A Study on E-Recruitment Practices Adopted at Mars, Coimbatore

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Abstract - **E-recruitment or Internet recruitment refers to the practice of advertising job vacancies online, and the formal sourcing of information about jobs online. Today, one of the most crucial sources of competitive advantage is based on human resource efforts through attracting and retaining talented individuals. The internet has helped in attracting potential candidates to an organization from the recruitment process, which is referred to as E-Recruitment. The obejctive of the research is to study the current E- recruitment activities adopted by the MARS and to find out how the E-recruitment process have an impact on MARS. The need of the study is the e-recruitment is effective in terms of developing competitive edge for the firms by developing market image and attaining quality candidates. Descriptive research method is used for the study of E-Recruitment at MARS, Coimbatore. This research is containing both primary and secondary data. This study is adopted by Convenience sampling. The sample size for my study is 65. Majority 29.2% of the respondents stated 'Strongly Agree' that the E-recruitment is the fastest mode to apply for jobs and 27.7% of the respondents stated 'Agree' that the E-Recruitment supports in bringing qualified candidates to the organization. Majority 35.4% of the respondents stated 'Agree' that the Posting of jobs in online is cost saving activity for the organization instead of advertising in the newspaper. The study suggested that the company need to shape E-recruitment as a part of their operational component of their HR strategy in this fast changing business world. A better understanding of the organizational concept of E-recruitment should be analyzed that how external environment and a society in general affect organization of E-recruitment and it utilization, and an institutional perspective can be potentially beneficial. The study concluded that businesses appear to be very quality oriented, in the sense that they seem to be very concerned with finding competent candidates for vacancies, as opposed to focusing mainly on, for instance, costs.**

Keywords - E-Recruitment, MARS.

I. INTRODUCTION

E-recruitment or Internet recruitment refers to the practice of advertising job vacancies online, and the formal sourcing of information about jobs online. Whilst E-recruitment is considered a relatively new concept for many organizations, articles on the top first started appearing in the mid-1980s. However, it wasn"t until almost a decade later in the mid-1990s that more systematic and rigorous literature and research on E-recruitment began to appear in human resource related journals. The rise in the amount of literature on E-recruitment was initially attributed to the sudden increase in the use of online recruitment by IT companies and universities, although as the technology field is constantly changing and progressing, much of what has been discussed in literature is now outdated. It is therefore important to note that new research on E-recruitment is regularly published to report new development as they arise in the field.

1.1 Methods Used In The Process Of E-Recruitment

E-Recruitment can be done through:

1. The corporate website: The corporate website of the organization can be used for posting a job through a link for career options where the potential candidates can log in for the current openings. On company"s own website, HR department has a choice of posting the vacancies freely and indicate the career path expected after joining the organisation. The corporate website attracts only the interested candidates towards itself. For attracting other candidates, other channels should be used.

2. Commercial job portals or job boards: The Company can use commercial job portals (like www.naukri.com,

www.timesjobs.com, www.monsterindia.com etc) for posting the job advertisements and search for talented candidates.

3. Professional websites: Human Resource Management sites like www.shrm.org can also be used for the recruitment purpose.

1.2 ADVANTAGES OF E-RECRUITMENT

- Quick and easy access to information.
- Reduced cost, compared to print advertising.
- Less or no manual intervention
- Wide range of job opportunities
- Flexibility of internet as an attractive source.
- For organizations, it provides an opportunity for jobs to be advertised in global, local or niche markets.
- Utility in attracting high quality people who are not actively searching for job, also known as passive job seekers.
- It provides verified and technically good candidates.

1.3 STATEMENT OF THE PROBLEM

In the rapidly changing global world economy, the only vital value for an enterprise is the experience, skills, innovativeness and insights of its manpower resources they are the key components in every organization. Competitive organizations of the present have to attract and retain the best and outstanding manpower to remain competitive in the market. This paper identifies Internet recruitment methods from relevant literature, and describes how their benefits of online recruitment can influence the recruitment decision making of the organization. Today, one of the most crucial sources of competitive advantage is based on human resource efforts through attracting and retaining talented individuals. The internet has helped in attracting potential candidates to an organization from the recruitment process, which is referred to as E-Recruitment. The practice of issuing a vacant position and applying for a job via a website has increased steadily. The purpose of this study is to broaden the research on the online Recruitment practices for the entire development of the MARS with focus on E-Recruitment practices and trends in India, to identify what E- Recruitment methods are being used and what benefits are being experienced by MARS using these methods.

1.4 OBJECTIVES OF THE STUDY

1. To study the current E- recruitment activities adopted by the MARS.

2. To find out how the E-recruitment process have an impact on MARS.

3. To study the efficiency and performance of E-recruitment process in the MARS.

1.5 NEED OF THE STUDY

E-recruitment and selection process is the method to recruit and select people through the use of internet. E-recruitment and selection is effective in terms of time to hire reduction, recruitment and administration cost saving. The need of the study is the e-recruitment is effective in terms of developing competitive edge for the firms by developing market image and attaining quality candidates.

1.6 SCOPE OF THE STUDY

- The scope of the study is e-recruitment and selection are effective in terms of saving recruitment cost, reducing time to hire and helping companies in developing competitive edge, market image and attracting right skilled candidates.

- E-recruitment is also effective in terms of managing talent process that is also considered effective. It has been investigated that erecruitment will likely to grow in coming years.

- Use of e-recruitment and selection process offers advantage in the form of economies of scale. Therefore, this feature of e-recruiting would attract lot of corporations to invest their resources in developing e-recruiting supply chain.

II. RESEARCH METHODOLOGY

2.1 RESEARCH METHOD

Descriptive research method is used for the study of E-Recruitment at MARS, Coimbatore

2.2 SOURCE OF DATA

This research is containing both primary and secondary data.

2.2.1 PRIMARY DATA

Primary data is collected directly from respondents using data collection methods like survey interviews, questionnaires, measurements, direct observation or tabulation. Primary data for this study will be generated through questionnaire & interview with employees.

2.2.2 SECONDARY DATA

Secondary data is the data that already exists which has been collected by some other person or organization for their use, and is generally made available to other researchers free or at a concessional rate.

Source of secondary data to make the study more effective was possible with the help of published data such as company data and web sites.

2.3 DATA COLLECTION TOOL

Ordinal scale is used to arrange objects according to some particular order. Likert scale consists of a series of statements where the respondent provides answers in the form of degree of agreement or disagreement. Well structured questionnaire using ordinal and Likert scale is used to retrieve data from primary sources backed by

interview.

2.4 SAMPLING TECHNIQUES

Convenience Sampling is a type of non-probability sampling method in which selection of units from the population is based on their easy availability and accessibility to the researcher.

This study is adopted by Convenience sampling.

2.5 SAMPLE UNIT

Sampling unit is a basic unit that contains a single element or a group of elements of the population to be sampled.The sample unit for this study is comprised of HR manager and employees of MARS.

2.6 SAMPLE SIZE

The sample size for my study is 65..

III. DATA ANALYSIS AND INTERPRETATION

Table 3.1: Distribution of Samples based on Variables

S.NO	Category	Subgroups	Number	%	Total
1.	Age	21-30 years	10	15.4	65
		31-40 years	21	32.3	
		41-50 years	20	30.8	
		Above 50 years	14	21.5	
2.	Gender	Male	28	43.1	65
		Female	37	56.9	
3.	Marital Status	Married	24	36.9	65
		Unmarried	41	63.1	
4.	Level of Education	Professional Certificate	10	15.4	65
		UG	11	16.9	
		PG	19	29.2	
		PhD	14	21.5	
		Others	11	16.9	
5.	Years of Working Experience in Mars	Below 1 Year	8	12.3	65
		1-5 years	21	32.3	
		5-10 years	10	15.4	
		10-15 years	11	16.9	
		Above 15 years	15	23.1	

Table 3.2: Distribution of Samples in Percent towards e-recruitment practices

S.No	Category	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total %
1.	E-recruitment is the fastest mode to apply for Jobs.	19	15	16	9	6	65
2.	E-Recruitment is an effective way to source the quality resumes than the traditional method.	8	13	18	16	10	65
3.	E-Recruitment supports in bringing qualified candidates to the organization.	18	20	14	11	2	65
4.	Large pool of applications can be collected through e-recruitment.	9	20	11	13	12	65
5.	E-Recruitment plays an important role in organization success.	11	18	12	14	10	65
6.	Posting of jobs in online is cost saving activity for the organization instead of advertising in the newspaper.	9	23	10	11	12	65
7.	E-Recruitment reduces the Recruitment and Selection cost.	14	15	12	17	7	65
8.	E-Recruitment saves time while collecting more Resumes.	9	19	7	16	14	65
9.	Qualified candidate can be hired through E-	15	21	11	12	6	65

	Recruitment.						
10.	Candidate recruited through job portals motivates the current employees making them feel that the hired person is not appointed through any referral/recommendation	14	22	13	9	7	65
11.	Qualified candidate recruited through E-Recruitment leads to the reduction in employee turnover.	17	19	8	9	12	65
12.	Applying through job portals and social networking sites is more accessible to the right candidates.	8	19	17	7	14	65
13.	The competitive market E-Recruitment helps in recruiting qualified candidate.	10	22	12	11	10	65
14.	Social media give opportunity and diversity to the companies to choose qualified Employees.	8	22	16	8	11	65
15.	E-Recruitment can increase the level of precision in recruitment.	11	16	13	16	9	65
16.	Social network helps in selecting the right employee.	7	22	16	13	7	65
17.	Company bring transparency in e-recruitment & selection process.	14	17	12	15	7	65
18.	E-Recruitment (like portals, social websites) have become must to survive in the competitive market.	12	19	12	11	11	65
19.	Hiring process through e-recruitment helps in identifying the competence both visible (like Knowledge, Skill) and Hidden aspects (like behavioural, social role, Self Image, Trait).	10	13	7	20	15	65
20.	E-Recruitment practices effectively help the organization gap to reduce the selection errors.	4	20	23	18	0	65
21.	Advanced tools & techniques of MARS will enhance success rate of recruitment & selection process.	15	14	15	21	0	65

Table 3.3 GENDER AND E-RECRUITMENT AS THE FASTEST MODE TO APPLY FOR JOBS.

Null Hypothesis H_0: There is no significant association between the gender and e-recruitment as the fastest mode to apply for jobs.

Gender	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Male	12	4	8	0	4	28
Female	7	11	8	9	2	37
Total	19	15	16	9	6	65
CHI SQUARE TEST RESULT						
CALCULATED VALUE		**TABLE VALUE**		**D.F**		
13.257		**9.488**		**4**		

INFERENCE: In the above analysis, the calculated value 13.257 is greater than the table value 9.488 at the 5% level of significance. Hence the null hypothesis is rejected. Thus it can be inferred that there is a significant association between the gender and e-recruitment as the fastest mode to apply for jobs.

Table 3.4 MARITAL STATUS AND E-RECRUITMENT SUPPORTS IN BRINGING QUALIFIED CANDIDATES TO THE ORGANIZATION

Null Hypothesis H_0: There is no significant association between the marital status and e-recruitment supports in bringing qualified candidates to the organization

Marital Status	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Married	0	5	11	5	3	24
Unmarried	8	8	7	11	7	41
Total	8	13	18	16	10	65

Marital Status	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Married	0	5	11	5	3	24
Unmarried	8	8	7	11	7	41
CHI SQUARE TEST RESULT						
CALCULATED VALUE		**TABLE VALUE**			**D.F**	
9.645		**9.488**			**4**	

INFERENCE: In the above analysis, the calculated value 9.645 is greater than the table value 9.488 at the 5% level of significance. Hence the null hypothesis is rejected. Thus it can be inferred that there is a significant association between the marital status and e-recruitment supports in bringing qualified candidates to the organization.

Table 3.5 AGE AND E-RECRUITMENT REDUCES THE RECRUITMENT & SELECTION COST

Null Hypothesis H$_0$: There is no significant association between the age and e-recruitment reduces the recruitment & selection cost

Age	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
21- 30 years	7	3	0	0	0	10
31 – 40 years	3	0	9	8	1	21
41 – 50 years	4	8	3	5	0	20
51 years and above	0	4	0	4	6	14
Total	14	15	12	17	7	65
CHI SQUARE TEST RESULT						
CALCULATED VALUE		**TABLE VALUE**			**D.F**	
54.625		**21.026**			**12**	

INFERENCE: In the above analysis, the calculated value 54.625 is greater than the table value 21.026 at the 5% level of significance. Hence the null hypothesis is rejected. Thus it can be inferred that there is a significant association between the age and e-recruitment reduces the recruitment & selection cost.

Table 3.6 LEVEL OF EDUCATION AND QUALIFIED CANDIDATE CAN BE HIRED THROUGH E-RECRUITMENT

Null Hypothesis H$_0$: There is no significant association between the level of education and qualified candidate can be hired through e-recruitment

Level of Education	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Professional Certificate	3	0	3	4	0	10
UG	5	3	0	0	3	11
PG	5	6	4	2	2	19
PhD	0	4	4	6	0	14
Others	2	8	0	0	1	11
Total	15	21	11	12	6	65
CHI SQUARE TEST RESULT						
CALCULATED VALUE		**TABLE VALUE**			**D.F**	
38.881		**26.296**			**16**	

INFERENCE: In the above analysis, the calculated value 38.881 is greater than the table value 26.296 at the 5% level of significance. Hence the null hypothesis is rejected. Thus it can be inferred that there is a significant association between the level of education and qualified candidate can be hired through e-recruitment.

Table 3.7 WORKING EXPERIENCE AND E-RECRUITMENT CAN INCREASE THE LEVEL OF PRECISION IN RECRUITMENT

Null Hypothesis H$_0$: There is no significant association between the working experience and e-recruitment can increase the level of precision in recruitment

Working Experience	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Below 1 Year	0	0	5	3	0	8
1-5 years	4	8	0	5	4	21
5-10 years	3	0	0	4	3	10
10-15 years	0	4	3	4	0	11
Above 15 years	4	4	5	0	2	15
Total	11	16	13	16	9	65

CHI SQUARE TEST RESULT		
CALCULATED VALUE	TABLE VALUE	D.F
37.540	26.296	16

INFERENCE: In the above analysis, the calculated value 37.540 is greater than the table value 26.296 at the 5% level of significance. Hence the null hypothesis is rejected. Thus it can be inferred that there is a significant association between the working experience and e-recruitment can increase the level of precision in recruitment.

Table 3.8 Weighted Average Score to Measure the Effectiveness of E-Recruitment at MARS

Statements	W.A.S	Rank
E-recruitment is the fastest mode to apply for Jobs.	3.49	2
E-Recruitment is an effective way to source the quality resumes than the traditional method.	2.89	12
E-Recruitment supports in bringing qualified candidates to the organization.	3.63	1
Large pool of applications can be collected through e-recruitment.	3.02	11
E-Recruitment plays an important role in organization success.	3.09	9
E-Recruitment reduces the Recruitment and Selection cost.	3.18	6
E-Recruitment saves time while collecting more Resumes.	2.89	12
Qualified candidate can be hired through E-Recruitment.	3.42	3
Qualified candidate recruited through E-Recruitment leads to the reduction in employee turnover.	3.31	4
The competitive market E-Recruitment helps in recruiting qualified candidate.	3.17	7
E-Recruitment can increase the level of precision in recruitment.	3.06	10
Company bring transparency in e-recruitment & selection process.	3.25	5
E-Recruitment have become must to survive in the competitive market.	3.15	8
E-Recruitment practices effectively help the organization gap to reduce the selection errors.	3.15	8

Source: Primary Data

INTERPRETATION: It is observed and finally interpreted from the above table that the weighted average scores on various statements to measure the effectiveness of e-recruitment at mars using rating score ranked from '*E-Recruitment supports in bringing qualified candidates to the organization*' stood at first and '*E-Recruitment is an effective way to source the quality resumes than the*

traditional method' and '*E-Recruitment saves time while collecting more Resumes*' stood at last.

IV. RESULTS

4.1 FINDINGS

From the data analysis, it has been noted that majority 56.9% of the respondents are 'Female' only, Majority 63.1% of the respondents are 'Unmarried'only. Majority

32.3% of the respondents are between '31-40' years of age and Majority 29.2% of the respondents are having 'PG' degree. Majority 32.3% of the respondents are having '1-5 years' of experience.

- Majority 29.2% of the respondents stated 'Strongly Agree' that the E-recruitment is the fastest mode to apply for jobs.

- Majority 27.7% of the respondents stated 'Neutral' that the E-Recruitment is an effective way to source the quality resumes than the traditional method.

- Majority 27.7% of the respondents stated 'Agree' that the E-Recruitment supports in bringing qualified candidates to the organization.

- Majority 30.8% of the respondents stated 'Agree' that the Large pool of applications can be collected through e-recruitment.

- Majority 27.7% of the respondents stated 'Agree' that the E-Recruitment plays an important role in organization success.

- Majority 35.4% of the respondents stated 'Agree' that the Posting of jobs in online is cost saving activity for the organization instead of advertising in the newspaper.

- Majority 26.2% of the respondents stated 'Disagree' which indicates that the E-Recruitment does not reduces the Recruitment and Selection cost.

- Majority 29.2% of the respondents stated 'Agree' that the E-Recruitment saves time while collecting more Resumes.

- Majority 32.3% of the respondents stated 'Agree' that the Qualified candidate can be hired through E-Recruitment.

- Majority 33.8% of the respondents stated 'Agree' that the hired person is not appointed through any referral.

- Majority 29.2% of the respondents stated 'Agree' that the qualified candidate recruited through E-Recruitment leads to the reduction in employee turnover.

4.2 SUGGESTIONS

- MARS need to shape E-recruitment as a part of their operational component of their HR strategy in this fast changing business world.

- To ensure the maintenance of secure and reliable database free from hacking, MARS should concentrate on the presence of fire wall at operating level. Timely updated antivirus software based supportive system are valuable for E-recruitment oriented organizations.

- To promote this procedure up to the desired outcome it is required to establish user friendly software or procedures to attract competent candidates conveniently and make the organization good from workforce perspectives.

- Besides, strong networking system should be ensured to promote employee leasing program, transferring, and outsourcing.

- A better understanding of the organizational concept of E-recruitment should be analyzed that how external environment and a society in general affect organization of E-recruitment and it utilization, and an institutional perspective can be potentially beneficial.

- MARS should know how different elements of organizing of online recruitment add to efficiency and effectiveness of the recruitment process can shed light on which elements are more crucial than others.

- The company can go for more economical ways of sourcing resumes. The company can use LinkedIn for filling roles that are not urgently to be filled to start with, and slowly extend it to all vacancies.

- Company must make more use of newspaper ads and job postings on job portals for attracting more candidates for recruitment drives etc. in addition to the online portals to get across to the maximum number of potential applicant.

V. CONCLUSION

From the research work, it has been concluded that businesses appear to be very quality oriented, in the sense that they seem to be very concerned with finding competent candidates for vacancies, as opposed to focusing mainly on, for instance, costs. This finding may be of interest to third parties who play an active role in the recruitment process, such as recruitment agencies and head hunters. Bearing in mind that being able to find high quality candidates is the main objective of employers these results may suggest that E-Recruitment channel may perhaps be able to create a profitable niche market for them by focusing on specialising in Specific areas of the labour market with the aim of having access to the best available candidates. Of course E-Recruitment which is specialised already exist today, however it appears that the majority still tries to cover the entire market rather than to specialise. Specialisation may in particular be a feasible strategy to recruitment vendors who are trying to enter the market and who, if they were to focus on the entire market, perhaps be unable to compete in the long run with well established organizations.

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