

Table of Contents

List of Figures	iv
List of Tables	v
Chapter 1: Introduction	1
Recruitment for Public Services in India	1
e- Governance and e-Recruitment in India	2
e-Recruitment	4
e-Recruitment Processes	5
Statement of Problem	7
Objectives	7
Research Questions	7
Scheme of Chapterisation.....	7
Chapter 2: Literature Review.....	9
Chapter 3: Methodology and Research Design	12
PART I – Overview of Methodology and Research Design.....	12
PART II – Scale Building	16
Chapter 4: Present Status of Implementation of e Recruitment for Public Services in India	20
Availability of Key Information on website	21
Availability of Information related to the Result	24
Online Registration/ Application	27
One Time Registration	28
Communication with Candidates	31
Online Examinations/ Computer Based Testing	34
Overall implementation of e-Recruitment and Region wise Pattern.....	35
Chapter 5: Issues and Challenges in implementation of e-Recruitment Process.....	41
Limited Internet Access to the Target Population.....	41

Non-availability of Infrastructure.....	43
Data Security Concerns.....	44
Large number of candidates/ examinees.....	44
Concerns regarding Confidentiality/ secrecy.....	45
Payment of fee & Reconciliation.....	46
Limited Technology Capacity of the Organisation.....	47
Lack of Technical Skill Set.....	48
Limited Top Management Commitment.....	49
Limited Computer skills of target population.....	49
Fear of misuse by candidates.....	50
Budget Constraints.....	50
Public unwillingness to use online systems/ computers.....	50
On-going offline system.....	50
Staff resistance.....	51
Perceived Importance of Issues and Challenges.....	51
Issues and Challenges faced in maintaining a user friendly Website.....	51
Issues and challenges faced in implementation of online application system.....	52
Issues and challenges faced in implementation of Online Examinations.....	55
Issues and challenges faced in implementing Online Grievance Redressal system....	56
Ranking of Issues/ Challenges as per perceived importance.....	57
Chapter 6: Implications and Conclusions.....	58
Implications.....	58
Recommendations and Way Forward.....	62
Contribution of the Study.....	63
Theoretical Contribution.....	63
Contribution to Public Policy.....	63
Contribution to Community.....	63

Scope of further research.....	64
References.....	65
ANNEXURE I.....	68
Constitutional Provisions regarding Public Service Commission	68
ANNEXURE II.....	70
Checklist for assessment of the website content of recruitment organisations	70
ANNEXURE III.....	72
Questionnaire for Issues and Challenges in Implementation of E-Recruitment Process in India.....	72
ANNEXURE IV	79
Key Interviews	79
ANNEXURE V.....	86
Status data regarding implementation of e-Recruitment.....	86
ANNEXURE VI	104
List of Respondents – Key Interviews/ Telephonic Interviews/ Questionnaires	104
ANNEXURE VII.....	105
Qualitative Responses to the Questionnaire	105