

E-Recruitment & E- Human Resource Management Challenges in the Flat World: A Case Study of Indian Banking Industry (With Special Reference to ICICI Bank, Jaipur)

*Dr. Ankita Jain, ** Ankita Goyal

*Sr. Asstt. Professor & Head, Department of HRM & IB, The IIS University, Jaipur

**Research Scholar, Department of Management, The IIS University, Jaipur

Abstract- The only imperative vista for an organisation that can ignite it, and give it a direction to flourish is the workforce of an organization. Human resource is the means apparatus for any organization. Organisation have to recruit people with requites skills, qualifications and experience, if they have to survive and flourish in a highly competitive environment. While doing so, they have to be sensitive to economic, social, political and legal factors within a country. To be effective they need to tap all available sources of supply, both internal and external. Internal promotion boost the morale of people and External sources too need to be explored regularly to bring qualified people with innovative ideas. Recruitment of potential staff and bringing them to the organization is a crucial job for the human resource manager in any organization. There are numerous ways they companies are adopting for recruiting the talents for their organisation. It can be done by both the means like internal sources and the external sources, which includes transfer, promotion, press advertisements, educational institutions, executive agencies, employment exchanges, labour contractors, employee recommendations, recruitments at factory gates etc. E-recruitment is a concept which have been using by many concerns now a days, as the world is getting flatter day by day because of globalization, many new technology and concepts has been derived and huge infrastructural changes has been taking place. Likewise human resource management is also undergone a huge technological advancement. Internet has a great impact on the overall functioning of human resource department. Human resource functioning whether its recruitment, selection, training, induction, database management all are done through internet media. By doing this a concept of E-HRM has come into existence. E-HRM is a progression in which all the HR plans, policies and practises are undertaking through internet medium. E-Recruitment is an internet media through which job seekers can apply for vacancies online. Here the job seekers can attach their curriculum vitae and application form and the recruiters can get the detail of the candidates. The aim of this research paper is to determine what all E-Recruitment strategies are used by the organisations in India after being globalised. For this purpose a study has been made in some of the reputed banks of India. This study has been conducted in Jaipur city; the study identifies the overall processes and methods of e-recruitments, it also study whether it's challenging for the manager and relevant advantages & limitation of E-Recruitment.

Index Terms- Traditional Recruitment, E-Recruitment, ICICI, E-HRM

I. INTRODUCTION

“**T***The Internet Will Help Achieve 'friction free capitalism' by Putting Buyers & Sellers in Direct Contact And Providing More Information to Both About Each Other.*” – Bill Gates

Today the world is based on technology; everything is getting automated day by day. We heard about trendy attire, shoes and brood as well, it is a new creation of inherent manufacturing. Now the couples can create their own of brood, all these are possible now because of technology. Computers are a very crucial part of human life now; people cannot imagine there lives without computers. How it is related with HRM and recruitment, as we can move in the past and remember how complicated it was to send to the resumes to the prospective employers. But now because of this technology we can send our resumes to numerous employees within a span of clicks, which was not feasible in the past. An organization needs to be forward and aggressive towards the goal they want to achieve, but it all depends upon the fact that what all resources the organisation cater from the environment in respect to human resource etc. Today in this race both domestic and international companies are running in this field to pool the best manpower for their organisation. For getting the best employees for the organisation recruitment considered to be the second main process selection and staffing are considered to be the main process. In this recruitment is to get the resume of various candidates in the company's database and in selection the securitization process is done in which the deserving candidates are selected and in the staffing process the selected candidates are placed in the right position. 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. It's completely on the employer how to take the concept of E-Recruitment further. These articles will tells us about the recruitment, e-recruitment and human resource challenges which are faced by the people in ICICI banks in Jaipur.

On-Line recruitment helps the organisation to make a cut on cost and time taken to choose candidates. On-Line recruitment

helps the organisation to manage 20%-30% of whirls. Monster.com is now one of the leading portal providers for both employer and employee. Here the employees can put their CV's for free of charge but the employers are charged for filtration of CV's. Monster India has over 5,100 jobs that have been posted by more than 600 clients.

II. RECRUITMENT & E-RECRUITMENT

Organization make planning on the basis of which required number of human resource are determined, then the next step will be the procurement role is to allocate the sources from where the required manpower can be available & to attract them towards the organisation. This is known as 'recruitment'. Organisation has to recruit people with mandatory skills, qualifications and experience, if they want to undergo & prosper in exceptionally ruthless surroundings. While doing this they have to be responsive to fiscal, opinionated and lawful factors inside a country. In true sense, it is always not easy to find and select a suitable candidate for a job opening. The recruiter's choice of a communication medium (e.g. advertising in a trade journal read by the prospective candidate) may not be appropriate; some of the vivid candidates may commence to view the opening as not in queue with their present prospect (e.g. tough work, excellent rewards, flexible schedules and so on. One of the on the whole non-conventional forms of recruitment practice is e-recruitment. E-Recruitment is the use of internet to

recognize and draw the prospective candidates. It is the method of promoting position vacancies online, and the information regarding that profile. Two trends which make it obligatory for petite and intermediate sized concerns are to devote in the equipment for a triumphant e-recruiting plan are demographic trends and fiscal dearth. Easy availability of information generates the higher chance of getting the best manpower for the required position. It also helps the organisation in lowering their screening cost by maintaining the employee's details in a database; all the employees will be connected to the line manger through a central system.

III. E-RECRUITMENT MUTINY

Internet proved to be the recruiting mechanism in the end of 1990's, and in the early stages of internet recruitment it provides many benefits to the recruiters. It was predicated as that internet is the back bone of recruiting business. And it brings a huge development in the field of recruiting and makes the world a single place to work in. The latest trend in recruitment is the 'E-Recruitment' or 'Online Recruitment'. It made the business much easier for the employer, the employer can select or call his candidate from anywhere around the world. It also gives huge business opportunities to the organisation. Internet acts as an interactive interface between the employers and the job seekers.

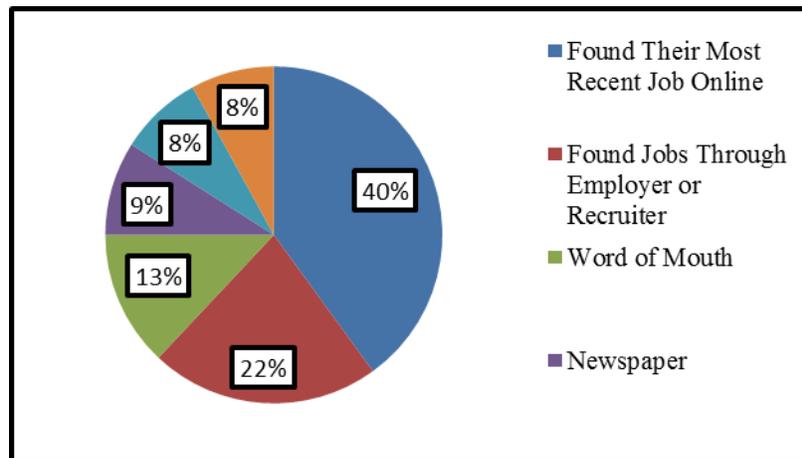


Figure – 1 Hiring Online Takes off in a Big Way in India

Here 78% candidates are satisfied with online recruitment and remaining 54% are satisfied with the traditional written and posted applications. "Temping" or hiring people for a short length is catching upbeat it provides elasticity, lowers predetermined overheads, and cuts down on dreadful hires. But tempts may lack zeal and vow. This method of recruitment is appropriate for start up enterprises.

IV. E-RECRUITMENT REIMBURSEMENT

Probable payback of E-Recruitment is –

- Unlimited exposure for both employer and job seeker, as the world become the flat world and everyone has an opportunity to contact one another and grab the chance available in the milieu.
- Advertising cost will be very less as internet will become a single interface where both the employer and job seeker come and interact, no middle man is required.
- Opportunities are unlimited and can immediately grab within a fraction of clicks.
- Employers can maintain their database directly through portals which are available in various websites.

- Candidates can apply for as many jobs they want, soon after they enter their details into the database.

E-Recruitment is getting more and more popularity companies are making developing their own websites and form corporation with online work boards. Primarily recruitment market is separated in newspapers, recruitment agencies and recruitment portals. Print media is used when they require middle-to-senior-level-executives. Portals are used when they need entry-level employees (fresher's), placement agencies only help to expand the on-line market.

	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

Table – 1 Source: Business Today, July 31, 2005

V. ELECTRONIC HUMAN RESOURCE MANAGEMENT (E-HRM)

The dealing out and diffusion of digitalized HR information is called electronic human resource management (E-HRM). Past researchers has suggested E-HRM increases the overall efficiency and working capabilities of HR activities and services. E-HRM is different for both small scale enterprise and large scale enterprise, they difference lies only in goals, but one thing they are common with is both want cost reduction and higher profit generation. In smaller organization only HRM specialist & Line Mangers are involved the E-HRM functions. Because of E-HRM the work which required hours of paper work and documentation now summarised into minutes with the help of some clicks, with the help of this, HR manager can focus on more strategic issues and HR issues can be handled by HR specialist or HR executives. E-HRM has completely changed the way in which traditional HRM work, which provides benefit to both the organisation and the employee individually.

VI. OBJECTIVES OF E-HRM

- To provide security & privacy to the stored information.
- To reduce the cost of manual documentation.
- To maintain the balance between human resource demand & supply.
- To faster the rate of decision making related to employees.

- To make the HR manager to focus on other strategic issues like planning & policy formulation.
-

VII. REVIEW OF LITERATURE

E-Recruitment formally implies sourcing of jobs online (Ganalaki, 2002). E-Recruitment is also known as online recruitment with the help of which the job seekers can send their CV's directly to the employer in an electronic form and their on the other end the employer will receive the CV and can filter is from the other respective candidate's CV's (Finn, 2000). By installing the software like "active recruiting" it is now becoming much easier for the employer to catch the deserving candidate for a particular profile, earlier 62 days were required to fill up vacant position but now it just require 42 days to fill up the same position it is now much easier (willenbrock, 2005). It has been argued that online recruitment cannot replace the traditional way of recruiting but a well implemented online recruitment can help the organisation to make their much more easier (caggiano, 1999 & borck, 2000). At the Nike's headquarter they don't miss any of the resume they receive, they treat every CV's to be a prospective one, and the application like "active recruiter" makes it's much easier for them (Nike's, 2005).

VIII. INDUSTRIAL CREDIT AND INVESTMENT CORPORATION OF INDIA (ICICI)

ICICI is a financial institution which was founded by industrial credit and Investment Corporation of India. They follow an online recruitment channel for hiring their candidates, and selection is done on the basis of campus written test. Online recruitment replaced the traditional method of recruitment. ICICI Bank invites all employees from every field for the vacant position for probationary officers too, and one year mandatory training is also provided to them, experienced and trained both employees can apply for this program. Bank asks their candidates to prepare their resume properly, because they have to upload their resume first while applying online.

OBJECTIVE OF THE STUDY

- To identify the techniques used for E-Recruitment at ICICI Bank.
- To understand the E-Recruitment policy of ICICI Bank.
- To identify how E-HRM becomes a challenge in the flat world.

SCOPE OF THE STUDY

The study will provide us with the information on various policies, techniques and how E-HRM proved to be the tool to pact with the challenges present in the environment.

RESEARCH METHODOLOGY

- AREA OF STUDY The area of study is confined to employees of ICICI Bank of Jaipur City.
- RESEARCH INSTRUMENT Structured Questionnaire.
- SAMPLE 100 respondents.

- **SAMPLING TECHNIQUES** Simple Random Sampling Method.
- **DATA COLLECTION** Primary data is collected with the help of questionnaire and secondary data is collected with the help of journals, magazines, book, websites etc.
- **ANALYSIS OF DATA** Data gathered has been transferred to the coding sheet and analysed with the help of tabulation

IX. FINDING & ANALYSIS

1. What are the sources of E-Recruitment at ICICI?

Job Portals	In-Built Website	All of The Above
6	2	92

Table – 2

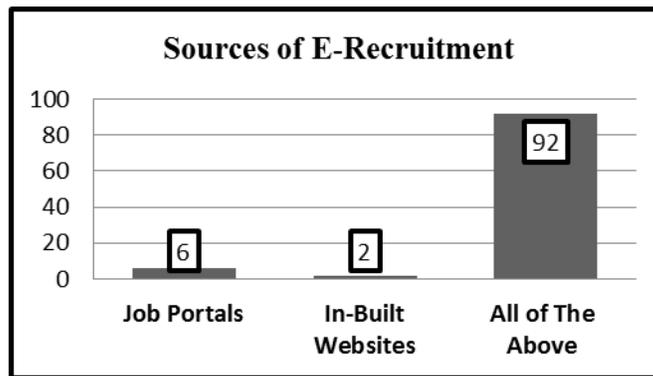


Figure – 2

Interpretation In the above analysis it can be seen that the majority of employees says that both Job Portal and In-Built websites are used by for the purpose of hiring candidates at ICICI, and the rest i.e. 6 percent employees say it is only done

through job portals and 2 percent say has been with the help of in-built website of ICICI. Job seekers are comfortable by both the means.

2. What factors will you consider in selecting a Job Portal?

Active Resumes	Popularity of Portals	Relevance of The Profiles	User Interface	All of Above
3	10	12	2	73

Table – 3

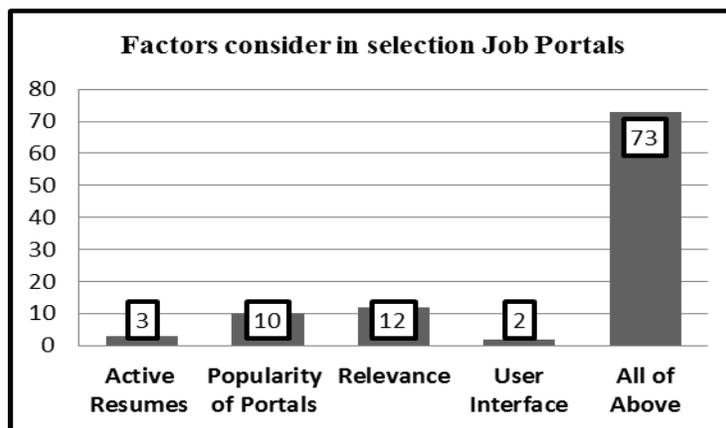


Figure – 3

Interpretation From the above table it can be conclude that in all 98 percent employees are there who think job portals are the ideal approach of putting their resumes, and the reason why candidates prefer job portals are 73 percent of them are saying that it's a user friendly interface, profiles in the portals got some relevance, their resumes stays active their and because of the

popularity of the portals, and the remaining 12 percent are saying they considered the relevance factor, 10 percent says they select portal according to their popularity, 3 percent say they select on the basis of active resumes and the remaining 2 percent say it should be user friendly interface.

3. Do you have a clearly stated E-Recruitment Policy?

Yes	No	To Some Extend
83	4	13

Table – 4

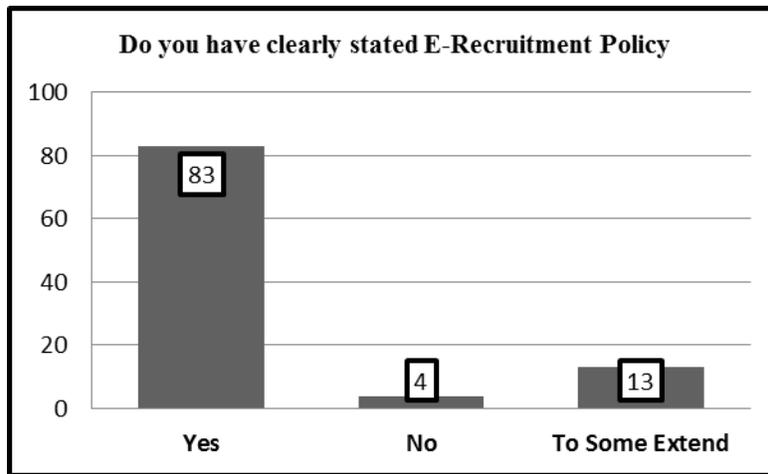


Figure – 4

Interpretation From the above table it has been concluded that 83 percent people says that ICICI has a clearly defined and stated E-Recruitment policy, 13 percent are saying to some

extent it has and 4 percent are saying no they don't not have clearly stated policies.

4. What is the quality of E-recruitment system?

Recruiting Quality People	Quick Response	Efficient Database Management	All of Above	None of Above
4	9	11	74	2

Table – 5

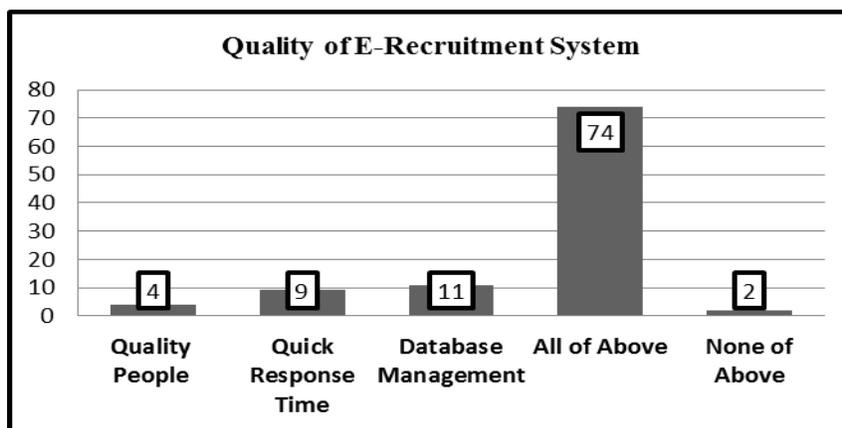


Figure – 5

Interpretation From the above data it has been seen that majority of employees are saying that quality of e-recruitment system depends on many factors like quality people, quick response time, database management, whereas 11 percent say it

only depends on efficient database management, 9 percent say it depends upon quick response time, 4 believe that it depends on recruiting quality people and 2 percent say they don't do not consider these factors.

5. Whether the company is providing an efficient and timely E-Training program?

Yes	No	To Some Extent
76	14	10

Table – 6

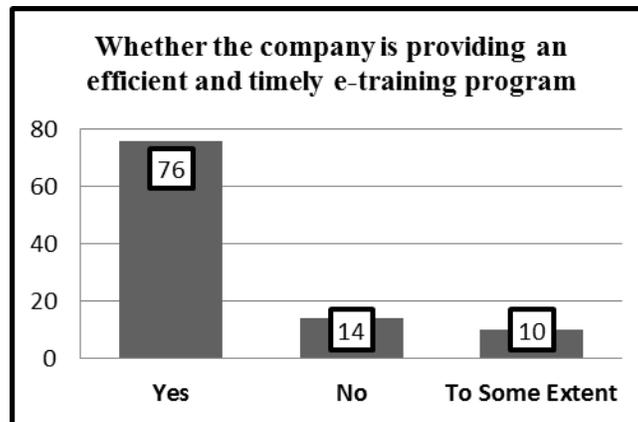


Figure – 6

Interpretation From this analysis 76 percent employees are saying that they are getting timely and efficient e-training program, 14 percent of them are saying no they are not getting

and the remaining 10 percent are saying to some extent they are getting the e-training program.

6. Do you have an appropriate Daily Activity Report (DAR) submission policy?

Yes	No
96	4

Table – 7

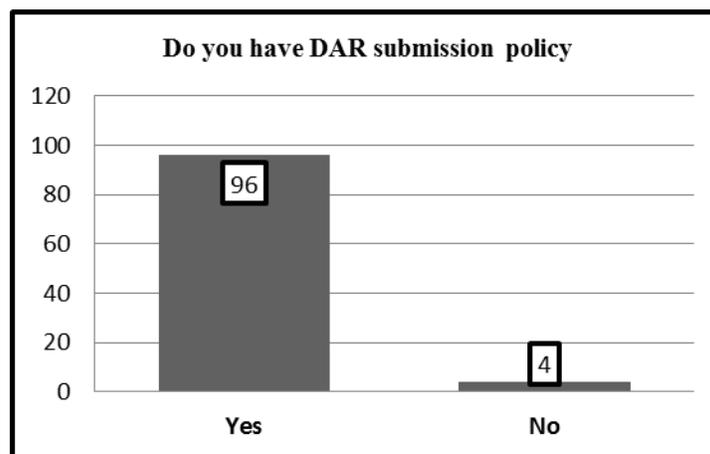


Figure – 7

Interpretation From this analysis 96 percent employees are saying that they have to submit their 'daily activity report' to their so that they can forward that report to the concerned head of

department for evaluation and they remaining 4 percent are saying they don't have to submit their 'daily activity report'.

7. Does ICICI majorly promote E-Recruitment?

Yes	No
84	16

Table – 8

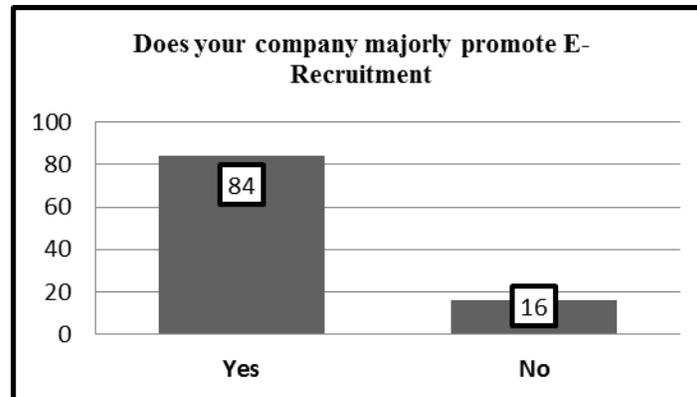


Figure – 8

Interpretation Here the majority of employees are saying that yes ICICI majorly promotes e-recruitment and the remaining 16 percent are saying no, ICICI do not promote e-recruitment.

8. If No, then how –

Walk-in-Interview	Referrals	Consultancy	Advertisement
4 (25%)	4 (25%)	6 (37.5%)	2 (12.5%)

Table – 9

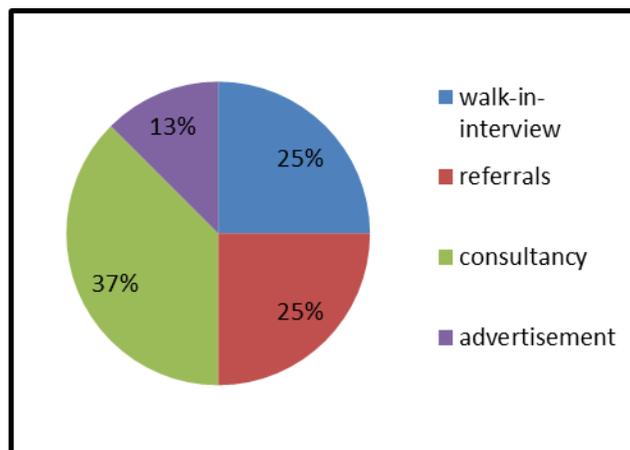


Figure – 9

Interpretation In the above interpretation it has been seen that 16 percent employees are saying that the company do not promote e-recruitment, from these 16 percent employees 4 are saying they generally promote walk-in-interview, other 4 are saying they promote recruitment through referrals, 6 percent are saying they promote recruitment through consultancy and the remaining 2 percent are saying they promote through advertisement.

X. LIMITATION OF THE STUDY

- Employees are averse to talk on these issues.
- Candidates who are programmed for interview don't turn up.
- Employees ask a lot of counter questions on the task.
- Populace didn't reveal much about their job.

XI. SUGGESTION/RECOMMENDATION

The above discussion and from the evaluation process there are some points on which managers can work upon, like the manager must differentiate between the jobs which are to be recruited through traditional way of recruiting and which are to be recruited with the help on online recruitment. The HR manager must always be vigilant so that they do not interview the wrong applicant and resultant into wasteful expenditure. Small online written interview can also be conducted along with the resume, so that manager can get a good amount of information about the applicant, which the manager cannot give just by scrutinizing the applicants resume.

XII. CONCLUSION

Electronic Recruitment has made the job much easier for both the companies and the job seekers and here the credit goes to the Software, IT Professionals, Internet, Computer and many other people who are working back-end. E-Recruitment is an easiest and convincing way to hire people from any part of the world and promotes opportunity, it benefits the company to be recognised globally, E-HRM helps in conveying any kind of HR policies, training program, and pay slip sheets easily. E-HRM is based on more systematic & technology theorem, which helps the HR department to scrutinize employee performance carefully & accurately. It helps in imparting any HR policy; keep a track on employees daily activity report (DAR), efficiently helps the employees in promotion & transfers.

REFERENCES

- [1] Ruël, H., Bondarouk T., and Looise J. (2004), "E-HRM: innovation or irritation. An explorative empirical study in five large companies on web-based HRM", *Management Revue* 15(3): 364–381.
- [2] Parry Emma (2011), "An examination of E-HRM as a means to increase the value of the HR functions", *International Journal of Human Resource Management*, V 22, Issue 5, pp 1146-1162.
- [3] Suramardhini Mahisha (2012), "E-HRM paper presentation", ebstudies.
- [4] Dileep K M and Ramesh M (2009), "E-Recruitment: Leveraging Technology towards Business Excellence", *Business Review*, Vol. 4, No. 1 & 2, pp. 75-94.
- [5] Bemus, C., Henle, C. & Hogler, R. L. (1998). Internet recruiting and employment discrimination: a legal perspective. *Human Resource Management Review*, 8, 2,149-164
- [6] Gupta C.B. (2010), "Human Resource Management", 1st Edition, Sultan Chand & Sons. New Delhi.
- [7] Rao VSP (2005), *Human Resource Management Text & Cases*, 2nd Edition, Excel Books, New Delhi.
- [8] Dowling, P.J. & Welch, D.E.(2004). *International humanresource management*.4th edition. Thomson, Australia.

AUTHORS

First Author – Dr. Ankita Jain, Sr. Asstt. Professor & Head, Department of HRM & IB, The IIS University, Jaipur, (ankita.jain@iisuniv.ac.in), Ph: 9783307046, Address: Virasat Paradise IInd, Plot No. - G1, 170, Mangal Vihar, Gopalpura Bypass, Jaipur, Rajasthan.
Second Author – Ankita Goyal, Research Scholar, Department of Management, The IIS University, Jaipur, (ankitagoyal27@gmail.com), Ph: 8890907115 Address: 601, Shyam Dham Apartment, Near Madho Singh Circle, Madho Singh Road, Bani Park, Jaipur, Rajasthan – 302006.