

Recruitment Strategies: A power of E-Recruiting and Social Media

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Abstract

Human resource is the means an important tool for any organization. Organizations have to recruit people with requites skills, qualifications and experience, if they have to survive and prosper in a highly competitive environment. The main goal of this research paper is to analyze the e-Recruitment tools and trends and the use of internet for all HR activities. The objective is to identify what e-recruitment methods are being used and what benefits are being experienced by organizations using these methods. Now a day for a large majority, online recruitment is an important part of the recruitment strategy because as the world is getting flatter day by day as of globalization, many new technology and concept has been coined.

There are plentiful ways by which the companies recruit talents for their organization, i.e. internal and external sources, includes transfer, promotion, educational institutions, executive agencies, employment exchanges, labor contractors, employee recommendations, recruitments at factory gates etc. Internet has a great impact on the overall functioning of human resource department. Because of this E-HRM has come into picture. **E-HRM** is the application of information technology for performing of HR activities. There are three types of E-HRM, Operational, Relational and

Transformational. In Operational E-HRM we perform administrative functions - payroll and employee personal data for example. In Relational E-HRM we take care of supporting business processes i.e. training, recruitment, performance management etc. Transformational E-HRM is concerned with strategic HR activities such as knowledge management and strategic re-orientation. An organization can use a good e-recruiting site which helps candidates and the company accomplish their goals. This paper identifies the overall processes and methods of e-recruitments, it also studies whether it's challenging for the manager and relevant advantages & limitation of E-Recruitment.

Index Terms: Recruitment, e-Recruitment, E-HRM, Social Media

Objectives Of The Study:

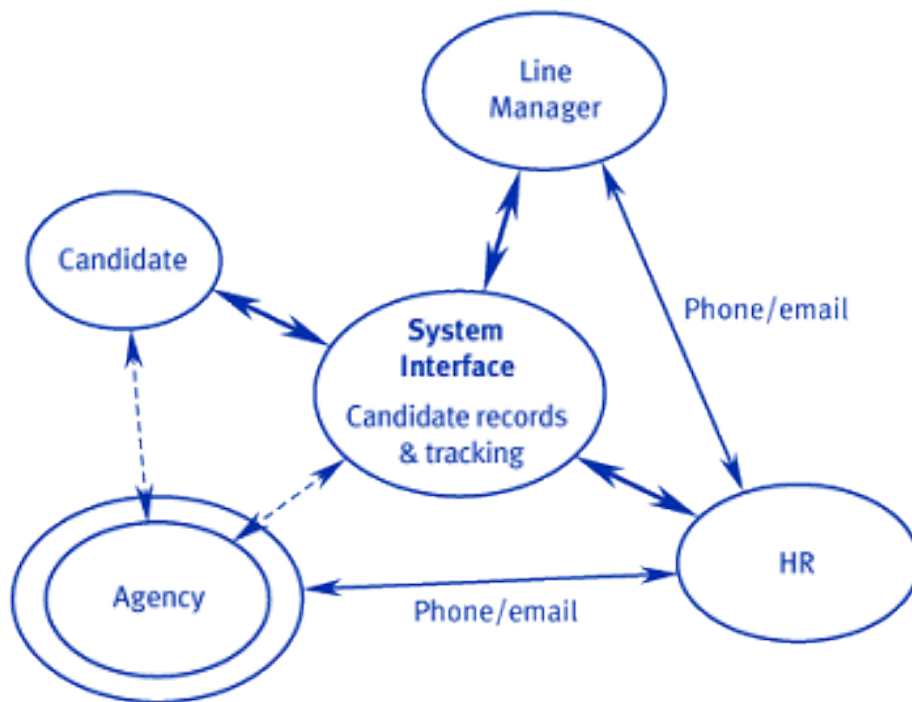
- Describe current and rising technologies in recruitment market and their key factors.
- Evaluate the changes in recruiting strategies and practices causes of e-recruitment tools.
- Analyze opportunities and challenges for both the organizations and job-seekers using e-Recruitment.
- Analyze the social media as a tool for recruitment.

Introduction

In today's global world everything is based on technology and getting automated day by day. Recruitment is the practice of attracting, selecting and appointing suitable candidates for an organization. For getting the best employees for the organization recruitment considered to be the second main process selection and staffing are considered to be the

main process. The increased competitiveness in the recruitment market has led to spending more time, efforts and resources on developing recruitment strategies and expanding the range of advertising methods. For this the utilization of the Internet transforms the recruitment process. Connecting the job seeker and the employer become easy, fast and cost effective. Internet tools enables employees/recruiters to reach a wider pool of potential applicants and to fill positions faster in such a competitive environment. It's completely on the employer how to take the concept of E-Recruitment further. Technology has enable corporate websites more sophisticated, interactive and to connect 27*7 (see Figure 1)

Figure 1: Landscape of e-recruitment



Source: IES, 2003

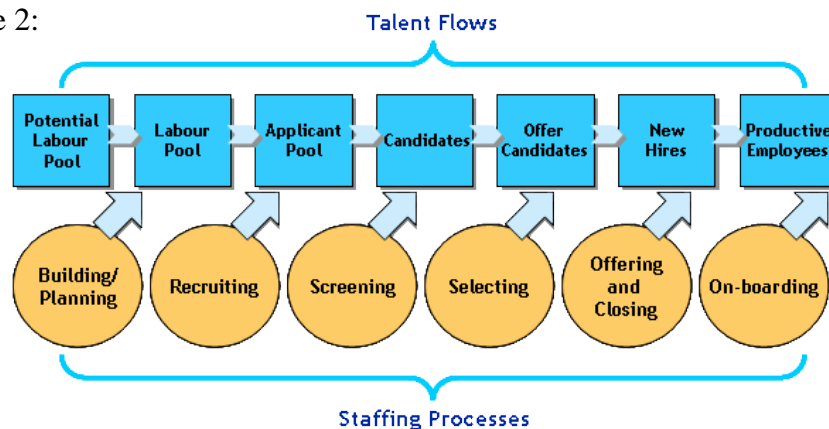
This research by IES members weaves together a summary about e-recruitment (or online recruitment, internet recruitment, web based recruiting).

E-recruitment is also involved in the main processes i.e. staffing process and talent flows in recruiting staff. Figure 2 illustrates the relation between talent flows and staffing processes involved in recruiting staff. The internet can be used to assist any or all of the main processes of:

- attraction (advertising/ recruiting)
- selection and assessment (screening and testing)
- on-boarding (offering, closing and induction)

In addition e-recruitment can also be used to support applicant tracking and workflow systems.

Figure 2:



Review Of Literature

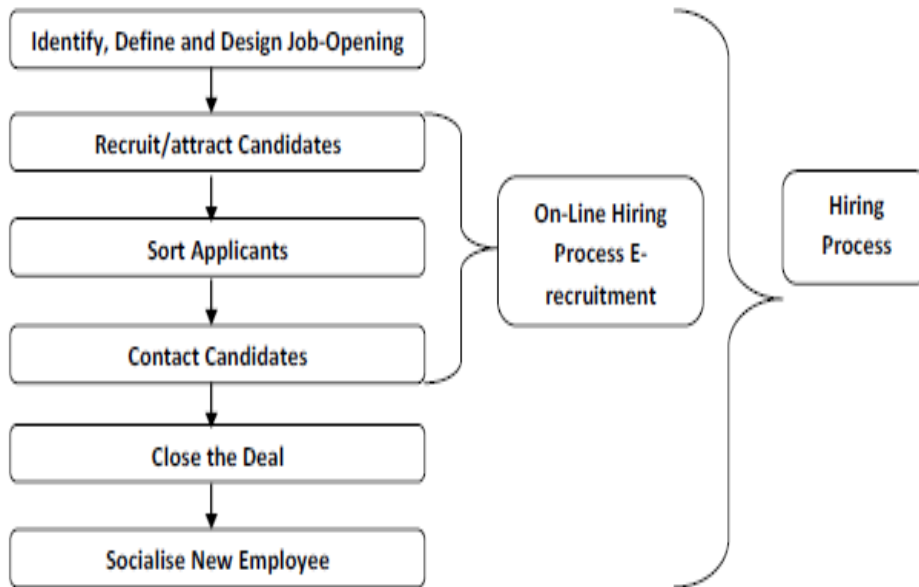
Recruitment includes those practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees (Breaugh & Starke, 2000). It has evolved into a sophisticated interactive engine with the ability to automate every facet of the hiring process virtually (Joe Dysart, 2006). The internet can ease the selection of employees, especially where long distances are involved (Galanaki, 2005). E-

recruitment has grown rapidly over the past ten years and is now widely used by both recruiters and job seekers across the world (Cober& Brown, 2006). The rapid advances in technology have dramatically changed the way the business is conducted and this increasing use of technology is clearly demonstrated by the number of organizations and individuals who utilize the internet and electronic mail (Erica, 2007). In terms of human resource management, the internet has changed the way of recruitment from both perspectives i.e. organizations and job seekers(Epstein, 2003).On-line recruitment is cost and time saving activity to choose candidates. It reduced application costs also encouraged increased applications from under qualified job seekers, triggering increased effort by firms to improve screening mechanisms (Freeman & Autor, 2002).It helps the organization to manage all the database electronically. There are many job portal providers for both employer and employee, where the employees can put their CV's for free of charge but the employers are charged for filtration of CV's. E-Recruitment is involving the information technology for hiring the employees to reach the masses and to save time. E-Recruitment falls under E-HRM.

Recruitment And E-Recruitment

Recruitment is the process of generating a pool of qualified candidates for a particular job; the first step in the hiring process. The Hiring process means carrying out a full series of functions, it means making a choice and deciding that the candidates meet the requirements of the specific job, if so, hiring that person.

“Hiring process” means, the company’s hiring policies have been clearly defined. The process may be broken into the following stages:



E-Recruitment is getting more and more popular and companies developing their own websites and form corporation with online work boards. Now a day's recruitment through social media is also in. Top companies refer social accounts to analyze the behavior and skills of a candidate. Traditional recruitment market is separated in newspapers, recruitment agencies and recruitment portals. Print media is used generally for middle-to-senior-level-executives and portals for entry-level, placement agencies only help to expand the on-line market. (See Figure 3)

Figure 3:

| | Naukri.com | Monster.com JobsAhead.com + |
|---------------------------|-------------------------------|--------------------------------|
| No. Of Clients | 17,000 | 6,000 |
| No. Of Live Jobs | 80,000 | 70,000 |
| Revenues | Rs. 45 crore (March 2005) | N.A. |
| Q4 Revenues | Rs. 11 crore (Jan-March 2005) | N.A. |
| No. Of Resumes | Rs. 36 Lakhs | Rs. 53 Lakhs |
| No. Of Additional Per Day | 10,000 | 8,000 |

Source: Business Today, July 31, 2005

The Growth In E-Recruitment

The primary drivers for introducing e-recruitment are cost effectiveness, faster processes, access to a wider pool of applicants and better employer branding. There are some other factors like reduction in administration, speed of recruitment and improvement in brand image are also identified.

Cost effectiveness: the online recruitment methods can be much more cost effective than traditional methods. Cost effectiveness was the single most important reason to implementing e-recruitment approach.

Speed and efficiency: The recruitment process can be made faster through online posting of jobs, filling the online application form and e-mailing CV's is easy. Applications can be processed within minutes, saving both recruiters and jobseekers valuable time.

Employer branding: it is also a key reason for organizations to adopt e-recruitment to promote their image as a progressive organization. As more detailed information can be provided on the company's website than in newspaper advertisement. It improves company image and profile and giving an indication of the organization culture.

Create wider candidate pool: It creates a wider pool, by providing 24/7 access to job seekers from around the globe. It provides a better chance of finding the right candidate. This also attracts a larger or more diverse applicant pool.

Quality of candidates: the online recruitment process improves the quality of the candidates because of mixed finding. It also widening the pool of potential applicants and reducing the time to recruit, online recruitment, can help organizations compete for the best suitable candidate.

Other factors: other reasons for implementing e-recruitment techniques are reduction in administration work. It improves record management and providing a better service to candidates and facilitating internal recruitment.

The Key To A Booming E-Recruitment Strategy

To become successful the organization must adopt its own individual e-recruitment strategy but many times the term is often misunderstood. In reality, e-recruitment encompasses everything Internet - from your website, job boards you use, receiving registrations & applications by the web, through to your management of the entire process. The organization must have to adopt the right approach that will result in massive savings of cost and increased productivity, opening new opportunities for you in your marketplace. For the management of the strategy one should adopt a centralized approach, where a customizable web based recruiting system brings everything together.

To understand this, let's look at a typical recruitment process from an e-recruitment angle and how a specialist recruitment system can help.

- 1. First you identify a new requisite:** Firstly you identify or inputting key skills and requirements onto your system, and a good system will allow you to quickly match suitable candidates from your own database with easy-to-use tools. . It will promote the requirement on your own website and post it to your chosen job boards instantly, based on your original specifications.
- 2. Next, hunt for suitable candidates:** At this point, we already found some suitable candidates from existing 'quick matching' it's a good start. If the organization using e-marketing & optimization techniques, it should receive applications via its own website which is obviously a very cost effective way of reaching new candidates and developing its own talent pool. Intelligent background skill matching will also suggest new tentative registrations for the live requirement to review.
- 3. The time to receive applications from job boards and online CV searches:** This can give in the best candidates but can be time consuming if sent to the in-box. On the other hand, with a skillful automated recruitment system, responses from job boards should already be imported with all data and the required skills automatically extracted. This enables the organization instantly identify the most suitable candidates and also speeding up the short-listing process.
- 4. Now ready to work with the generated short list of candidates :** need to contact candidates and clients along the way e.g. to send letters, interview invites or forward CV's with customized templates by online recruitment system, this task is simple and automated, and keeps the personal touch.

Trick For Making E-Recruitment More Effective

The best practices and recommendations analyzed by the IRCO-IESE Business School survey are developing strategies to reach target candidates with e-recruitment, try to sell the company, implement a strong recruiting plan, think of recruitment as a competitiveness tool, think about the possibility of outsourcing your recruitment department (e- recruitment consultants), try to solve the possible lack of technical know-how in the HR department.(Source: IRCO-IESE Business School)

The Hiring Process has become nearly indistinguishable from the Marketing Process. Job seekers have to be approached in much the same way as prospective customers (Peter Capelli, “Making the Most of On-line Recruiting”, *Harvard Business Review*, March 2001)

It is vital to integrate recruiting efforts with corporate marketing strategies. E-recruitment policy is closely linked and implemented through the corporate website, website home pages should be designed with potential recruits in mind and that means a closer relationship between the HR department and the Marketing Department.

Does Social Recruiting Actually Work?

When we concerning the benefits of using social media in recruitment the following questions are asked by recruiters.

- Can we actually hire somebody by using Social Media?
- Where does direct sourcing robust into this mix?
- Is it an integrated approach or just another series of 'latest greatest' attempts to change the recruitment process?



In London, on 30 November, 2010 a conference on **social recruiting**, a keynote speaker Lennart Sloof shares the strategy and tactics that he delivers as Manager Online Employer Marketing (formerly known as 'e-Recruitment team') at Deloitte in The Netherlands. They spent in all channels i.e. job boards, headhunting, contingency agencies and social media and they also measure the Return on Investment (ROI) of the success of each channel. Lennart and his team are preparing the Deloitte recruitment team to adopt these new online recruitment sources and make it part of their daily routines. Delegates will showcase innovative developments in direct sourcing, how to get the best out of LinkedIn and Facebook and share their own journeys, including the hits in the road as well as the successes.

Tips For Effective Online Recruitment Strategy

Online advertising and recruiting strategies have moved onto the internet and most companies are now using the internet as a major recruitment tool. Online advertising has become a huge portion of modern day advertising. Advertising a job online is the most effective way so that the company will be able to get the best results.

- 1. Get a "career" section in your corporate website**
- 2. Utilize an applicant tracking system**
- 3. Use social media** Social media is an excellent way to advance your online strategy. You will be able to use networks such as twitter, Facebook or LinkedIn to post jobs. It's advisable to create profiles in these sites and mention your job openings in your status updates.
- 4. Use targeted Job portals** It is sensible to select job portals which are relevant to your vacancy and advertise on them. Using online job marketing will allow you to advertise jobs on multiple different sites.

- 5. Reply to applicants on time** Reply to applicants rapidly so that they are aware of their stage in the process. You can utilize your applicant tracking system to come up with a set of applicants who qualify for the interviewing stage

A good online advertising strategy involves using a extensive range of advertising options. Following the suggestions mentioned here will be a good start to your online advertising strategy and should result in you acquiring more talented candidates.

How To Practice Social Media To Recruit Good People

Social media is a shared place where people meet each other, share information and interact. Social networks connect the entire world, linking people together. Because of their wide member database, it can be used as an excellent advertising tool, and mostly companies are using it in recruitment. One of the most common asked questions is where a company should begin with social media. Below are some well known sites.

The scope of social media is huge you will be able to get a massive amount of value from utilizing just 3 of the main websites. Here are some basic steps how to start using these sites to increase the number of qualified candidates which apply for your vacancies :

- [Twitter.com](https://twitter.com)
- [Linkedin.com](https://www.linkedin.com)
- [Facebook.com](https://www.facebook.com)

Twitter.com

Twitter is an easy to use website which enables you to send and receive messages known as "tweets". A tweet is a 140 character message which can be read by your 'followers'

(subscribers). Twitter is great for companies looking to promote upcoming job opportunities but there are a few important things to understand before starting out.

Getting started with Twitter

There are two ways to use twitter for job advertising, the first is to sign up for a twitter account and post messages using twitter about the opportunities which you currently have. For this strategy to be extremely effective you will need to invest some time in building up followers, if you decide to take this route. Be conscious of the following if you decide to build your employer brand on twitter:

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1. Company Twitter accounts need to be updated frequently in order to build up followers,
 2. Without interesting information, your twitter account will not get a lot of interest.

Using twitter can be an excellent way to attract high quality applicants for your positions.

Using LinkedIn for recruitment advertising

LinkedIn is more business oriented ,in it also you have to register yourself personally ,there is a separate area to "post jobs" specifically where you can add job adverts. Posting a job which is connected to your profile on LinkedIn costs approximately £130. If you want to gain more exposure for your jobs you should add as many connections to your network as possible. Click on the "add connections" link to view members with similar likes and preferences.

Your friends as well as the other members will be able to view your advertised jobs and also they will be able to submit a CV. LinkedIn more professionally targeted and will generate more responses than both twitter and facebook for certain jobs.

A guide for Facebook.com

Facebook is a social network which is used by millions around the world. To get started with facebook you can also create a company page by visiting facebook advertising page, then add information about the company and its activities here. People will then become fans and receive updates that you share.

If you need to post a job, you can simply give details about it in the "share" section of your page. Whatever you share will be visible to all your facebook fans so the trick to success on facebook is having as many fans as possible. Posting jobs on your facebook page can be a good way to broaden the reach of your job advertising.

Trends, Benefits And Disadvantages

Recruitment managers are increasingly looking to hire the ultimate game changer, the supreme innovator – what is known in recruitment circles as a '**purple squirrel**'. These individuals are rarest, they are extremely talented with mix of core skills: education, competencies and experience. The recession is one of the reasons behind the increasing interest in these candidates. It is understandable that business leaders would want to fill a senior vacancy with the ultimate game changer but conventional recruitment methods are often not suited to finding these talented workers. Take business gurus such as David Ogilvy, Philip Green and James Dyson, these people would have failed in predictable recruitment methods because none of them possessed a university degree. Traditional recruitment approaches often lack the level of innovation required to capture the interests

of purple squirrels. These individuals are often in demand and worth pursuing because they can fundamentally change a company's direction, performance and profitability. Hiring a purple squirrel can be a challenging process which demands significant extra input from the hiring manager, but those prepared to put in the basis, be adaptable and innovative, will reap the benefits.

According to the survey done by IRCO-IESE Business School pointed some advantages for E-recruitment:

- Time saving,
- lower recruiting costs,
- 24/7 connectivity,
- automatic processing of data,
- accessibility for passive candidates,
- global access,
- up to date,
- modern image,
- target candidates,
- reduction of unqualified candidates,
- more opportunities for smaller companies.

They also give reasons for not using e-Recruitment or disadvantages of e-Recruitment.

- poor segmentation of the market,
- lack of human contact,
- net overwhelmed,
- discrimination towards non users,
- privacy issues,

- transparency of data. (Source: IRCO-IESE Business School)

Difficulties And Limits Of E-Recruitment

The research suggests that e-recruitment has some problems. The principal areas of difficulty are: the generation of unsuitable applicants, technical and IT related problems, the difficulty in integration online and off line processes. E-recruitment is growing however many organizations currently enabling only the front end of the recruitment process and they not achieving the full benefits of recruiting online. Another possible restraint for organizations may include a lack of knowledge of the available options and difficulties in choosing the appropriate technology that will be well-suited with their existing HR systems and will serve their needs in present and into the future.

Future Development In E-Recruitment

Career Websites: Organizations may develop sophisticated career sections of their website to attract talented applicants. Employers are using their websites to brand their organization, Cadbury Schweppes, for example, has asked new graduate entrants to use ‘blogs’, or online diaries, to give potential recruits an insight into the company. Increasingly, organizations are also including information about their values and policies on diversity to increase the likelihood of best fit in the self-selection stage.

Personalizing the Process: encouraging candidates to build up personal/accounts on the website, and organization provide a contact name and telephone number so candidates can follow up if they have any queries in relation to the online communication.

Track on Applicant: The use of applicant tracking systems, which enable employers to track

the source and progress of applicants through the various stages of the recruitment process, is becoming increasingly common. Applicant tracking will become increasingly important as more of the recruitment and selection process becomes automatic and will enable recruiters to track how candidates have performed on automatically scored screening questionnaires, personality and ability tests, in addition to facilitating easy communication with candidates. Features such as the facility to set up e-mail accounts, complete bank details and medical questionnaires, and to provide information to new hires on their new team etc, are being added to more advanced recruitment/applicant tracking systems.

Screening: Growth in global and web literate recruitment market likely to attract larger numbers of applicants. In this scenario the use of screening tools aimed at narrowing the pool to a smaller number of more suitable applicants. Tools such as self assessment questionnaires, screening questionnaires, situational, work style and competency questionnaires are likely to become more prevalent; with the help of internet we administer a greater range of assessment techniques.

Testing: In recent years online testing was used only for vacancies likely to attract a high volume of applications, such as graduate programmes, but organizations are now extending online assessment to a broader range of jobs. In addition organizations are using a broader range of tests online. These tests include standard ability tests, personality tests and also situational judgment tests. The delivery of tests via on-line platforms, but in supervised venues is an alternative model which is also becoming popular and has the advantage of face- to-face authentication by an administrator.

Conclusion

This paper set a comprehensive overview of how e-recruitment is being used, and provide an imminent into what organizations see as the benefits and challenges of using e-recruitment technologies. It indicates that e-recruitment and use of social media is set to grow significantly in the coming years. The internet is being used for advertising and facilitating the application process. The organization can also use internet- based systems to track and manage candidates application, which provide significant benefits in terms of efficiency, cost and capability to monitor on recruitment activities. The study highlights the range of e-recruitment options that can be used and implemented to improve the efficiency of the recruitment process. These technologies will also help organizations to challenge their own thinking and to identify a solution(s) that can be implemented in a timely and efficient manner. This study provides a new benchmark on practices and trends in e-recruitment market. It also helps organizations to develop their e-recruitment practices and strategy needs to attract and recruit the best candidates in the most efficient manner possible.

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