

Assessing Employee's Perception on Digitalization of Recruitment Function in the E-learning Industry

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Abstract: Recruitment is a key functional area of the human resource management process. Streamlining the entire process and

making it effective and efficient whilst selecting the most appropriate candidate(s) as future asset(s) of the organization is the core of the process. Digitalization has enabled employing the recruitment strategies in an effective manner. E-recruitment as it is known, enables every aspect of recruitment process to be technology enabled, enhancing the overall process, and also enables a prospective candidate to have and understand a broader view of the organization. It is important to gauge people's perception towards the effectiveness of any technology driven change in an organization. The main purpose of the present work is to assess the employee's perception on digitalization of recruitment functions in the e-learning industry. Online survey method was adopted for this study. A total of 107 sample respondents were selected from e-learning companies. 5-point Likert scale was developed on employee's perception of digitalization of recruitment functions under various dimensions. Mean, 'SD' and one sample-t test has been utilized for data analysis. The study concluded that significant difference exists in the perception of employees towards digitalization of recruitment functions in the e-learning industry.

Keywords: Recruitment, E-recruitment, Digitalization, employee's perception, e-learning industry

1. Introduction

Human Resource Management function is undergoing disruptive changes due to digitalization. HR has now become more technology driven, in its efforts to be more effective and efficient in its operations. Another aspect why it is soon becoming digitalized is perhaps it also wants to incline to the needs of the modern day job aspiring population who are more tech savvy and wants real time, updated information. Digitalization is gradually enabling HR to emerge as a strategic business partner.

Recruitment is a very crucial step in the entire HR domain as it involves the selection of the human resource who will become future assets of any organization. Recruitment itself encompasses various stages starting from job posting, managing the pool of applicants, processing application forms, selecting, sorting till the onboarding stage. Each step is crucial & digitalization has played its role in every step. We have online job postings (company websites, social media platforms, dedicated job sites), online selection mechanisms (in the form of online administering test, video interviews) etc. all through web-based technologies and dedicated portals. Gone are the days of huge piling up job applications, mundane paper work which recruitment professional are generally perceived to do. Digitalization in each stage of recruitment cycle helps in effective screening of the candidate and ensuring that the right candidate is selected. On the applicant's front, they can access the relevant data from anytime, anywhere and the entire process of job application, including interaction with the employers is totally streamlined and ushers a pleasant experience. This effective process of digitalization of recruitment in turn also helps in creating the brand value of the organization. Still, the effectiveness of any technological intervention into the operational process of an organization cannot be fully ascertained without understanding the employee's perception towards the same. Hence, it is important to assess the employee's perception towards digitalization of recruitment functions.

2. Significance of The Study

Digitalization has impacted HR management functions among all its major verticals. In the aspect of recruitment functions, digitalization has proven to transform recruitment functions starting from job posting till onboarding phase. There is enough evidence seen on the functional aspects of recruitment affected due to digitalization. However as mentioned above, it is also important to know and understand about employee's

perception as to how digitalization is affecting recruitment. This paper attempts to understand the employee's perception on digitalization of recruitment functions focusing on e-learning industry, through various dimensions. The study is significant as it explores such possible dimensions by which digitalization is affecting recruitment as in terms of number & quality of applications received, ease in managing database of applications, availability of organizational information in various digital channels in determining how well a prospective candidate fits into the organization, reachout to geographical audience, in large or in small numbers, among other such dimensions. The paper also explores some core aspects of the recruitment process managed through technology platforms in the sample e-learning industries.

3. Review of Related Studies

Meaning of E-HRM and E-recruitment

Electronic Human Resource Management is basically the application of web-based technologies to integrate all HR systems and processes. As with any digital application, E-HRM also employs social, mobile, analytics and cloud tools in its operational processes. Through these tools, it carries out the various functions of HRM electronically primarily recruitment, development and training, performance and compensation management. E-HRM is designed to bring more efficiency to the HR process.

E-recruitment refers to any types of recruitment operations that are carried out with the help of different electronic means and the Internet. (Holm et al., 2014). It entails the posting of online open positions, the availability for applicants an online fill-in form, and the use of an existing web-based database to hold the CVs of those who have applied. (Brandão, Silva, & dos Santos, 2019). 'Attracting, sorting, and contacting applicants' are the three key processes of e-recruitment. All processes relating to the suitable design of portals which are web based and tracking potential applicants are referred to as 'attracting.' The following stage, referred to as "screening," is scrutinising candidate profiles using sophisticated online methods and exams. E-recruitment tools are quite successful in the final stage, contacting – to get in touch with applicants, because they give efficient communication methods that may be automated. (Holm et al., 2014).

Due to the expansion of enterprise information systems and methodologies utilised and implemented for recruiting objectives, e-recruitment today also covers candidate management technology and the recruitment process in general, such as application tracking, selection, job offers, and rejection. These definitions suggest that the word "e-recruitment" can be used in two ways: as technology-enabled recruitment management methods and as the usage of an Internet-based recruitment source. (Holm, 2012)

Why E-Recruitment?

Technology is constantly evolving...and digitalization has moved into the workplace technologies. Organizations are in a way now bound to adapt to this technology shift in its workplace and leverage it in its operational processes. For recruitment function of HR, online recruitment (e-recruitment) is the main digital technology for the recruitment process.

The addition of digital talent as a new target group causes three types of transformation inside the company: First and foremost, recruiters have acknowledged the importance of tailoring their metrics and processes to the new target population. Secondly, recruiters have gained a fresh perspective on themselves. Third, recruiters have acknowledged the necessity to play a bridge role in the organization's digital transition. (Gilch & Sieweke, 2020)

Organizations realize that today more than ever before, people have greater access to technology, thanks to the internet revolution which has increased connectivity with the increase in speed. This is coupled with the fact that today's generation are more tech savvy and prefer access to information on technological devices (specially smartphone devices) rather than accessing information through traditional sources. The recruitment paradigm (specially with the modern generation companies) is now increasingly harnessing upon these two aspects.

One of the first and most popular processes to be web-enabled and/or redesigned with technology improvements is the recruitment process. (Kettlely et al. 2003). One of the most significant benefits of e-HRM has been the transformation of HR professionals from "administrative paper handlers" to "strategic partners." Due to lessening of the administrative burden on the HR professionals as a result of e-HRM, it allows such professionals to undertake strategic people-management activities (Sareen, 2015).

E-recruitment has migrated online, and relies on web-enabled technologies to expedite the process of recruitment.. Web based technologies are increasingly becoming prominent means to recruit employees for the organization. This in fact is found to save time, being cost effective, enable faster hiring processes and more efficient. With the help of data available online, the companies gather and create a pool of applicants using websites and social networking sites (SNS) (Samson & Rathee, 2018)

Any recruitment intervention should fulfil the two-way purpose – it should be effective on the part of recruiters & streamline the recruiting tasks & save time and on the other hand, it should also provide the aspiring candidates a pleasant experience in terms of searching for the respective companies information, the entire application process, the selection procedure and at last till the stage of onboarding (if selected). Digitalization of recruitment function is thus be seen to be transformatory shift considering these perspectives, compared to traditional recruiting practices.

Prospective employees might learn more about the empty position and its job qualities by looking at job advertisements. Organizations may be found in a variety of career portals thanks to e-HR systems, and they can attract a large number of applicants with a variety of qualifications.

As per a poll conducted by the IES (Institute for Employment Studies), 97.7% of 45 participating organizations used the Internet to advertise job openings and attract applications, 47% for expediting recruitment administration, and 37% for the selection process. The usage of e-recruitment to streamline recruitment administration differed depending on the size of the organization. Companies with 8,001 to 20,000 employees reported the most utilization (71%), while those with less than 1,500 employees said they didn't utilise it at all. Just over half of organizations regard e-recruitment to be extremely significant in their total recruiting efforts, and 36% believe it is becoming increasingly vital. (Kerrin and Kettle, 2003)

Majority companies have built-in online recruitment portal. A unique characteristic of this is that as per the job description, there are various sections in the portal to enable candidates to fill up the required information. The information stored here is used to filter the candidates towards the next round of the selection process. The portal generally includes various sections for information to be put by candidate on his /her general background, educational qualification, work experience, competencies, scholastic achievements, extra curriculums, statement of purpose / motivational statement etc. to enable candidates to fill them up easily.

From an aspiring candidates perspective, based upon the job description given, s/he can match the required competencies with his/ her competencies and accordingly proceed to fill the application, otherwise not.

E-recruitment also offers a variety of options for conducting assessments, such as offering tests for screening purposes. HR departments are also steadily investing in the creation of advanced application tracking technologies like Application Tracking System (ATS) to make their tasks manageable. The use of video conferencing to conduct the interview rounds has grown commonplace. A digitalized recruitment system has significantly increased the connection, speed, and efficacy of the recruiting process for modern enterprises.

Organizations employ an automated system in most e-recruitment processes, where candidates are ranked based upon the scores they receive after being evaluated by a set of particular objectives and dependable criteria. (Faliagka, Tsakalidis, & Tzimas, 2012).

With such a large pool of applicant data available online, big data technology opens up a larger platform for businesses to do internet-based recruitment. The company integrates recruiting into social networking and collects CV and application information on a regular basis, laying the groundwork for "Big Data" analysis of recruitment. Organizations can also gather information about the candidate on a continuous basis, even when they are not doing recruitment. Furthermore, recruitment through social networking can help recruiters find more information about candidates, such as their personal video picture, living conditions, social relationships, and so on, so that the candidate's image becomes more clear and accurate "person-post matching" can be achieved. During this time, however, candidates can learn more about the hiring process, as well as their level of compliance with employment offers, in a more open and transparent manner, which can be defined as a win-win situation. (Zang et al. 2015)

Digitalization also enables faster onboarding and reboarding of staffs than the traditional onboarding processes. Employees selected for staff can start work much faster.

The need of digital transformation can be further attributed to when the entire landscape of HRM functions especially recruitment changed as a result of the COVID-19 pandemic. Organizations with already built up digital recruitment strategies were at a significant advantage. Those who were nascent at this or had not yet incorporated digitalization in their recruitment functions perhaps needed to pull up their socks and needed to act fast in this direction. Digitalization in a way became critical to the performance of the 'modern' business as a whole.

Tools Used

Companies are using novel technologies to attract and pick the best and brightest individuals due to the reality of today's labour market. (Tessema, Abraham, Han, Bowe, & Bug, 2020)

Companies can utilise numerous technologies in recruiting and selection methods, such as computers, internet, social media, software and analytics related to HR, algorithm, recruitment chatbot, gamification of recruitment and smart device applications, among other approaches to apply novel tools. (Bersin, 2017; Dineen & Noe, 2009; Fleck, 2016; Kuncel, Ones & Klieger, 2014; Phillips, 2020; Shah, 2004; Wright, 2018).

According to a recent poll, about 75% of firms use technology to promote recruitment, with that percentage likely to rise to nearly 85% within the next year. (CedarCrestone, 2010)

Various approaches to improve recruiting efforts include the use of a corporate recruiting website, general online job boards like HotJobs.com, Monster.com, and CareerBuilder.com, regional job boards like CapitalAreaHelpWanted.com, and industry-specific job boards like dice.com and marketingjobs.com. (Johnson & Gueutal, 2011).

The significance of sites related to social networking in the process of recruitment cannot be overstated. This is perhaps the most prominent platform towards digitalization of recruitment functions at the first place.

The use of social media – Nowadays, on the internet, Social networking Web sites (SNWs) are the most popular web sites. These websites give job seekers with more networking chances by offering extensive means of communication and personal networking. Furthermore, social networking sites are proving to be an increasingly important tool for professionals of HR (Human Resource) management, not just for advertising job opportunities but also for gathering information about potential job candidates in a cost-effective and efficient manner. (Nikolaou, 2020)

Recruiters and businesses, like job seekers, use digital resources and tools. This is demonstrated by the fact that on professional networking websites, at least 20 million companies are listed and such platforms are used by 90% of recruiters regularly.

The utilization of social media in the recruitment process is critical and serves a dual purpose:- i) Job ads are posted and applications are collected in a direct way through use of work social networking sites ii) Increasing the brand awareness of the company and also to be more attractive to potential candidates through utilizing the most popular social networking sites. (Racano, 2020)

The usage of social media is very important for recruiting today's Generation Y, or those born between the early 1980s and the early 2000s. Companies have been able to communicate with consumers in a more informal way because of the use of social media and networking sites such as LinkedIn, Facebook, Twitter and MySpace. Even yet, this aids in attracting passive applicants who work in a competitive environment.

Site for professional networking – LinkedIn – wherein employers can post jobs is a very useful platform. Candidates can also add their professional experience and credentials here. This social networking platform makes it easier for employers to find prospective candidates' profiles and also helps job employees to learn more about their employers and to know more about their vacancies on a common platform. (Sengupta et al., 2020) Candidates can also use their LinkedIn profile to submit their CV to a firm with minimal effort by using their LinkedIn profile. This also makes it possible for candidates to make contact with a potential employer in the first place. (Feichtinger et al. 2015)

Approximately 60% of candidates hunt for fresh jobs on online job boards and professional social networks, giving recruiters the visibility, accessibility, and information they need to target the best individuals.

Various applications and web pages in the field of mobile technology are accessible to smart phone users. In addition, when looking for work, a potential employee can travel across numerous pages on a single device and obtain all relevant information in one location. (Rouse, 2018).

The use of electronic signatures is essential in the digital hiring process. Paperwork related to employee may be seen, signed, and filed automatically in minutes rather than days or weeks through use of e-signature technology. (Forbes Insight, 2016)

Digitalization incorporates utilization of customized & dedicated softwares towards online recruitment process. Increasing use of SAAS (Software as a Service) technology in HR like ATS (Applicant Tracking System) helps to simplify HR administration tasks and increases operational efficiency of the hiring teams. Usage of ATS helps screen candidates faster. On the candidates front too, digital transformation is helping them save time; in that it will enable candidates to apply faster due to features such as auto-filling of application forms and one-click apply buttons being available. (Marinaki)

Companies' online recruitment processes are based on two digital tools, in particular: - i) ATS (Applicant Tracking System). A major part of company's recruitment processes are managed and taken over by ATS integrated digital software which provides different features and functionalities, but provides the same results. ii)

Software for video calls, in particular Skype. This allows for conducting very reliable interviews and so this technology (software for video calls) is considered fundamental towards the assessment process of the candidates. (Racano, 2020)

Recruiters can handle increasing volumes of applications with the help of digital recruitment tools. COVID-19 is expected to result in the loss of almost 200 million full-time workers around the world. As a result, recruiters should expect a higher amount of job applications. This entails the use of tools that allows you to quickly scan applications and narrow down the candidates towards selecting the most appropriate one. A volume-ready recruiting solution (in terms of processing huge applications and shortlisting them) allows a company to retain high hiring standards despite increased application traffic.

By assisting in the churning out of data, data mining allows for the creation of patterns, which may subsequently be used to forecast events for the future. In the HR field, data mining aids in hiring, resolving crucial staffing questions, and retaining top employees. Many companies, including Oracle, IBM, Capital One, and SAS, are resorting to data mining to help them find and keep top personnel. Microsoft, for example, established a plan to target certain colleges and firms for future recruiting by mining data based on the links between various characteristics such as which university candidates have attended, prior work experience, and former employers. (Johnson & Gueutal, 2011).

In recruitment process, big data technology is used to search for candidates, to communicate with them and also for employer branding. Utilizing big data makes it easy to discover the backgrounds of candidates, as this information can be useful towards their classification purpose. (Racano, 2020)

Artificial Intelligence (AI) has already started its impact being felt on HR process/ applications including recruitment. AI is being used to recruit the ideal candidates and also reduce bias and discrimination such as gender bias.

However, there are found positive and negative opinions about usage of digital tools in recruitment process. In a study, diverse opinions were observed among interviewees regarding the positive and negative sides of the digital tools and digitalization. It was interesting to note that even those companies still did not use digitalization much in their recruiting processes who were heavily developing their digitalization in their business. (Jussi-Pekka Pikala, 2017)

Several noticeable factors were found to influence the adoption of digital tools towards recruitment. Larger company (as they have a separate HR department), had more frequent use of digital tools in them whereas small companies were somewhat reluctant to use such tools, as they did not have a separate HR department. Large companies, due to increased number of applications was found to be more appropriate in using different digital tools to make the process more efficient. Small companies on the other hand, due to small number of applicants, found it much easier to deal with applications without using any such tool. Lack of knowledge about digital tools can affect their attitudes towards using them negatively. The most popular tools were found to be posting jobs in social media and use of video interviews. (Jussi-Pekka Pikala, 2017)

About e-learning Industry

The delivery of educational content via electronic media and information and communication technology is referred to as e-learning. E-learning is a form of electronic learning that mimics and supplements the classroom teaching process. Similarly to how knowledge is disseminated in a 'physical' classroom by a teacher who manages and delivers a prescribed curriculum (portions and sequence of course content to be taught, as well as assessments related to it) to a group of students, e-learning involves efficiently managing and distributing relevant content to consumers/customers online. (Punia, 2013).

Content, delivery/distribution system, management system, and consumers or customers are the four main components of the e-learning industry. A successful and gratifying 'e-learning experience' for a consumer/customer is the result of an efficient integration of all three aspects - content, management system, and delivery/distribution system. (Punia, 2013). E-learning education has gained prominence rapidly in the last decade. With multifarious courses on almost all domains of learning available online, a person only needs a source of internet to access them. Person can access the course(s) from at any location. They can respond better to online learning/training because they can go back over the areas that they didn't understand. Cloud-enabled platforms for training, such as Learning Management Systems (LMS), are available to help with e-learning by acting as a repository for all courses in one place. A person can log in to his LMS account to access the course(s), review the status of courses completed, raise query, attempt exam, view result & also obtain online certification. Several web based online training tools are available now which allows one to deliver interactive online training sessions to anyone, anywhere and anytime. Digital tools are heavily employed by e-learning organizations to promote one's company & market their products. Tools like Facebook ads, Google ads are used heavily for this purpose. Webinars are also conducted for online audience generally giving orientation to a topic / course.

Employee's perception on the HR Transformation with respect to digitalization of the recruitment function in e-Learning Industry with help of digital tools, will be examined in the above context.

4.Objectives of The Study

- To gauge the employee's thinking (perception) on digitalization of Recruitment functions in the e-learning companies.

5.Hypotheses of The Study

- H_0 =No major difference exists in the thinking (perception) of employees towards digitalization of recruitment function.
- H_1 =There is a major difference in the thinking (perception) of employees towards digitalization of recruitment function.

Sub-hypothesis:

- H_{1A} = There exists a major difference in the thinking (perception) of employees towards effect of digitalization of recruitment function on the number of applications received for a job.
- H_{1B} = There exists a major difference in the thinking (perception) of employees towards effect of digitalization of recruitment function on the quality of applications received for a job.
- H_{1C} = There exists a major difference in the thinking (perception) of employees towards effect of digitalization of recruitment function in facilitating ease in building and managing database of received applications.
- H_{1D} = There exists a major difference in the thinking (perception) of employees towards effect of digitalization of recruitment function leading to place right people to the right job.
- H_{1E} = There exists a major difference in the thinking (perception) of employees towards effect of digitalization of recruitment function on the job searchers better decision making on their job fit.
- H_{1F} = There exists a major difference in the thinking (perception) of employees towards effect of digitalization of recruitment function on reducing the number of less qualified applicants.
- H_{1G} = There exists a major difference in the thinking (perception) of employees towards effect of digitalization of recruitment function in allowing the employers to reach large number of candidates twenty four hours a day and seven days a week.
- H_{1H} = There exists a major difference in the thinking (perception) of employees towards effect of digitalization of recruitment function in making jobs available to a larger geographical audience.
- H_{1I} = There exists a major difference in the thinking (perception) of employees towards effect of digitalization of recruitment function on providing flexibility in the time and place of selection tests.
- H_{1J} = There exists a major difference in the thinking (perception) of employees towards effect of digitalization of recruitment function in reducing the time taken to fill a job position.
- H_{1K} = There exists a major difference in the thinking (perception) of employees towards digitalization of recruitment function which leads to target applicants becoming interested in a particular industry or profession.
- H_{1L} = There exists a major difference in the thinking (perception) of employees towards effect of digitalization of recruitment function in developing positive image of the organization.

6.Population and Sample

The population includes employees from the e-learning industry. The investigators used simple random sampling technique and randomly selected 107 prospective employees from various e-learning organizations.

6.1.Statistical Techniques Used in the Present Study

A 5-point Likert scale on various aspects of Recruitment in e-learning industry was developed and validated by A. Sengupta, et al.(2019). Mean, Standard deviation, and 'one-sample t test' test were used to analyze the data.

6.2.Data Analysis and Interpretation

- 1) H_{1A} = There exists a major difference in the thinking (perception) of employees towards effect of digitalization of recruitment function on the number of applications received for a job.

Table 1.1

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Digitalization of recruitment function affects the number of applications received for a job.	107	3.7103	1.18965	.11501

Table 1.2

One-Sample Test						
	Test Value = 1					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Digitalization of recruitment function affects the number of applications received for a job.	23.566	106	.000	2.71028	2.4823	2.9383

Interpretation

As per the table 1.2. the alternative hypotheses is accepted and the null hypothesis becomes rejected with significance value lower than .05. Thus, major difference exists in the thinking (perception) of employees on effect of digitalization of recruitment function on the number of applications received for a job.

- 2) H_{1B} = There exists a major difference in the thinking (perception) of employees towards effect of digitalization of recruitment function on the quality of applications received for a job

Table 2.1

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Digitalization of recruitment function affects the quality of applications received for a job.	107	3.5234	1.15208	.11138

Table 2.2

One-Sample Test					
Test Value = 1					
t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	

						Lower	Upper
Digitalization of recruitment function affects the quality of applications received for a job.	22.656	106	.000	2.52336		2.3026	2.7442

Interpretation

As per the table 2.2, the alternative hypotheses is accepted and null hypotheses becomes rejected with significance value less than .05. Thus, major difference exists in the thinking (perception) of employees towards the effect of digitalization of recruitment functions on the quality of applications received for a job.

- 3) H_{1C} = There exists a major difference in the thinking (perception) of employees towards effect of digitalization of recruitment function in facilitating ease to build and manage database of received applications.

Table 3.1

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Digitalization of recruitment function facilitates ease in building and managing database of received Applications.	107	4.4019	.84518	.08171

Table 3.2

One-Sample Test

	Test Value = 1						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	Lower	Upper
Digitalization of recruitment function facilitates ease in building and managing database of received Applications.	41.635	106	.000	3.40187		3.2399	3.5639

Interpretation

As per the table 3.2, the alternative hypotheses is accepted and null hypotheses becomes rejected on the significance value lesser than .05 . Thus, major difference exists in the thinking (perception) of employees on the effect of digitalization of recruitment functions in facilitating ease to build and manage database of received applications.

- 4) H_{1D} = There is a major difference in the thinking (perception) of employees towards digitalization of recruitment function leading to placing appropriate people to the right job.

Table 4.1

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Digitalization of recruitment function leads to placing right people to the right job.	107	3.7850	.96180	.09298

Table 4.2

One-Sample Test

Test Value = 1							
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	Lower	Upper
Digitalization of recruitment function leads to placing right people to the right job.	29.953	106	.000	2.78505	2.6007	2.9694	

Interpretation

As per the table 4.2, the alternative hypotheses is accepted and null hypotheses becomes rejected with significance value less than .05. Thus, major difference exists in the thinking (perception) of employees on the effect of digitalization of recruitment functions towards placing right people to the right job.

- 5) H_{IE} = There is a major difference in the thinking (perception) of employees towards effect of digitalization of recruitment function on the job searchers better decision making on their job fit.

Table 5.1

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Information provided about the organization on various digital channels helps the job searcher to make a better decision about how well they fit.	107	4.1215	.86559	.08368

Table 5.2

One-Sample Test

Test Value = 1							
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	Lower	Upper

						Lower	Upper
Information provided about the organization on various digital channels helps the job searcher to make a better decision about how well they fit.	37.303	106	.000	3.12150		2.9556	3.2874

Interpretation

As per the table 5.2, the alternative hypotheses is accepted and null hypotheses becomes rejected with significance value less than .05. Thus, major difference exists in the thinking (perception) of employees on the effect of digitalization of recruitment functions towards the job searchers better decision making on their job fit. This can be attributed to information available about the organization on various digital channels.

- 6) H_{IF} = There is a major difference in the thinking (perception) of employees towards effect of digitalization of recruitment function on reducing the number of less qualified applicants.

Table 6.1

One-Sample Statistics					
	N	Mean	Std. Deviation	Std. Error Mean	
Digitalization of recruitment function reduces number of less qualified applicants.	107	3.4486	1.08361	.10476	

Table 6.2

One-Sample Test						
Test Value = 1						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Digitalization of recruitment function reduces number of less qualified applicants.	23.374	106	.000	2.44860	2.2409	2.6563

Interpretation

As per the table 6.2, the alternative hypotheses is accepted and null hypotheses becomes rejected with significance value less than .05. Thus, major difference exists in the thinking (perception) of employees on the effect of digitalization of recruitment functions towards reducing number of less qualified applicants.

- 7) H_{IG} = There exists a major difference in the thinking (perception) of employees towards effect of digitalization of recruitment function in allowing the employers reaching out to large number of candidates twenty-four hours a day and seven days a week.

Table 7.1

One-Sample Statistics					
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	N	Mean	Std. Deviation	Std. Error Mean
Digitalization of recruitment allows employers to reach large pool of candidates twenty-four hours a day and seven days a week.	107	4.3178	.74730	.07224

Table 7.2

One-Sample Test

Test Value = 1						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Digitalization of recruitment allows employers to reach large pool of candidates 24 hours a day and 7 days a week.	45.924	106	.000	3.31776	3.1745	3.4610

Interpretation:

As per the table 7.2, the alternative hypotheses is accepted and null hypotheses becomes rejected with significance value less than .05. Thus, major difference exists in the thinking (perception) of employees on the effect of digitalization of recruitment functions in allowing employers reaching out to large pool of candidates twenty four hours a day and seven days a week.

- 8) H_{IH} = A significant difference exists in the perception of employees towards effect of digitalization of recruitment function in making jobs available to a larger geographical audience.

Table 8.1

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Digitalization of recruitment function makes jobs available to a larger geographical audience.	107	4.3271	.73684	.07123

Table 8.2

One-Sample Test

Test Value = 1						
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper

Digitalization of recruitment function makes jobs available to a larger geographical audience.	46.707	106	.000	3.32710	3.1859	3.4683
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Interpretation

As per the table 8.2, the alternative hypotheses is accepted and null hypotheses becomes rejected with significance value less than .05. Thus, major difference exists in the thinking (perception) of employees on the effect of digitalization of recruitment functions in making jobs available to a larger geographical audience.

- 9) H_{II} = There exists a major difference in the thinking (perception) of employees towards effect of digitalization of recruitment function on providing flexibility in the time and place of selection tests

Table 9.1

One-Sample Statistics					
	N	Mean	Std. Deviation	Std. Error Mean	Error
Digitalization of recruitment function provides increased flexibility in selection test administration i.e. flexibility in the time and place of selection tests.	107	4.2804	.89858	.08687	

Table 9.2

One-Sample Test

Test Value = 1

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Digitalization of recruitment function provides increased flexibility in selection test administration i.e. flexibility in the time and place of selection tests.	37.762	106	.000	3.28037	3.1081	3.4526

Interpretation:

As per the table 9.2, the alternative hypotheses is accepted and null hypotheses becomes rejected with significance value less than .05. Thus, major difference exists in the thinking (perception) of employees on the effect of digitalization of recruitment functions in providing increased flexibility in selection test administration i.e. flexibility in the time and place of selection tests.

- 10) H_{II} = There exists a major difference in the thinking (perception) of employees towards effect of digitalization of recruitment function in reducing the time taken to fill a job position

Table 10.1

One-Sample Statistics					
	N	Mean	Std. Deviation	Std. Error Mean	Error

Digitalization of recruitment function reduces the time taken to fill a job position.	107	4.0280	.91588	.08854
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Table 10.2

One-Sample Test

	Test Value = 1					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Digitalization of recruitment function reduces the time taken to fill a job position.	34.199	106	.000	3.02804	2.8525	3.2036

Interpretation

As per the table 10.2, the alternative hypotheses is accepted and null hypotheses becomes rejected with significance value less than .05. Thus, major difference exists in the thinking (perception) of employees on the effect of digitalization of recruitment functions in reducing the time taken to fill a job position.

- 11) H_{IK} = There is a major difference in the thinking (perception) of employees towards digitalization of recruitment function leading to target applicants becoming interested towards a particular industry or profession.

Table 11.1

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Digitalization of recruitment function leads to target applicants interested in a specific industry or profession.	107	3.9346	.78031	.07544

Table 11.2

One-Sample Test

	Test Value = 1					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper

Digitalization of recruitment function leading to target applicants interested towards a particular industry or profession.	38.902	106	.000	2.93458	2.7850	3.0841
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Interpretation

As per the table 11.2, the alternative hypotheses is accepted and null hypotheses becomes rejected with significance value less than .05. Thus, major difference exists in the thinking (perception) of employees on the effect of digitalization of recruitment functions towards leading to target applicants becoming interested towards a specific industry or profession.

- 12) H_{1L} = There exists a major difference in the thinking (perception) of employees towards effect of digitalization of recruitment function in developing positive image of the organization.

Table 12.1

One-Sample Statistics					
	N	Mean	Std. Deviation	Std. Error	
Digitalization of recruitment function helps in building positive image of the organization.	107	3.7944	.91876	.08882	

Table 12.2

One-Sample Test						
	Test Value = 1					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Digitalization of recruitment function helps in building positive image of the organization.	31.461	106	.000	2.79439	2.6183	2.9705

Interpretation

As per the table 12.2, the alternative hypotheses is accepted and null hypotheses becomes rejected with significance value less than .05. Thus, major difference exists in the thinking (perception) of employees on the effect of digitalization of recruitment functions towards helping in developing positive image of the organization.

Table 1.1 to 12.1 shows the descriptive details of the analysis.

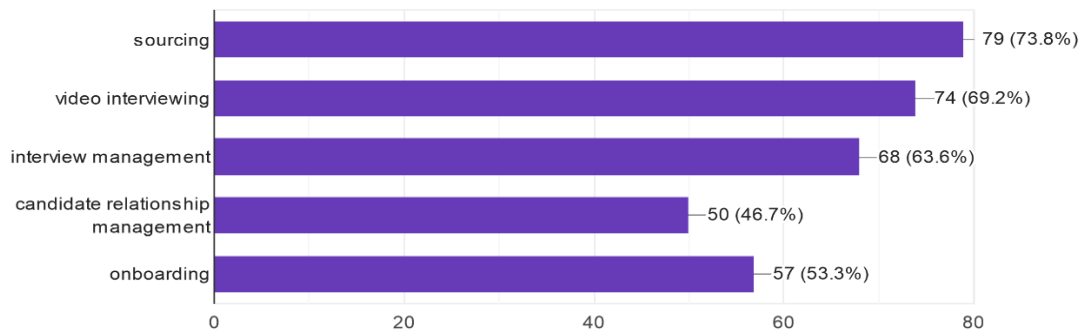
This work also highlights, based on the survey, the use of technology platforms towards various aspects of digitizing the recruitment functions, as shown below.

Use of Technology Platforms for Managing Various Aspects of Recruitment

Figure. 1 showing percentages of various aspects of recruitment managed through use of technology platforms

Organization uses various technology platforms to manage various aspects of recruitment

107 responses



As can be seen from the outcome of the Figure 1, in order for the recruitment process to be more efficient, it is revealed from the survey that organizations are using technology platforms to manage various aspects of recruitment. Such suitable platforms are employed to reduce time towards hiring the appropriate candidate in the process. There are dedicated softwares which provides appropriate tools to help recruiters to suit their recruitment searches and find just the type of candidate they need for their profile, with much less effort. Organizations have employed technology platforms in the following elements of their recruitment process vizually: **sourcing, video interviewing, interview management, candidate relationship management, and onboarding**, as can be seen in the chart above. Out of 107 sample employees of various e-learning companies surveyed, 73.8% say their respective organizations use such technology platforms towards sourcing, 69.2% say for video interviewing, 63.6% towards interview management, 53.3% for onboarding and 46.7% say their organizations use it for candidate relationship management. As is visible, the utility of the technology platforms for recruitment has been used most towards sourcing of candidates.

7. Findings and Conclusion

This study attempted to assess employee's perception on digitalization of recruitment functions in the e-learning industry. The outcome of this study reveals that major differences exist in the employee's thinking (perception) towards digitalization of recruitment functions in e-learning industry, as is understood through various dimensions. Digitalization is seen to impact the number and quality of applications received for a job. It may be argued that a large organization due to its greater resources, would want to invest more into digitalization. Further, larger organizations are generally expected to receive a larger volume of applications compared to a small one, so due to the number factor alone, large organizations would be more inclined to invest into digitalization to bring more effectiveness to their recruitment process and also to minimize the money & time spent on it. Digitalization also impacts placing right people to the right job, making jobs available to larger geographical audience and in reducing the time to fill a job position. It influenced job searchers decision making about how well s/he fits into the organization. This can be due to that people can have a more enhanced understanding about organization's culture, details of the work it does and all such detail information in a single device. Knowing this information can lead to enhanced understanding of the prospective candidate whether they would fit into the organization or is that it doesn't suit his/her interest. Further they can match the competencies required in a job posted by an organization and figure out whether they possess the same or not and accordingly decide whether they fit to the respective position or not. Employees believe that digitization makes it easier to create and manage databases of received applications, reduces the number of less qualified candidates, and influences target applicants' interest in a certain career or profession. Employees believe that internet recruitment helps businesses contact a bigger number of prospects twenty-four hours a day, seven days a week in providing flexibility of administering test (time and place of taking a test). They also believe that digitalization of recruitment functions affects in building positive brand image of the organization.

The study also revealed respective e-learning companies use technology platforms / digital tools to manage various aspects of their recruitments functions as is evidenced in usage of such tools in the areas of sourcing, interview management, candidate relationship management and in onboarding – with varying degrees. Organizations are seen to use digital tools most in the area of sourcing of applicants followed next by video interviewing.

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