

Chapter 2

Literature Review

The internet has caused the largest change to the recruitment landscape world over in the past couple of decades acting as a conduit between employers and job seekers. Technology has enabled corporate websites, suppliers and job seekers to become more sophisticated, interactive and to connect 24 hours a day, 7 days a week. (Barber, 2006)

Due to the various benefits of e-Recruitment process as compared to the traditional recruitment processes, the vision of future recruitment is changing fast across the world. Similarly, in India, there is a move towards utilizing Information and Communication Technology more and more in the recruitment process. As per Chilana (2010), future recruitment and testing organisations would essentially have a complete electronic recruitment process with the following steps – Online application as well as payment of fee (20 days), immediate allotment of test centres, Downloading call letters (within 15 days of closing of application), conduct of adaptive online testing in 10 days window, Results within 2 days of completion of tests. This would effectively reduce the entire recruitment cycle to two months.

The key drivers for e-Recruitment practice are to improve corporate image and profile, reduce recruitment costs, reduce administrative burden and to employ better tools for the recruitment team. (Barber, 2006)

One feature of the implementation of e-recruitment is the requirement of change in the existing processes. In a study based on case studies carried out in three large organisations in Denmark in 2008-2010, Holm (2012) investigated the effect of e-recruitment on the design of the recruitment process. Study indicated that e-recruitment transformed the traditional recruitment process into a time and space independent, collaborative hiring process.

The move towards e-Recruitment is a common phenomenon across public and private sector. A comparison of the private and public sector e-Recruitment by Mareschal and Rudin (2011) taking into account 50 US states and 50 largest American businesses revealed that public sector either did not allow online applications or where it was allowed, websites tended to be less user friendly or informative as compared to their

private sector counterparts. It also points out that due to the digital divide, the public sector cannot rely exclusively on online applications.

As far as the issues involved in e-Recruitment are concerned, a study done by Institute for Employment Studies, UK (Barber, 2006) indicated that there appears some reluctance and nervousness on part of organisations regarding issues of security and confidentiality associated with online web based tests. There are other causes for concern, particularly about validity and integrity of online testing.

There are some studies available on the implementation of e Recruitment in Public/private services of some countries. Llorens and Kellough (2007) present the analysis of US Federal Government's efforts to implement automated recruitment processes and discuss the implications of implementing a centralised e recruitment project in a decentralised personnel environment. As per the study, the main challenge being faced is the issues regarding agency system integration.

Kim and O'Connor (2009) assessed the status of electronic recruitment for US state government employees and analysed the issues and challenges faced. The main issues found in the research were budget constraints/ limited funding, technical difficulties including wrong technology and ongoing modifications and inadequate training of HR staff adapting to new system. A high volume of applications, security and change management issues were also reported as challenges faced during e-Recruitment implementation.

A study of e-Recruitment technology adoption in Malaysia (Tong, 2009) reveals that e-recruitment had not replaced some of the conventional recruitment methods. The study also implies that the third party e-recruiters' policy makers and human resources practitioners need to improve the e-recruitment system and services to attract the passive talented groups of candidates for employment.

Mussa (2006) presented a study on the usability of e-recruitment website which is one of the online services provided by the Sarawak Government, Malaysia and provides a framework for a usable e-Recruitment website.

In Indian context, as per Sudhakar (2014) the current trend in recruitment in the IT organisations is sourcing through social networking sites such as Facebook, LinkedIn, WhatsApp and Twitter and the IT organizations are referring to these sites extensively

at some point in the recruitment process. While this may be true for IT organisations in India and may be true to some extent for Indian private sector, recruitment in government sector appears to be moving towards e-Recruitment process in somewhat slow and cautious manner.

Any comprehensive study or literature is not available on the implementation of e-Recruitment processes for the public service recruitment for the government in India. However, a preliminary search on the websites of various public service recruitment organisations reveal that while some organisations like Tamilnadu Public Service Commission (www.tnpsc.gov.in 2014) have gone far ahead in terms of implementation of online registrations, online communication with candidates during the recruitment process and online examination, some public service commissions like Bihar Public Service Commission (www.bpsc.bih.nic.in 2014) are still utilizing traditional paper based processes. Some organisations like SSC (<http://ssc.nic.in> 2014) have introduced online registration but are still continuing with the offline applications. Although, it appears that most of the public service recruiting bodies are trying to use ICT increasingly as is being done by other government organisations, the variation in the extent of implementation of e Recruitment processes is evident and it is worthwhile to know if there is any pattern to such variation across the country and also to understand the reasons for the same. At the same time, there appear to be some challenges and issues being faced by these recruiting organisations in implementation of e-Recruitment some of which are expected be similar to the issues faced in the country with respect to e-Governance. However, given the peculiarity of the recruitment process, specific issues related to the recruitment processes may be hindering the implementation of e-Recruitment.