

Factors affecting e-recruitment

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Abstract

Nowadays, organizations are shifting from traditional recruitment to e-recruitment. The present study focuses on the perception of job seekers towards e-recruitment, attitude of employees towards e-recruitment. Also focuses benefits of e-recruitment for employees and impact of e-recruitment on organization. Sample size was chosen 110 respondents from the different organization. t-test, ANOVA and factor analysis were used as statistical tools for analysis of the study. In this study t-test was used for demographic profile of employees like gender. It was found that e-recruitment is beneficial, saves time and makes the process faster. Moreover, it lowers cost and improves efficiency of organizations.

Keywords: e-recruitment, job seekers perception, attitude, benefits, impact of e-recruitment.

Introduction

In an organization, human resources are the most important assets and play a vital role in the its progress. Without creative work and positive contributions from employees, organizations cannot progress. Therefore, there is a need of the recruitment and selection process in the organization. The word recruitment means the right person for the right job, according to their skills and qualification. In the age of technological development all the work has to be done with the help of internet. Everything, including our way of thinking, living, communicating, culture, economies, demographics and even society has been affected by these technological changes. Changing technologies have changed the work of the life. In the organization, there is always a requirement for the trained and expert employees. In this way e-recruitment came into the existence. Online recruitment is also known as e-recruitment. Online recruitment is the use of technology to assist the recruitment process. In the traditional way, the process of the recruitment is different and in the modern way e-recruitment process is transformed in the organization. Now

there are different networking sites that recruit the skilled employees into the organization, for e.g. Nakuri.com, Monster.com, Shine.com, fresher's world, Times jobs, LinkedIn, Free jobs alerts, etc. have become the important source of getting the good resources for the employees and organization. These are the best job portals of our nation which helps the people in their recruitment process in the organization as the area is broader for choosing the right candidate for the right job. They currently provide the job posts through world wide web. The internet is a medium that connects the employer and job seeker for the e-recruitment process effectively. e-recruitment is a process that takes care of the entire recruitment process, from stating to ending for e.g. placing the job advertisements, receiving the resumes and selecting the right job for the right candidate according to their skills and knowledge. It works in a cost effective manner. The usage of internet helps in choosing the candidate growth and ability to attract the quality (in terms of skills, attitude, knowledge and aptitudes) for the organization. The features that are essential to the Internet allow employers to contact candidates 24 hours a day, 7 days a week, and 365 days a year. The use of internet recruitment helped the organizations to reach appropriate job seekers in broader geographical area. The change in the recruitment process due to information and communication technology. Now number of organization uses the e-recruitment process for hiring the candidate. They believe on the different job portals/commercial website for employment opportunities. Commercial websites and job portals helps in both ways like the point of view related to the employees and organization. Just because of the internet facilities and cost effective manner. The online technology is used in e-recruitment process for assessing, interviewing, and hiring personnel.

Different authors have given various definitions regarding e-recruitment, some of them are given below: -

Edwin B. Flippo (1979) "recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization".

"E-recruiting is using the internet to recruit through corporate websites, specialized websites or online advertisement", Galanaki (2002).

Parry & Wilson (2009) "recruitment includes those practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees".

Literature Review

Fred and Kinange (2016) explored the e-recruitment activities adopted by the organization, e-recruitment process has an impact on organization, performance and efficiency of recruitment process in the organization. The HR department manages the workforce diversity in culture, time zones, expertise, benefits and compensations. Secondary data was collected for this study. This study found that businesses appear to be concerned quality oriented, competent candidate for vacancies that mainly focus on the cost. Third parties play an active role in the online recruitment process such as recruitment agencies and head hunters. e-recruitment add to efficiency, effectiveness of the recruitment process, specific internet recruitment methods attribute to the organizational developments and increases performance for organizational recruiting.

Nasreem *et al.* (2016) the study found that most of the organizations in Pakistan were using both e-recruitment and traditional recruitment sources. It also revealed that the IT based organizations are not completely relying on e-recruitment. The study also indicated that majority of respondent organizations use e-recruitment for filling the top positions.

Ahlawat and Sangeeta (2016) explored the different sources of e-recruitment in the organization like ease of use for the organization, increasing the speed to hire, keeping ahead of competitors, cost savings, to ease of use for candidate, to provide large candidate pool. This study was a set of comprehensive overviews of e-recruitment, also to see the challenges and benefits of using online technologies. The organization used online recruitment system to track and manage candidate's application, that gives significant benefits in the term of cost and capability, efficiency to monitor on recruitment activities

Malhotra & Sharma (2016) compared with traditional recruitment process with e-recruitment advantages and disadvantages, changed in recruitment practices and strategies causes of e-recruitment tools and analyzed the challenges and opportunities for both organizations and employees using e-recruitment. The study found that traditional method not be replaced by e-recruitment. It should complement. It is a fast process. In the modern time job portals are the most popular source of e-recruitment because commercial websites provide a platform for employers to meet the prospective employees.

Anand & Chitra (2016) discussed the previous results of perceived ease of use of e-recruitment benefits from theoretical background and HR manager point of view. Investigated the impact of superficial usefulness on adoption of e-recruitment and challenges faced by HR professional. The study found that e-recruitment helped in HR activities of the organization to reduce the administrative burden. E- recruitment provided different kinds of benefits in terms of efficiency and cost for the employee and organization.

Rani (2016) identified accessible job sites need to deliver extra useful function on the sites to help users for job search. It also provided an awareness for job seekers to found employment by using the internet for job searchers. Convenient sampling technique was used for collecting the data with 100 sample size. The study found that jobseekers getting benefited with the help of internet. In this way, job seekers found advertisement easily on websites, job boards & portals. Because it is a time and cost effective. In the end of conclusion internet has been accepted as a most convenient & better source of finding jobs.

Sherkar (2015) identified the various e-resources available to assist the e-recruitment process in hotels and its advantages to check the efficacy of e-resources in e-recruitment. Simple random sampling was used. The study covered the hospitality industry for the 5 star, 4 star, 3 star and budget hotels. The study found that HR manager identified suitable e-resources for recruitment in the top management, and e-resources should be used mainly for attracting talent and for simplifying the e-recruitment process. The use of e-resources in e-recruitment can be increased to achieve desired results.

Kaur (2015) focused on the criteria for effective e-recruitment, methods, trends, benefits & drawbacks of the e-recruitment. The research methodology was exploratory and qualitative. Secondary sources of data were taken from various journals, articles, and research papers. The author suggested traditional method should not be replaced by the online recruitment fully, it should supplement and cover the traditional method and recruitment process will be faster and time saving. In the recruitment process adopted by companies the credit goes to the value, efficacy and ease of using career site.

Ozuru and Chikwe (2015) the present study associated with implementing e- recruiting strategy by corporations in Nigeria. This study adopts the documentary and survey methods, which were analyzed using SPSS. The study found that there was a relationship between website design and

advantage; significant relationship between corporate adoption web design and complexity in Nigeria that indicated the influence on the relationship between e-recruitment strategy and corporate adoption in Nigeria. This study found that e-recruitment strategy to identified the fundamental determinants of the level of acceptance of the technology by the corporations in Nigeria.

Rakholiya and Gupta (2013) studied the applicant's perception toward the usefulness of e-recruitment websites, processing time and cost of e-recruitment, specific factors while selecting a job through e-recruitment. Research methodology was descriptive and analytical: research design was qualitative and quantitative, sample size for this research was taken 100, convenience sampling method was used. This study focused on the e-recruitment on the individual's perception and satisfaction. On the basis of individual understanding engineering practices provided online job seekers need to deliver valuable information, easy & enjoyable web-based recruitment to job seekers.

Shahila and Vijaylakshmi (2013) compared the traditional recruitment process with online recruitment (e-recruitment) and also discussed the disadvantages and advantages of e-recruitment. They also focused on the trends and practices of online recruitment process in the company and potential of e-recruitment. The outcome of the study reflected that adoption of e-recruitment was not a right technology, it was about the employment system being capable to attract the right candidate for the right job on the basis of the selection criteria. It was about rising the capability of HR to simplify end-to-end process, similar to the supply chain.

Khan et al. (2013) explored the significance of e-recruitment practices and investigated the relationship between the job seekers perception, recruitment sources and intention to pursue the job. 257 respondents were chosen for the study. The present study established that internet is the most popular recruitment source to search the jobs and to study the job seekers perceptions.

Malik and Razaullah (2013) examined the application of e-recruitment practices as a tool for workshop. The purpose of the research was to find that how e-recruitment practices are useful in workforce attraction. Telecommunication sector was selected and the study found that there is a positive relationship between attraction of the employees and e-recruitment practices. This investigation proved the positive impact of e-recruitment on the development and hiring process of employees in telecom sector.

Chauhan & Chaturvedi (2013) focused on the latest e-recruitment process and its significance in organization effectiveness and also focuses on web portals usage and role on social networking sites in recruitment and selection of employees. The study based on the secondary data. Sources of data would be internet portals, websites, research articles, newspapers, magazine and journals etc.

Tyagi (2012) this study broadens the trends and e-recruitment practices in India. The paper identified online recruitment methods used for the benefits of the organization. This study found that online recruitment processes helps corporations in implementing the best practices of hiring recruitment process available in the market. This leads to a better employment chances through job portals and provides more effective recruitment tools for choosing right candidates. Traditional recruitment cannot be changed by the process of e-recruitment fully. It makes the recruitment process faster.

Kapse et al., (2012) focused on the e-recruitment and its development process. Also, discussed the various disadvantages and advantages of e-recruitment practices taken from various literature. The study found that factor affecting recruitment internally (recruitment policy, human resource planning, cost of recruitment etc.) and externally (demand and supply, competitors, image/goodwill etc.). The study revealed that the recruitment strategies of the organizations were affected and administered by a combination of internal and external factors.

Poorangi et al., (2011) analyzed the difficulties and possibilities of online recruitment practices, effectiveness of e-recruitment practices, managerial and practical implications about e-recruitment policies for SMEs in Malaysia. They reviewed the literature and conceptualized the model on the basis of the hypothesis. The experimental study was carried out using a structured questionnaire with sample size of 60 SMEs. The study found statistical result of the Malaysian SMEs employment policies that was made by top management (CEO, entrepreneur or owner). The study found the existence of lack of information on the performance of users towards e-system using TAM (technology acceptance model).

Bodea (2003) focused on different methods of e-recruitment and e-selection processes. This study found that the organizations are implementing technologically advanced methods of recruitment and selection but they also emphasized the importance of traditional tools that are based on face-to-face interaction. The organizations are increasingly using SIDES (Staffing

Industry Data Exchange Standard) which includes the group of Extensible Markup Language (XML) that intends to support full range of staffing processes. Staffing corporations hire administrators to exchange information about candidates, job requisitions, assignments time sheets of employees etc. it reduces the cost and rotation time of data entry and data errors of the documents in the organizations.

Objectives of the study

The objective of the study was to investigate the perception and attitude of employees regarding e-recruitment. The study also analyzed the impact of e-recruitment on organizations and also explored the benefits of e-recruitment.

Hypothesis for the study

H1: There is a significant relationship between both gender(male and female) regarding e-recruitment (job seekers perception, job portals/ commercial websites, to website usability/ attitude towards e-recruitment, benefits of e-recruitment, impact of e-recruitment in organization).

H2: There is a significant relationship between age group regarding e-recruitment (job seekers perception, job portals/ commercial websites, to website usability/ attitude towards e-recruitment, benefits of e-recruitment, impact of e-recruitment in organization).

Research Methodology

The data collected from both primary and secondary sources. Data was collected from the primary source through structured questionnaire based on Five-point Likert scale. An extensive literature review was collected from the secondary sources like online articles, research papers, journal etc.

Research Design: The research design of the present study was mainly exploratory cum descriptive in nature. A research design is the basic plan, which guides the data collection and analyses the phases of the research.

Research Technique: Convenience sampling technique was used for the study.

Sample Size: Sample size was chosen for the study 110 respondents. They belong to the government and private organization.

Sample area: sampling area was chosen for the present study NCR (National Capital Region) and Haryana.

Respondent: The total number of respondent was 110 for chosen for this study.

Period of study: Data collection for the present study was started from May to July 2017.

Questionnaire: A structured questionnaire was used in the study which was based on the five-point Likert scale. Divided into six groups like demographic profile, Statement related to the job seekers perception, website usability/attitude towards e-recruitment, job portals/commercial websites, benefits of online recruitment and statements related to impact of online recruitment on organization.

Tools for analysis: t-test, ANOVA and factor analysis was used for this present study for analyzing the data. Basically t-test was used for the demographic profile like gender. ANOVA was used for studying the difference in age group. On the other hand, factor analysis was used for analyzing the statement.

Data Analysis & Findings

Description of t-test on the basis of gender

t-test is a statistical examination of two populations means through the use of analysis. t-test normally used with small sample sizes. It is used for the demographic data. It tests the difference between the samples when the variances of two normal distributions are not known. Basically t-test is used in the present study for the demographic profile of employee in which main focus on the gender.

Table 1. t-test Table

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Do you think that qualified employees are selected through e-recruitment	Equal variances assumed	.292	.590	-.534	108	.594	-.124	.232	-.583	.335
	Equal variances not assumed			-.550	68.098	.584	-.124	.225	-.573	.325
Do you use networking/ social sites for e-recruitment (Filling online)	Equal variances assumed	9.008	.003	-2.035	108	.044	-.488	.240	-.963	-.013
	Equal variances not assumed			-2.256	82.204	.027	-.488	.216	-.917	-.058
Do you use networking/ social sites for recruitment (through downloading the forms)	Equal variances assumed	4.983	.028	-2.034	108	.044	-.438	.215	-.865	-.011
	Equal variances not assumed			-2.280	84.447	.025	-.438	.192	-.820	-.056
Do you think that internet is the best source of recruitment/online recruitment	Equal variances assumed	11.788	.001	-1.679	108	.096	-.395	.235	-.861	.071
	Equal variances not assumed			-1.931	89.920	.057	-.395	.204	-.801	.011
Do you think that e-recruitment is the good source of	Equal variances assumed	7.859	.006	-.808	108	.421	-.179	.221	-.618	.260

selection for the organization	Equal variances not assumed			-.951	94.829	.344	-.179	.188	-.552	.195
You are willing to use e-recruitment site for vacancy search	Equal variances assumed	1.176	.281	-.147	108	.883	-.029	.194	-.414	.356
	Equal variances not assumed			-.156	72.686	.877	-.029	.184	-.395	.338
In the near future, you would consider using e-recruitment sites for vacancy search	Equal variances assumed	.712	.401	-.246	108	.806	-.052	.211	-.470	.366
	Equal variances not assumed			-.239	59.526	.812	-.052	.217	-.486	.382
you regularly use e-recruitment site for job search	Equal variances assumed	.302	.584	-.402	108	.689	-.089	.221	-.528	.350
	Equal variances not assumed			-.389	59.074	.698	-.089	.229	-.546	.368
You do not have trouble logging into the e-Recruitment site	Equal variances assumed	.118	.731	-.953	108	.342	-.213	.223	-.655	.230
	Equal variances not assumed			-.946	62.342	.348	-.213	.225	-.663	.237
The Likelihood that you would use e-recruitment site for job search is high	Equal variances assumed	1.793	.183	-.564	108	.574	-.128	.228	-.580	.323
	Equal variances not assumed			-.606	75.933	.546	-.128	.212	-.550	.294
Do you think that commercial websites help in managing the e-recruitment process	Equal variances assumed	.409	.524	-1.636	108	.105	-.315	.193	-.697	.067
	Equal variances not assumed			-1.716	71.390	.091	-.315	.184	-.681	.051

Do you think that commercial websites play an important role in employee development of e-recruitment	Equal variances assumed	1.047	.309	- 2.396	108	.018	-.461	.193	-.843	-.080
	Equal variances not assumed			- 2.526	72.347	.014	-.461	.183	-.825	-.097
Usage of electronic (like portals, social websites) model in selecting may bring transparency in recruitment process	Equal variances assumed	.000	.992	-.142	108	.887	-.030	.212	-.451	.390
	Equal variances not assumed			-.143	64.325	.887	-.030	.211	-.452	.391
Do you agree that commercial websites are the fastest mode to apply for e-recruitment Jobs	Equal variances assumed	1.394	.240	- 1.953	108	.053	-.420	.215	-.845	.006
	Equal variances not assumed			- 2.071	73.401	.042	-.420	.203	-.823	-.016
Do you agree that it easy to do what you want to do in commercial websites for e-recruitments	Equal variances assumed	1.581	.211	-.443	108	.659	-.087	.196	-.475	.301
	Equal variances not assumed			-.482	78.208	.631	-.087	.180	-.445	.272
Job portals, commercial websites will enhance success rate of e-recruitment process	Equal variances assumed	.251	.617	- 2.197	108	.030	-.482	.220	-.917	-.047
	Equal variances not assumed			- 2.307	71.641	.024	-.482	.209	-.899	-.066
e-Recruitment sites enable you to look for job quickly	Equal variances assumed	8.052	.005	- 1.676	108	.097	-.324	.194	-.708	.059

	Equal variances not assumed			- 1.958	93.212	.053	-.324	.166	-.653	.005
e-Recruitment sites improves your job searches	Equal variances assumed	.709	.402	- 1.675	108	.097	-.368	.220	-.803	.068
	Equal variances not assumed			- 1.804	76.412	.075	-.368	.204	-.773	.038
e-Recruitment sites to look for job are very effective	Equal variances assumed	1.022	.314	-.905	108	.368	-.195	.216	-.622	.232
	Equal variances not assumed			-.969	75.137	.336	-.195	.201	-.596	.206
e-Recruitment site make it easier for you to look for jobs	Equal variances assumed	.063	.802	- 1.814	108	.072	-.381	.210	-.797	.035
	Equal variances not assumed			- 1.878	69.106	.065	-.381	.203	-.785	.024
you find it easy to do what you want to do in e-recruitments sites	Equal variances assumed	.375	.542	-.417	108	.678	-.096	.230	-.553	.361
	Equal variances not assumed			-.431	69.037	.668	-.096	.223	-.540	.348
your interaction with e-Recruitment sites is clear and understandable	Equal variances assumed	.240	.625	- 1.461	108	.147	-.292	.200	-.688	.104
	Equal variances not assumed			- 1.504	68.164	.137	-.292	.194	-.679	.095
e-recruitment reduces the recruitment cost	Equal variances assumed	1.142	.288	-.847	107	.399	-.195	.231	-.652	.262
	Equal variances not assumed			-.931	80.995	.354	-.195	.210	-.612	.222

Better quality of the applicant searching through e-recruitment	Equal variances assumed	.160	.690	-1.412	107	.161	-.308	.218	-.740	.124
	Equal variances not assumed			-1.460	69.321	.149	-.308	.211	-.729	.113
Hiring process is faster	Equal variances assumed	.581	.448	-1.170	107	.244	-.268	.229	-.722	.186
	Equal variances not assumed			-1.171	63.912	.246	-.268	.229	-.725	.189
Administrative burden reduces through e-recruitment	Equal variances assumed	.217	.642	-1.778	107	.078	-.402	.226	-.849	.046
	Equal variances not assumed			-1.744	60.947	.086	-.402	.230	-.862	.059
e-recruitment is more appropriate for younger, technological based organization	Equal variances assumed	.008	.927	-1.909	107	.059	-.458	.240	-.934	.018
	Equal variances not assumed			-1.937	66.136	.057	-.458	.236	-.930	.014

Source: Survey by authors

Table 2. T-test Table

Statements	Gender	N	Mean	Std. Deviation	Std. Error Mean
Do you use networking/ social sites for e-recruitment (Filling online)	Male	76	3.39	1.244	.143
	Female	34	3.88	.946	.162
Do you use networking/ social sites for recruitment (through downloading the forms)	Male	76	3.47	1.125	.129
	Female	34	3.91	.830	.142
Do you think that	Male	76	3.42	.970	.111

commercial websites play an important role in employee development of e-recruitment	Female	34	3.88	.844	.145
Job portals, commercial websites will enhance success rate of e-recruitment process	Male	76	3.22	1.103	.126
	Female	34	3.71	.970	.166

Source: Survey by authors

Interpretation of t-test (In Table 1 and Table 2)

The total number of 110 respondents were collected for this present study. In which 76 males and 34 females. With the help of the questionnaire different statements are tested. The present study found that there is difference in male and female perception regarding the e-recruitment. There are four statements in which the mean value of female is higher comparative to male. These include Do you use networking/ social sites for e-recruitment (Filling online). Do you use networking/ social sites for recruitment (through downloading the forms) Do you think that commercial websites play an important role in employee development of e-recruitment, the job portals/commercial websites (Job portals, commercial websites will enhance success rate of e-recruitment process. Therefore, hypothesis H1 is partially accepted as there was significant difference in only four statements.

ANOVA

In social science research, one-way ANOVA analysis of variance is a technique that can be used to compare means of two or more samples. In this table ANOVA has been applied on different age groups for all the statements.

Table 3. ANOVA

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Do you think that qualified employees are selected through e-recruitment	Between Groups	.630	2	.315	.248	.781
	Within Groups	135.961	107	1.271		
	Total	136.591	109			
Do you use networking/ social sites for e-recruitment (Filling	Between Groups	2.937	2	1.469	1.059	.350
	Within Groups	148.336	107	1.386		

online)	Total	151.273	109			
Do you use networking/ social sites for recruitment (through downloading the forms)	Between Groups	.735	2	.368	.324	.724
	Within Groups	121.455	107	1.135		
	Total	122.191	109			
Do you think that internet is the best source of recruitment/online recruitment	Between Groups	.031	2	.016	.012	.988
	Within Groups	143.787	107	1.344		
	Total	143.818	109			
Do you think that e-recruitment is the good source of selection for the organization	Between Groups	1.256	2	.628	.543	.583
	Within Groups	123.844	107	1.157		
	Total	125.100	109			
You are willing to use e-recruitment site for vacancy search	Between Groups	3.928	2	1.964	2.289	.106
	Within Groups	91.791	107	.858		
	Total	95.718	109			
In the near future, you would consider using e-recruitment sites for vacancy search	Between Groups	3.515	2	1.757	1.721	.184
	Within Groups	109.249	107	1.021		
	Total	112.764	109			
you regularly use e-recruitment site for job search	Between Groups	4.707	2	2.354	2.101	.127
	Within Groups	119.884	107	1.120		
	Total	124.591	109			
You do not have trouble logging into the e-Recruitment site	Between Groups	4.100	2	2.050	1.778	.174
	Within Groups	123.400	107	1.153		
	Total	127.500	109			
The Likelihood that you would use e-recruitment site for job search is high	Between Groups	4.080	2	2.040	1.707	.186
	Within Groups	127.884	107	1.195		
	Total	131.964	109			
Do you think that commercial websites help in managing the e-recruitment process	Between Groups	3.063	2	1.532	1.756	.178
	Within Groups	93.337	107	.872		
	Total	96.400	109			
Do you think that commercial websites play an important role in employee development of e-recruitment	Between Groups	.648	2	.324	.352	.704
	Within Groups	98.407	107	.920		
	Total	99.055	109			
Usage of electronic (like portals, social websites) model in selecting may bring transparency in recruitment process	Between Groups	4.766	2	2.383	2.330	.102
	Within Groups	109.425	107	1.023		
	Total	114.191	109			
Do you agree that commercial websites are the fastest mode to apply for e-recruitment Jobs	Between Groups	3.306	2	1.653	1.501	.228
	Within Groups	117.867	107	1.102		
	Total	121.173	109			

Do you agree that it easy to do what you want to do in commercial websites for e-recruitments	Between Groups	1.651	2	.825	.923	.401
	Within Groups	95.704	107	.894		
	Total	97.355	109			
Job portals, commercial websites will enhance success rate of e-recruitment process	Between Groups	3.196	2	1.598	1.373	.258
	Within Groups	124.522	107	1.164		
	Total	127.718	109			
e-Recruitment sites enable you to look for job quickly	Between Groups	2.805	2	1.402	1.585	.210
	Within Groups	94.659	107	.885		
	Total	97.464	109			
e-Recruitment sites improves your job searches	Between Groups	5.232	2	2.616	2.328	.102
	Within Groups	120.223	107	1.124		
	Total	125.455	109			
e-Recruitment sites to look for job are very effective	Between Groups	7.596	2	3.798	3.656	.029
	Within Groups	111.167	107	1.039		
	Total	118.764	109			
e-Recruitment site make it easier for you to look for jobs	Between Groups	3.862	2	1.931	1.856	.161
	Within Groups	111.311	107	1.040		
	Total	115.173	109			
you find it easy to do what you want to do in e-recruitments sites	Between Groups	6.328	2	3.164	2.633	.076
	Within Groups	128.545	107	1.201		
	Total	134.873	109			
your interaction with e-Recruitment sites is clear and understandable	Between Groups	3.792	2	1.896	2.041	.135
	Within Groups	99.381	107	.929		
	Total	103.173	109			
e-recruitment reduces the recruitment cost	Between Groups	1.684	2	.842	.675	.511
	Within Groups	132.205	106	1.247		
	Total	133.890	108			
Better quality of the applicant searching through e-recruitment	Between Groups	3.801	2	1.900	1.715	.185
	Within Groups	117.465	106	1.108		
	Total	121.266	108			
Hiring process is faster	Between Groups	8.700	2	4.350	3.715	.028
	Within Groups	124.108	106	1.171		
	Total	132.807	108			
Administrative burden reduces through e-recruitment	Between Groups	8.425	2	4.212	3.631	.030
	Within Groups	122.970	106	1.160		
	Total	131.394	108			
e-recruitment is more appropriate for younger, technological based	Between Groups	5.284	2	2.642	1.949	.147
	Within Groups	143.688	106	1.356		

organization	Total	148.972	108			
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Source: Survey by authors

Table 4.ANOVA

Multiple Comparisons							
Post-Hoc using LSD							
Dependent Variable	(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
e-Recruitment sites to look for job are very effective	18-25	25-35	-.330	.237	.167	-.80	.14
		35-45	.319	.286	.266	-.25	.89
	25-35	18-25	.330	.237	.167	-.14	.80
		35-45	.649*	.247	.010	.16	1.14
	35-45	18-25	-.319	.286	.266	-.89	.25
		25-35	-.649*	.247	.010	-1.14	-.16
Hiring process is faster	18-25	25-35	-.628*	.252	.014	-1.13	-.13
		35-45	-.153	.304	.616	-.75	.45
	25-35	18-25	.628*	.252	.014	.13	1.13
		35-45	.476	.263	.073	-.05	1.00
	35-45	18-25	.153	.304	.616	-.45	.75
		25-35	-.476	.263	.073	-1.00	.05
Administrative burden reduces through e-recruitment	18-25	25-35	-.663*	.251	.010	-1.16	-.17
		35-45	-.319	.302	.293	-.92	.28
	25-35	18-25	.663*	.251	.010	.17	1.16
		35-45	.343	.261	.192	-.17	.86
	35-45	18-25	.319	.302	.293	-.28	.92
		25-35	-.343	.261	.192	-.86	.17

*. The mean difference is significant at the 0.05 level.

Source: Survey by authors

Interpretation of ANOVA (In Table 3 and Table 4)

ANOVA was applied on the e-recruitment sites to look for job are very effective employees in different age groups. There was a difference in age group 25-35 and 35-45. This difference exists due to the people age group 25-35 uses e-recruitment sites to look for job are very effective and the age group between 35-45 uses less effective. Hiring process is faster. There was a difference

in age group 18-25 and 25-35. This difference exists due to the hiring process is faster in 18-25 age group for the employee perspective and the hiring process is faster due to the organization perspective. Administrative burden reduces through e-recruitment. There was a difference in age group 18-25 and 25-35. This difference exists due to the administrative burden reduces through e-recruitment in 18-25 age group for the employee perspective and the due to the administrative burden reduces through e-recruitment organization perspective. Therefore, hypothesis H2 is partially accepted as there was significant difference in only three statements.

Factor Analysis

Previous literature suggested that factor analysis found to be the most suitable technique for analyzing the data. Statements related to benefits, impact, job seekers perception, website usability and the attitude towards work/e-recruitment.

Table 5.KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.900
Bartlett's Test of Sphericity	Approx. Chi-Square	2198.129
	Df	351
	Sig.	.000

Source: Survey by authors

Table 6. Factor Analysis

Factors	Statements	Factor loadings	Variance	Alpha
Benefits	Statement related to benefits of e-recruitment [e-Recruitment site make it easier for you to look for jobs]	.798	19.896	0.927
	Statement related to benefits of e-recruitment [you find it easy to do what you want to do in e-recruitments sites]	.779		
	Statement related to benefits of e-recruitment [e-Recruitment sites to look for job are very effective]	.710		
	Statement related to the job portals/commercial websites [Job portals, commercial websites will enhance success rate of e-recruitment process]	.687		
	Statement related to the job portals/commercial websites [Do you agree that it easy to do what you want to do in commercial websites for e-recruitments]	.686		
	Statement related to benefits of e-recruitment [e-Recruitment sites improves your job searches]	.635		
	Statement related to benefits of e-recruitment [your interaction with e-Recruitment sites is clear and understandable]	.634		
	Statement related to the job portals/commercial websites [Do you agree that commercial websites are the fastest mode to apply for e-recruitment Jobs]	.598		
	Statement related to the job portals/commercial websites [Usage of electronic (like portals, social websites) model in selecting may bring transparency in recruitment process]	.542		
	Statement related to benefits of e-recruitment [e-Recruitment sites enable you to look for job quickly]	.503		
Impact	Statements related to impact of e-recruitment in organization [Administrative burden reduces through e-recruitment]	.856	16.49	0.91
	Statements related to impact of e-recruitment in organization [Better quality of the applicant searching through e-recruitment]	.810		
	Statements related to impact of e-recruitment in organization [e-recruitment is more appropriate for younger, technological based organization]	.807		
	Statements related to impact of e-recruitment in organization [Hiring process is faster]	.635		
	Statement related to the job portals/commercial	.570		
	Statements related to impact of e-recruitment in organization [e-recruitment reduces the recruitment cost]	.564		
Job seekers perception	Statements related to job seekers perception [Do you think that internet is the best source of recruitment/online recruitment]	.815	13.896	0.861
	Statements related to job seekers perception [Do you think that e-recruitment is the good source of selection for the organization]	.747		
	Statements related to job seekers perception [Do you use networking/ social sites for recruitment (through downloading the forms)]	.743		
	Statements related to job seekers perception [Do you use networking/ social sites for e-recruitment (Filling online)]	.667		
	Statements related to job seekers perception [Do you think that qualified employees are selected through e-recruitment]	.552		
website usability	Statements related to website usability/ attitude towards e-recruitment [The Likelihood that you would use e-recruitment site for job search is	.806	11.632	0.807
	Statements related to website usability/ attitude towards e-recruitment [you regularly use e-	.738		
	Statement related to the job portals/commercial websites [Do you think that commercial websites help in managing the e-recruitment	.595		
Attitude towards e-recruitment	Statements related to website usability/ attitude	.662	8.568	0.809
	Statements related to website usability/ attitude towards e-recruitment [You are willing to use e-recruitment site for vacancy search]	.644		

Discussion of factor analysis (In table 5 and Table 6)

The paper examined the factors which influence factors affecting e-recruitment. The reliability of all obtained factors was above .7 which showed that the scale chosen was reliable for measuring the chosen factor. These factors are discussed below:

Factor-I: Benefits: The analysis has revealed that respondents have considered this factor to be the most important factor with the highest explained variance of 19.896 per cent and the reliability of data was .927. Ten statements load significantly on this factor. These all statement are highly related to the benefits of e-recruitment. From the previous literature by Franco and Roldan (2005) found the ease to use system is likely to be responsible for the rapid growth of the e-recruitment as jobseekers only need to post their resume to the websites. Rakholiya and Gupta (2013) found that benefits of e-recruitments are easy to use, clear and understandable.

Factor –II: Impact: The analysis has revealed that respondents have considered this factor to be important factor with the variance of 16.490 per cent, and the reliability of data was .910. Seven statements load significantly on this factor and these statements are related to the impact of e-recruitment on organization. Sylva (2009) found that Online Application System found that features of the website, perceived efficiency and user-friendliness, impact on user and organization performance. Babalola et al. (2015) found that impact on e-recruitment significantly influenced organizational performance in terms of saving cost and time management.

Factor- III: Job seekers perception: The respondents have considered this factor related to the job seekers perception of the employees. Five statements load significantly on this factor and these statements are related to the job seekers perception. The % of variance of this factor was calculated 13.896 per cent and the reliability of data was .861 for all five statements. Khan et al. (2013) found that recruitment sources and job seekers perceptions effect strongly and positively on intention to pursue the position applied for the job. Rakholiya and Sangeeta (2013) found that applicant's perception is positive towards e-recruitment.

Factor –IV Website usability: The respondents have considered this factor related to the website usability. Three statement loads on this factor and these statements are related to the website usability. The % of variance of this factor was calculated 11.632 percent and the reliability of data was .807. Tyagi (2012) suggested that candidate can apply online on corporate websites, adding themselves to the company's database. Ahlawat and Sangeeta (2016) found that corporate websites are the virtual medium that represent the information about the company often including HR information and application for jobs.

Factor –V: Attitude towards work/ e-recruitment: The respondents have considered this factor related to the attitude toward works. Two statements load on this factor and all are showed the attitude towards work. The % of variance of this factor was calculated 8.568 percent and reliability of data was .809. Bizer and Rainer (2005) found that many companies use online recruitment system to hire the employees for the better chance of success attitude towards work/ e-recruitment.

Conclusions

e-recruitment is also known as online recruitment. There are good job portals in our country which help the organizations and employees in the recruitment and selection process: for e.g. monster.com, nakuri.com, shine.com and many networking sites similar to these. It is a very easy process for the employee as well as the organization. The benefits of e-recruitment include: faster process, ease of usage, increase in the speed, reducing the administrative burden and cost, and competence of the employer and employee working in the organization.

There are four statements in which the mean value of female is higher comparative to male. These include statements related to job seekers perception. Statements related to job seekers perception. Statement related to the job portals/commercial websites. On the basis of ANOVA, it was found that there was difference in three statements for different age groups. Statement related to the job portals/commercial websites. e-recruitment sites to look for job are very effective employees in different age groups. There was a difference in age group 25-35 and 35-45. This difference exists due to the people age group 25-35 uses e-recruitment sites to look for job are very effective and the age group between 35-45 uses less effective. Hiring process is faster. There was a difference in age group 18-25 and 25-35. This difference exists due to the

hiring process is faster in 18-25 age group for the employee perspective and the hiring process is faster due to the organization perspective. Administrative burden reduces through e-recruitment. There was a difference in age group 18-25 and 25-35. This difference exists due to the administrative burden reduces through e-recruitment in 18-25 age group for the employee perspective and the due to the administrative burden reduces through e-recruitment organization perspective. With the help of factor analysis, it was found that there were five factors affecting e-recruitment: benefits, impact, job seekers perception, website usability, attitude towards work/e-recruitment. Benefits: The analysis has revealed that respondents have considered this factor to be the most important factor. Impact: The analysis has revealed that respondents have considered this factor to be second important factor. Job seekers perception: The respondents have considered this third important factor related to the job seekers perception of the employees. Website usability: The respondents have considered this factor related to the website usability as fourth important factor. Attitude towards work/ e-recruitment: The respondents have considered this factor as fifth important factor related to the attitude toward works. There are number of alternative options for the organization and the employee's as per their requirements. From the organization point of view, the impact includes easy applicant tracking, use of commercial websites for finding suitable candidates, new ideas and innovativeness, better-quality of standardization agreement. It can be said that using online recruitment and e-recruitment process improves organization's performance because they have good candidates with right knowledge which leads to organization development.

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