own websites for electronic recruitment.

Research Methodology

A researcher might construct a theoretical framework for a study by meticulously analyzing the pertinent literature. Many experts assert that theoretical frameworks are the foundation of research endeavors. It is a meticulously structured and

comprehensive network of relationships among the components deemed significant to the issue, as revealed through methodologies such as interviews, observations, and literature studies. This inquiry is predicated on the development of the following model:



Development of Hypotheses

The proposed hypotheses are grounded in the conceptual framework developed for this study:

H1: E-recruitment significantly impacts the efficiency of HR departments in India's private sector.

H2: In India's private sector, e-recruitment is significantly correlated with the efficacy of HR departments in attracting a higher quality and more diverse candidate pool.

H3: In India's private sector, e-recruitment is significantly associated with the performance of HR departments regarding the efficiency and cost-effectiveness of the recruitment process.

H4: E-recruiting significantly correlates with the efficacy of HR departments in India's private sector regarding the reduction of the recruiting cycle.

The aim of this research project is to determine the nature and extent of the relationship between interactions; thus, it is classified as a causal research study. Causal research, refers to studies that seek to "investigate" certain issues. A causal study conducted to examine the effects of specific adjustments on established norms. Causal research is systematic, measurable, and predicated on prior preparation. This research is classified as "Quantitative" due to the inclusion of statistics and other statistical tests. Data obtained from participants through a survey questionnaire.

Findings and Analysis

This research, grounded in the behavioral sciences, utilized Cronbach's Alpha to ensure the reliability of the instruments. An instrument is considered reliable when its Cronbach's Alpha score approaches 0.8. The Cronbach's Alpha coefficient for the total number of elements in the instrument is 0.89. The value is approximately 0.7. The questionnaire employed to collect data for this research can be deemed reliable.

H1: E-recruitment significantly impacts the efficiency of HR departments in India's private sector.

A critical factor influencing the efficacy of HR departments is e-recruitment. This compels us to endorse the theory. The T-value of 14.279 signifies that despite the low anticipated EHRD, the independent variable (E-Recruitment) possesses substantial predictive power regarding outcomes. The beta coefficient of 0.73, with a P value of 0.000, indicates that a one-unit increase in the independent variable (E-Recruitment) leads to a 0.723 unit increase in the dependent variable (EHRD). The adjusted R² of 0.621 and a tolerance value near 1 suggest that multicollinearity is not a concern within this dataset.

H2: In India's private sector, e-recruitment is significantly correlated with the efficacy of HR departments in attracting a higher quality and more diverse candidate pool.

e-Recruitment is closely linked to acquiring superior prospects. Consequently, we endorse the theory. E-Recruitment exhibits a strong predictive capability of 11.019, signifying its efficacy as an independent indicator for assessing application quality. With a p-value below 0.000, the beta coefficient is 0.666, indicating that for each unit increase in the independent variable (E-Recruitment), the dependent variable (the identification of higher quality candidates) increases by 0.666 units. Companies and organizations can identify superior candidates through electronic recruitment. The lack of multicollinearity

in the data is evidenced by an adjusted R^2 value of 0.401 and a tolerance value nearing 1.

H3: In India's private sector, e-recruitment is significantly associated with the performance of HR departments regarding the efficiency and cost-effectiveness of the recruitment process.

The relationship between e-recruitment and cost-effectiveness is significant. Consequently, we endorse the theory. The anticipated cost-effectiveness is notably high, and the independent variable (E-Recruitment) demonstrates substantial predictive power (T.value: 13.119). At a p-value below .000, where 0.636 is the beta coefficient; this signifies that the dependent variable, cost effectiveness, increases by 0.636 units for each unit increase in the independent variable (E-Recruitment). Given a tolerance near 1 and an adjusted R^2 of 0.521, multicollinearity is not a concern within the data. Electronic recruitment is an effective and cost-efficient approach.

H4: E-recruiting significantly correlates with the efficacy of HR departments in India's private sector regarding the reduction of the recruiting cycle.

A significant association exists between shortened recruitment cycles and e-recruitment; hence, we accept the theory. The computed Reduced Recruitment Cycle demonstrates strong predictive capability for the independent variable (E-Recruitment), evidenced by a T-value of 13.727. The dependent variable (Reduced Recruitment Cycle) increases by 0.785 units for each unit increase in the independent variable (E-Recruitment), as indicated by a beta coefficient of 0.785 with a p-value of less than 0.000. The implementation of electronic recruitment has expedited the hiring process. The modified R^2 is 0.569, and the tolerance value is around 1, indicating the absence of multicollinearity in the data.

Private firms in India that offer services are striving to enhance human resources. The HR department is thrilled to implement advanced digital functionalities. The inclination observed in Indian firms corresponds with the conclusions of Budhwar and Sparrow (1997) and Abel, S. in 2011, both authors observed that the service industry predominantly depends on the internet for communication. Their favored mode of communication with both internal and external contacts is through this medium. As shown by Ngai et al. (2008), service enterprises are increasingly investing in HR IT solutions. They are constructing proprietary databases capable of accommodating vast quantities of data. This program may attract premier talent globally by inviting applications from all locations. The "auto-screening" functionalities provided by e-recruitment software are especially pertinent to service-oriented sectors, according to Martins, C. The results indicate a significant correlation between E-recruitment and the attraction of higher quality candidates ($r = 0.664$). E-recruitment is recognized to significantly enhance the quality of applicants. This aligns with the findings of Galanki (2002) and Katou and Budhwar (2006).

Electronic recruiting is facilitating employment for a significant number of individuals. The proliferation of internet users and the expansion of its accessibility are both accelerating swiftly. India has approximately 10 billion internet users. The proliferation of broadband has rendered web access more straightforward and economical. Consequently, numerous candidates resorted to online recruitment due to its expediency and simplicity compared to conventional approaches. Research conducted by Awan, Ghouri, and Khan (2013) and Carrillat, F. Et al. (2014) substantiate this trend, asserting that online recruitment is the sole method via which a candidate can submit an application at any hour, without temporal restrictions. Online recruitment has numerous benefits, which Indian job seekers are beginning to recognize.

A robust link exists between E-recruitment and cost-effectiveness, with ($r = 0.613$) for internal recruitment and ($r = 0.471$) for external recruitment in the findings. In contrast to traditional employment methods, e-recruitment reduces operational and administrative costs. Both a study by Chuhan et al. (2013) and another by Carrillat et al. (2014) reached identical conclusions. The correlation coefficient of 0.748 indicates that e-recruitment substantially reduces the recruitment duration. E-Recruitment expedites the employment process. There is consensus that the recruitment cycle can be expedited by E-recruitment. Should all proceed as anticipated, we may conclude the hiring process within a day. The techniques are far more expedient than traditional hiring methods. Faliagka et al. (2012) and Feldman & Klaas (2002) reached identical conclusions. The results indicate a significant association between electronic recruiting and uniformity in the hiring process. There is agreement that E-recruitment will impact the uniformity of the recruiting process. The results of this theory correspond with the studies performed by Ventura, M. G. G., and Bringula, R. P. (2013) and Pin, Laorden, and Diez (2001).

E-recruitment is closely associated with assisting individuals in securing employment. E-recruitment is recognized for its facilitation of job seekers. Awang, M., Ghouri, A. M., & Khan, N. R. (2013) & Ahmed, S., Tahir, H., & Warsi, S. W. Both studies (2015) have yielded identical findings.

Suggestions for Human Resources Departments

This research suggests the following recommendations for the HR departments of private sector firms in India, considering that technological adoption does not mediate the relationship between HRSCM and e-recruitment:

Indian enterprises must collaborate in a "coordinated" manner to design, implement, and utilize technological solutions. Executives allegedly "impose" digital solutions, such as an online recruiting platform, on their employees. The intermediate and first-level managers perceive this system as a "burden" due to their inability to understand the benefits of technology. Reluctantly employing a system will inevitably reduce its effectiveness. Not all technical solutions need to be executed concurrently. All systems should be implemented sequentially. Familiarizing personnel with new systems should be the goal. A common reason for inadequate technology adoption in Indian organizations is the misallocation of significant funds towards solutions that potential customers find unappealing.

Scope for Future Research

The research findings may influence other sectors, including a potential investigation of India's public sector organizations as a future study avenue in this topic. Additionally, it is feasible to do comprehensive research exploring the potential of Indian firms implementing complete HR Management Information Systems. It would be intriguing to assess the impact of e-recruitment on the efficacy of HR departments across various business kinds, including public and private sectors, service and manufacturing industries, as well as large and small enterprises. Further research is necessary regarding company behavior in the adoption of new technology. This research may be replicated with an expanded sample size.

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