CHAPTER 3
LITERATURE REVIEW

Missy Bowen (2013) says that any candidate should not be judged on interview only, there are several other fields are there by which also an applicant can be judged according to his/her qualification or experience level other capabilities. For negative hiring practices reference check is good option through which employer can get right information about candidate with reliability by cross checking with his/her given information in resume. It is advisable that everything should be in written consent with applicant what talks has done during interview to maintain record about all the questions ask for reference checking and definitely same question should asked for references checking with all people. Employers are not allowed to release reference information to the candidates even in negative or positive information. It should be only in employer's range. In case of wrong information by employment decision negligent reference can come and candidate can be rejected also. With reference checking companies at the time of hiring can take valuable decisions of applicants like if earlier any applicant has been fired with other organization it must be because of misconduct behavior. In this case with reference it can be figure out earlier so it cannot be hurting for company in future. Human resource department is responsible for all these kind of safety reasons. All the information during reference check should be keep in record of the organization for at least 2 years from the joining of candidate. Documents even should be share with immediate hiring manager as full record of candidate. Referral checks cannot be mentioned in resume as per legal rules and regulations. It is suggested that all feedback should be done on time as per company’s decided rules without getting late. And candidate is allowed to do enquiry if he/she has rejected after interview round than company is allowed to give information till interview process only even without giving any personal response only till professional level. Company can say that because of some restricted considerations company has selected some other applicants according to their qualification or experience abilities. This evaluation process should be done only after interview process and candidate should given information till interviewing. Author suggested that behavioral interviewing technique is the best technique to evaluate any applicant’s past behavior to judge with the organizations performance in future.
Nancy R. Lockwood (2006) says that talent management is another or new name of human resource management which basically insists that the possibility of maximum utilization of available work force in the organization of productive growth. It says that frequently new challenges and reduction in cost of hiring of talent is the main two challenges for talent management these days. For proper implementation of strategic decisions in talent management is possible with only effective workforce. For successful talent management some factors should be included which are personalized and customized rewards, flexibility in sourcing of human resource or good work culture favorable to employees. That is why companies are highly using different new employment relationship and new employment models for more involvement in talent management. With the result of this hiring systems or processes are getting change like now companies are hiring more contract basis employees according to needs arise. along with this there are some changes in retirement plans are also there like to use more mature person’s skills and capabilities or knowledge companies are doing phased recruitment, with this companies are able to use highly old corporate memory by these matured persons. Like that so many activities are in use by companies for employee engagements like package tour benefit or reward programs which they are calling as human resource redesign for next generation fast available workforce. In essential planning only companies are trying to understand the scenario fully and then try to make most matched talent data base for company. At the end, author concluded that for most effective results from talent management it is important for all organizations to rethink or reinvent their approaches on time to time basis to compete in cut throat competition. Ultimately an effective human resource or talent management leads to strong leadership, strong employee engagement and workplace effectiveness. And companies who are doing effective talent management will be able to get more efficient work force for their future growth.

Vijay Kumar Thota (2013) says, that for more productive results in an organization it is important to develop or implement proper plans for human resource or talent management. Misconnections between human resource and talent management lead to failures of mismatch and even the supply and demand of work force also. Author explains that proper human resource and talent management helps organizations to achieve organizational objectives without any obstacle of talent shortage which directly or indirectly beneficial for organizations to get more talented workforce with
them. It is also said that every employer should properly understand talent management process and they should help organization to give excited ideas to retain or attract the talent which is helpful in organizations success. To take initiative for talent management it is better to prepare a road map for all activities of talent management but an organization cannot rely fully on them because some time it may raise competent problems like performance, compensation and learning management or active collaboration with social networking and other also related to human resource management. Talent management is not a standard objective of any business but it an ongoing process which is quite long to maintain. Because of continuous changing global environment and fast growth of corporate world companies have to give constant attention to talent management for long term growth.

Saul Fine (2013) says that integrity test is good tool in screening, but there is one sensitive issue with integrity test is mislabeling of low scorer candidates. While training companies have to decide their own policies related to integrity test. It says that all low scorer candidates are not dishonest for their work, should be understood by all employees. But integrity test used to evaluate the risk related information about the contraceptive behavior of candidates if for long time in selection process then it reduces the risk of low rate candidate in hiring to reduce the selection of dishonest person in organization. After this integrity test also employers are not supposed to tell anything about low scorer candidate’s results to them dishonest anywhere. But where feedback is necessary to give then for low scorer candidates employers can describe their negative results in terms of behavior related question asked in test, these questions may be asked for subsequent behavior anywhere but not in terms of pass or fail even by saying that this is not certainly basic criteria of hiring or rejecting any candidate for any particular position. So, feedback should be sensitive even cognizant over common misconception and mislabeling of low scorer candidate. In conclusion it says that feedback on specific criteria is not necessary because it is not useful in other assessments. To give more clear idea about feedback author took example which says that if any candidate did very poor in group discussion and integrity testing than for feedback employer has no need to say anything about low score rating they can inform that they are not suitable candidate in full recruitment process after considering all relevant factors.
**Ileana Georgiana Gheorghe (2013)** says that Neuro logistics programming is a new concept of acquisition of efficiency in management communications or change in organization. This NLP is very useful in study of organization culture; also, all the principals of NLP is based on behavior patterns and now because of complex problems in organizational recruitment process of large organization this NLP is becoming essential tool for all. Organizations are also work as a living body, and the challenge is they have to become organization on learning basis, which may be change and even possible to do it change according to external environment according to any ongoing problem. Author says that external environment is changing frequently and with this respect recruitment and selection is regarded as three perspectives which are – of added value, of top down value and compatibility organizational culture and leadership which gives idea about of performance at workplace and the evaluation of the personality of applicants.

**Christine Andrews (2012)** says that social media is great tool of recruitment and there are many advantages of social media in recruitment. Author says that social media is giving big impact on money as it is cost effective approach of recruitment. As any new website created and date gets enter into it from than only users or audience starts surfing on that website. With the help of internet by press a button, any sponsor can get into many homes or offices across the globe with hundred of users. In any website there is nothing to print out or to physically in any mail for anybody. With this social media, sponsors can reach to countless audience even on holidays or late night or on any odd timing or so. With social media every hour is saved as to translate to finish work on time and even before schedule, for this they have to get any new product in market and selling should also be sooner. This fast process can be beneficial for organizations to recover sales even in trial time period only. As heavy competition is widely spread all over than sponsors have to be fast in changing or modification with the results of trial only and they can make more strategic approaches of recruitment and retention process overall. As technology is super advance it gives so many social media platforms to job seekers to tap into the job search. Because of increased use of tools sponsors are taking fast steps to move in social media with new and different ways to reach maximum job seekers. It is carrying an additional tool of clinical research which gives a cost effective approach.
to reach large no of active job seekers at one point of time. To get instant feedback research teams are changing social media website according to each different situation. At the end author states that there should be proper study of advantage and disadvantages of all valid strategies which are getting used in an organization. After then only recruitment team can move further with changes and can attain recruitment goal properly.

**Jamye E. Long (2012)** says that grounded theory should be used which means to expand and consider even current knowledge and theories at the time of research of recruitment and retention of particularly rural healthcare workforce. It is already clear that at the time of development of new theories and combining with existing theories the understanding of occurrence and situations will be more clearly explained and understood. With the help of grounded theory in research it provides new insight into methods that can be used to improve the techniques by organization and communities to attract or retain more health care professional. With the knowledge of grounded theory health care professionals can maintain or retain more qualified workforce with them. For more explanation author took an example of a hospital which want to expand their services with the surrounding community. Improved healthcare can surely influence more institutions like research and charitable foundations, government entities, and private institutes to increase grant awards and provide direct investment in that area once there is an established trend of retention of healthcare professionals as well. Along with this other professionals can also show their interest in these newly developed communities when these healthcare professionals start migrating and remaining in the same region. After all these communities develop in any area than even universities and colleges can also take more interest by offer new courses or programs for more education and professional development also which ultimately lead to economic growth of the area. Finally with all these activities a positive cycle may be start which continues and figure such professionals like engineers, educators or scientists to continue sustainability. Author says that grounded theory allows one not to follow the path which has given by others but allows them to follow the path which the new research will provide. Basically this theory fully encourages not following established theories and fundas but considering unknown new ideas to explore various occurrences. Even with the use of grounded theory, research can be expanded to the horizons which are completely unseen and answer the
questions that can assist practitioners, and will be able to build new theories that can better explain situations currently which is unexplainable.

**Safdar Rehman (2012)** says, It shows that human resource planning, is the most critical element of personnel function is emerging environment. The task of acquiring compatible and credible employees directly belongs to the Human Resources Management. From a long time human resource management is the well known field in management and with the continuous development with many theories or models or with tools, there is try to improve it. As it is understood that in this competitive market, organizations are fully dependent on their manpower workforce for progressive success it is even for public sectors also the challenge is same that to choose a right person on right job. It is also same for public sector that large no of potential candidates are available in employment market but the biggest challenge to indentify right candidates for right place who will be able to do their work with more efficiency and effectively for the organization. In this research author highlighted that accurate job analysis is the initial step of recruitment process. But, till now this important factor of human resource management was getting ignored by public sectors. It is being said that on the basis of requirements of job only selection and assessments methods should be decided. It is also considered that knowledge is most important part of organizations for continues good performance of work that is why at the beginning only required knowledge, abilities and skills or abilities should be effectively measured in job analysis.

Along with this some other psychological factors like job retention and job satisfaction are giving positive considerations for making public sector organizations in preference of employers choice for retention and recruitment both. Author find results from this study that this study is conducted in western countries with the area of human resource practices for job performance. With the same, the findings of studies even give rational requisite theoretical model on the study of western organization. The present study says that the efforts looking for establishing a linkage by developing a specific theoretical framework to demonstrate the progression by which the human resource practices like job performance and outcome variables that job satisfaction, recruitment and job retention might be correlated with each other and by testing it with empirical data from a non-western country. It is also said that human
resource practices like job Performance relationship has not been expansively explored in the South-Asia or even in the western context as well basically, this whole data have come from western countries only.

Sara L. Rynes, Robert D. Bretz, Jr., Barry, A. Gerhart (1991) says, that they have used rating based research method in their study which is moderately generalized and implies that it gives a different picture of recruitment by the use of this new method in research. Although most researchers are more large sample rating method of collection of data in that case the present study done by this author gives advantages for contextual fidelity and the feel related to decision of job seekers. Recently, there has is new longitudinal research is going to happen for general decision making and in even job context too.it says that recruitment is also important in conventional quantitative methods inspite of any supplement method. For any job seeker knowledge of the job choice and the recruitment processes might be more prespective factor which add more depth in inferential statistics over all. At the end author concluded that this present research will inspire others to apply similar methodologies under researched areas of recruitment and job choice to get more relevant results.

Ritzky Karina Brahman, Rayenda Brahmana (2013) says that, with the use of e-recruitment, there are three most important aspects which matter more like perceived Usefulness, Ease of Use, and Enjoyment kind of factors. And in which perceived usefulness gives higher effect on the association, especially on the mediating effect with this. It confirms that in technology acceptance model where the attitudinal towards behavior of the agent with jobseeker which generally plays important role on the intentional behavior. It says that these three factors the enjoyment, perception on ease to use, and the perception of usefulness give more impact on the decision making of employees to recruit. And, with industrial practices, recruitment is a big activity than online job providers need to provide more useful, user-friendly, and enjoyable web-based recruitment to all job seekers in wide range. It seems that in all over world which all current practice that are using in online job providers are considered as a rigid and boring e-recruitment. This research says that for more encouragement of job seekers to look for e recruitment work’s the important need is of more user friendly and enjoyable e recruitment practice. Ultimately, which provide benefits not only to
job seekers but also to all over organization? With this research, it is also found that the perceived stress would decrease the user-friendly of the e-recruitments. Even relatively, online job providers are also determining the stress factors like much procedural, layout on the website as such. At the end in short, this study gave primary contribution in mediating the role of expected usefulness and the antecedent of noticed stress for perceived ease of use outcome with the e recruitment.

Florea, Nicoleta Valentina and Badea, Mihaela (2013) says that as the increased use of online facilities most of the job applicants are using online systems in their job search and trying to gather full information about all employment opportunities available in organizations. Employers are generally using online system to attract even passive job seekers preferably that are employed but are not sincerely or actively looking for a new job or job change. Although e recruitment is getting use more and more widely by most of the employers but there is a great uncertainty of job acceptance among job applicants at the end of offer after interview. Along with this researcher in this study find out that still most applicants are using newspaper advertising, placement agencies for un employed persons or listing the job advertisements on radio or TV and with this they are using e recruitment with online systems. Basically job seekers are not fully dependent on e recruitment till now, along with this they are using traditional approaches also. Author even did one survey in this study which indicates that with the increased use of internet and online systems, this e recruitment is not the only or most preferable source of job search by job seekers. This study found that many applicants or job seekers still rate employee referrals and personal recruitment more favorable and preferential tool than the Internet or online search because they can gather realistic information about the organization from the current employees for the decision of entry in particular organization. It says that e recruitment cannot be ignored this time as it is providing wide information but job search process still consist all traditional approaches which are regularly monitored to provide most required results to job seekers. It states that e recruitment should be more integrated with other recruitment methods which all are getting used in employment market overall so, it is also advisable to update websites properly or on time to time basis.
Abbas Monavarian, Kia Hadji Abootorab Kashi, Hamid Ramin-mehr (2010), says that these days company websites are playing vital role in job search at the time of decision of apply for a company, because company’s recruitment website provide good evidence for individuals to gather sufficient information about prospective organization initially only author suggested that till now there are only a few theoretical grounded theories are examining those factors who directly influence the intentions of job seekers to use organizations web sites and developing a proper model that can provide efficiency of organizations recruitment websites. In the same context another author Dineenel., (2002) examined that till what level of person-organization fit feedback which is provided by organizations’ recruitment websites are influencing job applicants' perception of organizational attraction. In today's competitive world, every organization wants to use least possible resources of recruitment to attract more no of qualified job applicants individually and even in groups also. It states with this study that e-recruitment is a continues growing recruitment tool and not an exception, that is why, it is important to identify the all those involved factors that influence e-recruitment success in attracting the qualified group of applicants should be maintained in a high priority. At the end author states that by using a proper model in the area of e recruitment, it is possible to identify two of the most influential factors on the applicants' behavioral intentions to use organization recruitment website in their job search and infect at the time of decision of getting into a prospective company.

Zulqarnain Malik, Dr. Razaullah (2013) says, that E-recruitment in helpful in full recruitment process overall, according to this study, it reveals that practices involved in e recruitment help organization to adopt fast going changing in trends and even provides facility to attract, retain or give successive growth options for the available human work force. In the investigation which is done during this study proves that e-recruitment has giving positive impact in hiring and development of employees in telecom sector particularly. The ease availability of IT equipments and expertise are the two important factors which is giving an added advantage to these telecom sector organizations. For more clarity author took an example of data base structure and mechanic supporting activities. in this fast changing corporate world it is important for every organization to use e recruitment as a main component or part of their operations for human resource strategy.
Like that all available applications of e recruitment system are getting developed for other organizations like social development projects or industrial recruitment or colleges, universities or security establishments and even in media and entertainment also. Like telecom sector, in all other sector organizations are using e recruitment applications to get more easiness and fast procedure of work overall. Along with this available antivirus software which are timely updated, are working as supporting systems for quite valuable for all e recruitment based organization. To get optimum use of available work force it is important to promote the whole procedure of e recruitment according to the decided results, it is essential to use more user friendly software’s or easy procedure to attract more potential candidates for organizational overall growth. It is also advisable to build more strong networking system it should be ensured to promote various programs like employee leasing program, transferring, and outsourcing properly on time to maintain successive growth.

Mehdi Mohammadi Poorangi, Edward Wong Sek Khin, and Negin Rahmani(2011) says that after analysis of all possibilities and difficulties of e-recruitment practices which are getting used in organizations in all around Malaysia, use of their effectiveness, and explaining some practical and managerial implications particularly in concern with these actions only. After Statistical analyses and empirical findings expressed on these above showed issues that e recruitment is a sub function of an integrated electronic human resource management according to the attitudes and opinions of organization’s executives and it may be considered as a valuable technological improvement in the critical functions or activities of human resource management of an organization. And, the findings of the study even show that the communication level and to deal with other multiple organizations and working culture and environment are the most important benefits of electronic human resource management and e recruitment system of an organization which is completely web based. This e recruitment is provide a improved path way for internal and external interactions and communications between job seekers, firms other related stake holders or employees and with this even to prepare or maintain data bases to store or recall full data. Author said that above prescribed benefits are the strategic advantages or recruiting procedures in Malaysian organizations. Finally at the end findings came from the study also says that e-recruitment in Malaysia is still in-
progress and even the big recruiting firms have not fully implemented this technology in their organizations, just trial is working and organizations are trying to do improvements for better results.

**Vinita Sinha, Priya Thaly (2013)** says that in the current environment, companies preferring social media for recruitment, job portals and campus recruitment to hire candidates across all skill sets among a wide pool of candidate. This system is helping the organizations a cost effective approach to create a big right pool of candidates. In this cut throat competition, by using different channels such as social media, job sites, and campus recruitment, companies are able to get the effective work force for an organization at minimum cost only. This technique has helped organizations to work efficiently on selection to choose right people for their open vacancies. Additionally, organizations are using different sources to attract people and even to turn applicants for effective hiring. It is also suggested that among all web based recruitment channels it is not possible to get optimum result with use only one technique, so for this organizations are advised to use all channels together or use multiple channel approach to cover full market. To get good results it is suggest able for all recruiters or employers to consider market flow and application share properly at the time of decision of recruitment channels of an organization. At contradictory point the Web-based job portals generate many applications, but still they are able to reach all the candidates. For conclusion it can be said that there should be deep study is advisable on channel distribution figures which show recruiters not just the percentage of candidates that they are able to reach with the help of each channel, but also provides the percentage of candidates that they are failing to reach and the need to shift their source of recruitment with valid change to get more optimum result.

**Seonghee Cho, Woojin Lee, Juan Liu (2011)** says, since internet is now a major source of obtaining information that is why companies are sharing their job related information like available opportunities and company information with job seekers. Author said that although use of company’s career web site is on boom but only few studies have examined the effects of web sites on job seeker’s perceptions related to organizations image and attractiveness to join the organization. And in addition to this, there is no research has adopted the technology acceptance model and self-
efficacy to examine the impacts of Web sites in terms of recruitment by the organizations. So, In conclusion with this study author said that there is a significant relationships among important factors of recruitment like perceived enjoyment, usefulness, ease of use, technology self efficacy, and attitude toward Web sites, corporate image, and intention to apply of job seekers.

Patricia C. Borstorff, Michael B. Marker, Doris S. Bennett (2006) says that at the time of using the Internet to apply for jobs, it is said that posting resumes on company sites were more prevalent than the use of job boards. And even company websites were even found to be the most popular places to put online jobs. It is found that by combining with the fact that almost half of the applicants searched any company by surfing their website to get information this fact suggested that any company’s website is an valuable tool for recruiting in an organization. It is also found that who all applicant visited company website, they have had more positive impression was there for company. Now when there is mostly online functioning is there in recruiting also than hiring process is also shifted to online system and that allows companies to reach and even to evaluate more and more no of candidates at the lowest cost price only. This study results suggested that companies who are seeking candidates with at least some college education may not face the dangers involved like lack of knowledge about online facility and even less familiarity with job search by specific key words and even the problem of access of computers in one particular survey. Along with this survey suggested that even females were having more comfortable level with online application process with the same frequency with male at the same time also. With this survey it also came that along with minorities; women were able to apply significantly more positions than males at the same time. Considerations with age factor in the survey older applicants were more interested to use online recruiting than younger applicants. After this survey it is suggested that there is further research needed with considerations of other groups and in conclusion author said that computer should not use only for household access, it can be even useful as a job search tool with the help of internet and that will come with favorable results also.
**Steven D. Maurer, Yuping Liu (2007)**, says that all internet recruitment methods are getting use all over the world the giving several benefits by providing high potential opportunities for employers to create a wide or broad their recruitment search and even facilitating to reduce their recruiting cost also. To develop an effective e recruitment source it is important to join consumer behavior and human resource management together to capture basic idea by a recruiting manager. Overall, this study says that there are some basic points to keep in mind at the time of designing of web site by employer. These points are that

1. Nowadays recruitment is also job marketing, so there should be proper focus on designing of website which can create good recruiting environment which should be able to meet the requirements of job seekers.

2. The basic need of an employer is to know the consumer effectively like to choose target market required by job applicants and to understand their specific job products and their motivation level to attract them in fast manner. Because it says that job seeker can even choose central or peripheral routs for decision making process.

In this competitive recruitment environment the basic goal of employers to design the webpage according to job seekers needs. It says that employers success comes with integrate interactivity, information richness and vividness of applicants. It says that more is not always better. At the end author suggested that to reach different level of experience with different interests in needs of job seekers, this companies websites must established carefully with sufficient information to get best results of recruitment.

**Susanne J. Niklas, Stephan Bohm (2011)** says that to predict and satisfy user sided acceptance of mobile technology usage in a recruiting context. In order to give various suggestions for managerial decisions on mobile recruiting activities, author says that relevant factors to explain user sided acceptance and merits. Although usage can and will be influenced by many different factors a target groups basic usage intention is a ready condition for mobile recruiting success. A survey came this study says that a most important antecedents of behavioral intention is to have an individual’s mobile desire, like the desire to be always on and to be always connected.

Seeing mobile desire as a personal predisposition in reveals other people who are getting connected 24 hours at any location where they are may also be more excited to
get the mobile web to look for job related information. According to recent literature this will explain by this fact that enjoyment must be relevant for purely hedonic scenarios or that enjoyment does not provide a basis for ground beliefs about the system usage but will become relevant over time. With this effect it is to be assumed that respondents of the results simply had poor picture of what using a mobile in the context of recruiting is about and therefore also to remove image of associated enjoyment. With this present scenario it suggests that drivers of mobile recruiting acceptance are of a strong and more advance in personal nature. Author explains that from a managerial point of view this implies that mobile recruiting activities today should concentrate on mobile minded target groups. Mobile users need to be more activated by offering a recognizable surplus value for consumption while being on the move. On the other hand the results with the survey even projected that it is not enough for a mobile recruiting offer to appear multiple benefits and entertaining to accept by user. In conclusion it can be said that enjoyment is an important element for perceived ease of use and usefulness.

**Sven Laumer, Andreas Eckhardt, Tim Weitzel (2012)** It says that if job seekers perceive the system as entertains they also perceive the system as easy to use and useful. That is why it is concluded that enjoyment in terms of implementing self assessments as an online game is an important predictor for ensuring perceived ease of efficiency but not to increase the usage of such games in overall recruiting process. With the results of the TAM constructs within author model to explain job seekers need to use self as perceived usefulness in the major predictor of the intention to use these systems. With all this organizations should focus mainly on the content of self assessments than on the game implement the self assessment is implemented in, in order to increase job seekers acceptance and intention to use overall system. Another important characteristic of self assessments is there for illustrate that they boosts job seekers to suggest any relevant vacancies to their friends or arrange family fairs and open house events. With this secondly author wanted to say that the organizations recent employees represent one of the most important sources of positive word of mouth.

**Greet Van Hoye(2012)** says, that all employees should have easy hold to accurate and correct information about the organization a recruitment sources and attraction vacant positions. There was once matter for employees motivations for spreading
positive and negative word of mouth intrinsic job was not satisfactory for the primary
determinant of negative word of mouth where as both intrinsic job satisfaction and the
willingness to help other people to find a suitable job and to a lesser content monetary
incentives motivated positive word of mouth. Along with this author found that van
hoye in 2008 says about the enhancing employees perceptions of employer image is a
base full means to increase their willingness to recommend their employer to other for
future progress. Along with the potential negative effect of monetary incentives on the
merits and impact of word or mouth basic findings came which suggest that
intrinsically motivating should be the best strategy for stimulating positive word of
mouth and avoiding negative word of mouth. It explains basically the importance of
internal employer branding in addition to external branding as organization need to be
a supportive employer not only for potential applicants but also for their own
employees. Additionally to motivating others to spread positive energy recruiter any
choose to actively participate in social interactions and busy in word of mouth
themselves. We can understand this with an example that it would involve talking to
potential applicants at events writing a blog, or connecting with potential applicants
on social network websites also. One important aspect especially in an online
environment, it is whether recruiters reveal their identity while doing so. In addition
to ethical considerations evidence for the marketing literature done by author suggests
that recruiters might better identify themselves directly given the devastating effects
on credibility an attractiveness but when an undisclosed affiliation is discovered later
on the survey of the study which suggest that credibility is an important factor of
organizational attraction and that experiential sources are perceived as more credible
than informational sources. That is why organizations should be enable job seekers to
gain employment information through direct personal experience.

Wendy Ming-Yen Teoh1, Sy-Cha Tan and Siong Choy Chong(2013)says that in
today's time all employers cannot appreciate to adopt Internet recruitment available
to new generations, particularly for university students because they are having
different positive attitudes towards this recruitment method. And even so many job
seekers today are searching employment through the Internet service, and many
firms advertise their openings on their portals to get online candidates fast. Because of
this, employers have no option and they have to follow the same practice of posting
online, if they want to recruit high quality workforce, even if they want to take
fresher’s only who are recent graduates for management trainee positions for their organization. According to author, organizations and government agencies can consider the important predictors of this study, like more user-friendliness, availability of information and great website usability. It is assumed that the recommendations made by this study will give some idea for employers to improve the efficiency level of their internet recruitment activities. In brief, all created job sites should be user-friendly and convenient for job seekers prospective, and website designers should therefore consider all the attributes and all related aspects that meet the expectations of young job seekers when designing a website's interface properly. Internet recruitment companies and government agencies with job portals should consistently evaluate the user-friendliness and ease and efficiency of their websites and make changes to their appearance as and when it is necessary. Most important fact, important information that translates the background, values, and benefits of the company is also imperative in fostering a positive perception of the company. The available information must be accurate, and openings should be promptly removed after positions have been filled.

Helen Verho even and Sue Williams (2008) says, that the majority of the advantages and disadvantages which is acknowledged in the literature are also experienced by all UK employers. Although, with the priority of studies in this field that the sources reflect the perceptions of the UK employers which is involved with respect to the research. With the effective research by author it concluded that in future there should be more focus on verifying the identified advantages and disadvantages by using empirical tools such as time studies and document reviews. For further explanation author took example by using empirical tools such as time studies it could be established that if Internet recruitment is indeed having a quicker turnover-time in comparison with traditional recruitment, as concluded on the recent findings, and, to check how much this time-saving really is.

Girard Aurélie1, Bernard Fallery (2009) says, in these changing environment daily new practices and issues are requiring in recruitment. Nowadays, how internet is spreading everywhere it seems essential aspect in recruitment activity. When Web 1.0
came, it brings tools for giving access to important data bases of competencies any time. And it got fully shifted from exchange based recruitment activity to relationship based approach after the invention of Web 2.0. To understand the wide global view of e-recruitment author used this model. And now it is more validated by means of empirical research. There are some different sectors and where other type of recruiters is available which is worth considerable in order to see the possible differences in e-recruitment practices. To study the applicants point of view to detect of the changes between web 1.0 to 2.0 it is it is important to study dual approach for their professional development and the study in European comparison can make it more possible to identify the differences in recruitment practices, reputation, privacy and security issues can be more considerable than any other issues. E-recruitment defines sufficient high commitment with right recruitment, that outcomes can be understand in terms of job satisfaction, psychological contract, motivation, integration. And high competence with good recruitment which says that there are some points towards the ability of employees, which they have to learn new tasks and roles. For this it is important that there should be careful selection of employees should be there from the beginning process. With the means of recruitment activities like pay levels, rigorous selection that improves job satisfaction and performance accurately cost effectiveness can be measured. Higher level related concerns are in the internal organization where the ‘input, throughput, and output’ of personnel structured in the interests of all stakeholders involved. Recruitment represents actually an ‘input’ of manpower, which is the base for developing a coherent and satisfying available workforce of an organization.

Emma Parry and Hugh Wilson(2009) says, that This study done by author on recruiter’s decision regarding the selection of recruitment method for their organization. Author has said that they may assume that at the time of decision, organization will select that recruitment method which will offer them more benefits, but according to author’s results which explains that recruiters generally choose recruitment method, which basically depends on subjective norms and less consideration on their negative beliefs towards that particular method, rather than they may choose the method which is most cost effective or most efficient and most successful than others. This study represents a first step towards establishing the
method of an organization’s use of online recruitment for their recruitment process. The identification of such kind of factors that distinguish an organization which is using online recruitment methods from one that does not able to provide a platform for the further development of that particular recruitment method and therefore it can prove valuable to online recruitment providers and recruiters preference. With further research author says that next step in this, would be to examine the factors that enable an organization to use online recruitment more successfully and efficiently that is going beyond adoption as the dependent variable to evaluate the success of that adoption on such criteria as the quantity and quality of new employees are going to gain. This kind of research can be more helpful in online recruitment, to get fully realize its potential within the recruitment market place and it would be having significant practical implications for both recruiters and providers of internet recruitment tools for their organizations.

Mary Grace G. Ventura and Rex P. Bringula (2013)says that In view of the present findings, the null hypothesis states In terms of performance, reliability, security and cost effectiveness kind of factors of an organizations online job recruitment system is having no where significantly different with respondents evaluation on effectiveness of the development of these systems. Respect to this It is said that for selecting qualified candidates in a shorter time period this developed software was effective so, for that time it would become a significant contributor in the quality of hired workforce for any organization. It is also found by author that for evaluation of any recruitment software some factors like performance, reliability, security, and cost-effectiveness can be put on criteria for better results. After some more study it came out that the developed software was implemented in the company and after implementation of this theory, it is proposed that to determine the impact of the system of online recruitment software in recruitment process and the changes also be investigated than it is suggested by author that user experience adoption or non adoption of developed software and error commitments can be judged by using this software. It is strongly suggested that an online exam should be incorporated in recruitment with extra security features like the different levels of access classified as per the position in company will be incorporated in that software.
Paul Oyer and Scott Schaefer (2010) says, that from last few decades of human resource Economics research says that now “Incentives” matter more for employees and getting them on right place is important activity for firms. Author says that various measurement limitations and other challenges related to employers’ ability to implement incentive programs are well explained by present available agency models. Authors say that the review of Personnel Economics in some more time, it will be providing conclusion for the ways by which employer and employees generate economic surplus by matching appropriately. Nowadays for all employer’s strategic decision is related to sourcing of appropriate man force and to create good salary packages which have got quite advance from last two or three years. Earlier it was driven out by the development of other different models of hiring and the creative use of employers -level and employer datasets for these decisions. It says that there are variable challenges available to the matching research of creative hiring and to create good salary packages. Along with this because it is quite tough to maintain the whole data of hiring or even the data of non hiring’s in data sources for proper information. It is concluded after the study that it can simply be much greater than the heterogeneity of optimal incentives. Author assume that, on balance, these potentially higher costs of doing research on matching and hiring do not discourage researchers from getting work in this particular area and it states that at least a few others will attach to advance this research area for some valuable results.

Chip Luman, HireVue and Dr. Van M. Latham (2009) says, that, there are few challenges of video interviewing technology. In order for an organization to get the full benefits it has to offer something new which, they must start by changing traditional thinking, first of all and the next step is to not do the same thing just because it has been done in the past, and as per organizational changes they need to try new things. Overall author says that there are several things, which can create obstacles in recruiting process, among them interviewing is also one step, and it’s getting wrong and which is quite costly also. It says that if organizations want to take best optimum benefits from hiring and retaining the available top talent than they have done interview process most optimized. To make more clarification author says that new inventions in video interviewing, “virtual” video interviewing technology is giving an organization more flexibility and control over the full interview process.
than the previous methods which were getting used earlier. In conclusion, author said that the organizations who are using this new technique in interviewing, they are continuously increasing productivity in candidates new hiring satisfaction including reduction of expenses and to reduce total time cycle to close the position and other reduction of regulatory involved risk also.

**Erica Baker, Julius Demps II (2009)** says that to get optimum benefits from the implementation of video conferencing in recruiting and interviewing process, organizations should do proper evaluation of the effects of changes that has come from this new implement. Based upon review of the literature by author in further studies it is clear that organizations can get full benefits from this kind of technology of video conferencing in interviewing process. With the results of the pilot-study survey done in this study which states that almost all of organizations are using video conferencing technology in interviewing process. Additionally, this results indicates that who all organizations are using this video conferencing maximum for student interviews or base level entries. But, along with this study found out that because of their less interest or less demand by their organizations, they are not using video conferencing in their interviewing process. The new technologies are coming over old technologies which are also creating demands within the organizations showing new benefits. With the Continued study there was more focus on the proper evaluation of the data collected in the survey and continuously expanding the number of surveys in organizations for a valid analysis and to reach some point. To create more demand in organizations latest technology are even donating web cameras and needed tools to increase the use of video conferencing in organizations’ or by taking extra sessions just to explain the benefits of the use of video conferencing in interviewing process. author is trying to get the reason for not using new technology in organization is may be only of cost involved in using video conferencing and trying to explain that if organizations use this technology than it will be beneficial for both of them so it is better to increase the usage of new technologies in organizations. For more clarification author said that it is important to do proper quantitative analysis should be done on cost incurred in this and to compare it to earlier involved cost in video conferencing.

**Michel J. J. Handgraaf**, Kerry F. Milch, Kirstin C. Appelt Philip Schuette,
Nicole A. Yoskowitz, Elke U. Weber (2012) says that to do comparison between group process of face to face group discussion and online group discussion it is important to know deep information about the effects of framing of group decision making. It provides the opportunity to compare the new common medium which is online facility available everywhere with traditional face to face group discussions format. In this research author suggested that web conferences can be used as substitute or an option for face to face group discussion among applicants. After more analysis on study author said that there is not much difference found on communication medium of face to face group discussion and online group discussions. Further in this research author said that the another issue is to select one communication medium between two options, for this author suggested that this selection depends upon the limit of time in discussion and total no of thought units. With the analysis of these points deeply that online group discussions may be most perennial approach for organizations even in the case where discussions time is less with less no of units and in case of more no of units of group discussions it was able to do this is less time. For the investigation of the study author took pragmatic and logistic considerations for online format. Ultimately the conclusion came from this group research says that the costs with frustrations and inefficiencies of recruiting with face to face interaction was quite high. Author said that use of online group discussion method; it helps to figure out in both problems of face to face discussion for teleconferencing with web conferencing also. By giving more clear explanation author said that use of online discussion helps not only making recruitment for more participation and coordination with joint meetings in less timings but also it is even helpful to create a wide pool of participants without any geographic limitation than with campus placements of undergraduates with limited samples than traditionally. Along with more convenient to reach more participation with online discussion, some organizations related to online facilities are offering various other services like to host meeting, recording and transcribe these meetings, required technical expertise with doing free researcher on time and with less efforts to execute and get benefits from these tasks. With the ability to conduct online group decision making, lead a huge benefits in efficiency and easy process of collection of data. Author also said that in research of online group discussion time was quite much than face to face discussion as according to study that it took couple of weeks in online research whereas on face to face it took more than 6 months to finish. And at end of this research author
concluded that these are two formats of communications which are giving similar results and it means that earlier what results came from face to face group discussions are more interested to hold discussion on online groups more than that. With the research on this paper author tried to add some new technique in tool box which is already getting used for group decision making and with online groups discussions organizations are lowering down the problems of group discussions.

Lakshmi S.L (2005) says – that there is invention of new term in recruitment which has changed full recruitment process in all activities. With new invention is this it has changed the way jobs are applied by job seekers and for their convenience this method is so simple so that most of the people can follow this procedure. to make this procedure more convenient and easy the whole credit belongs to all programmers, computers, software’s and the internet service which is latest new technology. Now with all these technologies the whole world has become quite smaller and compact with the facility of internet and everything is made much easier for better and comfortable use of applications. Author says that there is a bright future of whole recruitment system with the invention of internet and e recruitment. It seems that the future generations who are dealing up more with computers, are not interested in use of traditional methods of recruitment for their organizations. This new generation people will be particularly more dependent on e recruitment method than any other method to use. In future e recruitment will be considered as an important business tool of recruitment in their organizations and with this only they will be able to control the full employment market. Organizations in future will see e-recruitment as their main business tool and a tool with which they are able to control the job market.

E recruitment is an effectively technique and giving so many added advantages in the tough labour market. Author told that there are 3 key features of simplicity, speed and stability of e recruitment in the future. This study done by author has explored the best effectiveness of using e-recruitment in organizations for recruitment process. It is also found that e-recruitment is effective in terms of saving involved cost in recruitment, reducing time to hire and helping companies in developing competitive edge, market image and attracting right skilled candidates for every organization for their effective future growth. Online recruitment is also an effective tool in terms of talent management process and which is an effective method for recruitment. At the
end authors found that there is very bright future of e-recruitment and it is going to
grow in fast manner in coming years.

Chen-Fu Chien, and Li-Fei Chen (2007) says, that all high-tech companies are
fully dependent on human capital, and because of this it is important for every
organization to recruit and select high potential and capable talent with the use of
latest advance technologies and with dynamic job functions related to recruiting.
With this paper author wanted to develop a new data mining approach which is based
on rough set theory to attract potentially useful rules from traditional human resource
data to enhance the personnel selection effectiveness in terms of performance and
retention of new talent for a particular organization. Based on data interpretation and
discussion in this study with available recruitment experts, author tried to provide
useful recruiting strategies and effective human resource management approaches,
which were developed to assist in the personnel selection process to find and place the
right talent suitable for specific job functions correctly the right time to improve
retention rate and enhance employee job satisfaction.

In Lee (2005), Lee says that reduction in labor hiring cost, time cycle of recruitment
process and attracting qualified and potential candidates in recruitment process kind
of problems can be solve out with the advancement of e-recruiting technologies. At
this point of time, e-recruiting is the second largest application in the e-commerce
area over all. Most large business organizations are maintaining their own career web
sites to give detailed about job information and to explain the work culture and
involved benefits, and to promote a long-term relationship with job seekers for
recruitment process. Author in this study analyzed that the decision of optimal
investment is based on five major cost components which are fixed recruiting cost,
on-demand recruiting factor, and overstaffing and understaffing costs, and
coordination cost which should be keep in consider. Along with this author used an
exponential function which is a base form of investment functions, other functional
forms, it can be easily applied to the used model and can take optimum investment
decisions. This all will be made readily with the help of computer software such as spreadsheet software to make it more convenient.