ABSTRACT

Research interest in the topic of employee recruitment has increased substantially over the last thirty years. Recruitment is commonly defined as the process of discovering potential candidates and of generating a pool of qualified applicants by encouraging qualified candidates to apply for actual or anticipated job vacancies within the organization. The current trend demands a far more comprehensive and strategic perspective to recruit, utilize and conserve valuable human resources. There is a need for companies to have a conceptually sound framework (person: job-fit) and a cost-effective, speedy and convenient system (online testing) at their disposal to meet their personnel selection needs in a highly competitive environment. These days, one way of doing so is via online recruitment, a method of attracting job candidates via the internet.

E-recruitment has been an issue of interest over the past ten years. Internet is considered as the latest tool in hiring. It is a real revolution spreading over the world of job hunting and hiring. The term online recruitment, e-recruitment, cybercruting, or internet recruiting, imply the formal sourcing of job information online. Online job search and recruitment activity have vastly expanded since the year 2000. However, despite its popularity, research in this area has not as yet become as dominant as was predicted by many researchers and practitioners.

With the advent of current organizational need for resourceful recruitment structure, companies are beginning to understand that recruiting is fundamentally an inventory problem. The transformation phase with the supply chain perspective encompasses the planning and management of all activities involved in sourcing, procurement, conversion, and logistics management activities (American Professional Association) and provides a source to integrate the discipline with human resource recruitment. Importantly, supply chain management also includes coordination and collaboration with channel partners, which can be suppliers, intermediaries, third-party service providers, and customers. Akin to this, human resource supply chain management (HRSCM) process also involves sourcing, procurement, conversion, and logistics activities with the help of coordination and collaboration with channel partners (head hunters, placement consultants, web
sourcing etc.). In the supplier-customer business arrangement, the effective way for suppliers (placement agencies, web sources) to service customers (company), is to become more responsive. An important factor contributing to responsiveness is time compression in the supply chain. Not only can the company be serviced more rapidly but also the degree of flexibility offered can be more and also the cost should be less because of shorter pipeline.

The present study is a modest effort in this direction. It aims to expand the existing body of knowledge in the area by describing and developing the human resource recruiting discipline with a supply chain perspective that is fundamentally a different paradigm from the traditional approach. Therefore, providing a new emphasis and scope to the notion that, recruitment is an ongoing activity and that it is not an isolated task rather a layered and multifaceted process with internet as a major facilitator.

The study undertaken looks at the issue from emerging markets perspective by focusing exclusively on Indian Hospitality and Healthcare services. The major objective of this research is to empirically examine the differences of significant importance of e-recruitment practices associates’ responses for sector, organizational size and respondent category; the impact of e-recruitment on quality of applicants, cost and time taken for employee acquisition, wider choice of talent, and employee job search behavior; and finally the development of a resulting conceptual model.

A 2x2x2 factorial design was used as the research design. In this study, structured survey questionnaires A, B, C were developed to identify and assess perception of e-recruitment practices and related outcomes. For the achievement of aforesaid five research objectives sophisticated statistical tools of Factor analysis, Multiple linear regression analysis, and Multiple analysis of variance have been used. The sample includes companies listed in National Capital Region of India, such as Kothari Industrial Directory, National Association of Software and Services Companies (NASSCOM). In addition, online data were also sourced from capital online and prowess research data base.
The findings bring forth interesting insights of the Indian Hospitality and Healthcare services. The results are presented for the differences of significant importance of e-recruitment practices associate’s responses for sector, organizational size and respondent category implying that e-recruitment practices have significant differences across organizational size and respondent’s category. In contrast, sector pays equal importance to e-recruitment. Differences between small organizations and large size organizations can be explained in terms of their different requirements of skills and number of staff required. Explaining the results for sector we can say that Hospitality and Healthcare services had the same perception about the importance of e-recruitment. For many organizations e-recruitment has become a business resource. In particular, many organizations have realized that the internet can enhance communication and coordination with the potential candidates. For respondents’ category, results reveal that the two groups differ in terms of perceived importance of e-recruitment. The pattern of differences is likely to exist and is incumbent upon the attitudes and expectations of HR Managers as compared to employees.

Further, the analysis of the impact of e-recruitment on quality of applicants reveals that it is partially accepted. Quality is receiving much attention from the Hospitality and Healthcare industries. Quality is now a competitive tool used to gain market share. The impact of e-recruitment on time is accepted where as for cost it is partially accepted. E-recruitment allows companies to reach a greater number of job seekers in less time and for lower cost than traditional methods. Already companies that aggressively use the Internet for recruiting experience a reduction in time-to-hire, which saves recruitment costs and affects productivity and operational continuity. There is a significant impact of e-recruitment on wider choice of applicants. As job seekers become increasingly more web literate and the growth of broadband makes web surfing easier and cheaper, the potential for e-recruitment to attract wider candidate pools is increasing.

Giving the difference in the respondent’s perception, the analysis reveals that there is a significant effect of the respondent category (HR Managers, General Managers/ other Senior Managers) on the combined dependent variable quality of e-recruitment; on the combined dependent variable cost and time involved in e-
recruitment; and on the combined dependent variable wider choice. The feedback from candidates in relation to the online application process have been very positive, with large number of applicants for a recruitment campaign stating that the online application process was convenient for them and was their preferred method of application.

The findings of the research are very important as they help us comprehend the changes and developments in the discipline of human resource recruiting. The research undertaken here indicates that a majority of the respondents felt that the supply chain perspective is the appropriate way to encourage employment, where stakeholders are actively engaged in providing the best talent to the organization.

The research undertaken is the first study in the Indian context in Hospitality and Healthcare services. It highlights the differences in recruitment practices across the two services. This research brings new results that help the corporate in improving the quality of employee acquisition and trimming down the costs and time. New knowledge generated by this study helps in theory building efforts in the HR field, linking HR inputs and practices to meaningful organizational outputs and to have a competitive advantage. The study is also useful to HR practitioners in making recruitment decisions. Human resource professionals can focus on productive ways to maintain and develop the talented and qualified database linked with recruitment practices. They could design and implement better recruitment decisions that ultimately influence important organizational outcomes.