

Impact Of Perceived Barriers On Adoption Of E-Recruitment By Recruiters In Information Technology Companies In Chennai

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Abstract: The purpose of this research paper is to investigate the perceived barriers on adoption of e-recruitment by recruiters in information technology companies in Chennai. The study was conducted among the 243 recruiters working in Information Technology, Chennai. The researcher has collected responses from all the Recruiters working in selected IT firms in recruitment domain. Therefore, census survey method is used. So from the current research, it is concluded that the enhancing perceived effectiveness and suppressing the perceived barriers will lead to better Recruiters' attitude and end in successful implementation of adoption of e-recruitment in Information Technology Companies.

Keywords: Impact of E-Recruitment, Perceived Effectiveness, Perceived barriers, Adoption of E-recruitment.

INTRODUCTION

People around the world run behind "Technology". Technology is the one which brings the people closer and closer. It simplifies the work, reduces the time and effort considerably. The wonderful gift of technology is "Internet". Internet made impossible things to possible in business world, one such kind of thing is "e-recruitment". The term 'e-recruitment' refers to the recruitment process of the organization through electronic networks.

According to TAM (**Davis et al., 1989**), the actual use of a system is influenced directly or indirectly by the user's behavioral intentions, attitude, perceived usefulness of the system, and perceived ease of use. Therefore, the researcher formulated the conceptual framework of the research on the basis of customized version of Technology Acceptance Model in order to verify the impact of perceived barriers on adoption of e-recruitment by the Recruiters working in selected IT companies.

REVIEW OF LITERATURE

Mondy et al. (2002), recruitment is "the process of fascinating individuals on a appropriate basis, in adequate numbers, and with proper qualifications, and encouraging them to apply for jobs with an organization".

Linda Barber (2006), examined the assistances and challenges of Internet recruiting from Institute for Employment Studies (UK). He explained that organizations now focus most of their attention and efforts at the front end of the recruitment process and most of them use it to provide and promote information about the company, advertise points and receives CV's electronically. This has explored key aspects of the recruitment drive for consideration by those who may be considering e-recruitment or those who are already further down the road and have already moved recruitment online. The article concludes that access to a wider pool of applicants and promotion of a company's reputation and brand are often mentioned by HR specialists who analyze the assets of the e-recruiting.

Perceived Barriers: The term 'barrier' means 'restriction', or 'hindrance', which denotes a thing that provides resistance, delay or obstruction to something or someone. In general, the term 'perceived barriers' can be well-defined as "a person's estimation of the level of challenge of social, personal, environmental and economic obstacles to a specified behaviour or their desired goal status on that behaviour." In research context, the term 'perceived barriers' refer to the things which resists, delay or obstruct recruiters in adoption and continuous use of e-recruitment in the selected IT companies in Chennai .

Infrastructural Barriers: The adoption of e-recruitment requires sufficient infrastructural resources such as software, hardware, peripheral devices and communication networks. These resources must be of latest technology with require storage space, bandwidth, internet speed, processing speed, user friendliness and less response time.

Technical Barriers: The term 'technical barriers' refers to technical aspects of the e-recruitment system. The technical resources must be maintained properly so that it must be reliable during peak demand, and able to respond to the candidates through many client computers from various geographical locations. The software resources must facilitate various features such as job posting, vacancy tracking, candidate tracking system and stages in recruitment and selection process. The internet bandwidth should be of appropriate size so that it can avoid web congestion. The uninterrupted power supply should be available to ensure continuous operation of the e-recruitment server.

Personal Barriers: The personal barriers are related to individuals who use the e-recruitment system. In the research context, it refers to the barriers related to recruiters' lack of awareness, lack of training, absence of confidence, deficiency of technical knowledge, skills, tools and techniques on e-recruitment system. So these recruiters may not be interested or may not be able to adopt or use the e-recruitment system in IT companies.

Security barriers: The term ‘Security barriers’ refers to security threats to the data connected to recruitment and selection procedure of the organization. If the e-recruitment system is not properly secured it may lead to unauthorized access of the recruitment and selection information from internal and external sources of the organization which may lead to unauthorized insertion, deletion, modification of the information. However, the security of e-recruitment can be strengthened through proper implementation of cryptographic algorithm for encryption and decryption of data, firewall and use of anti-malware software.

Social & Cultural barriers: The term ‘Social & Cultural barriers’ refers to the social and cultural background of the recruiters which may hinder the adoption of e-recruitment in their organization. For example, the recruiters who hesitate to learn technical aspects, who don’t have sufficient basic technical knowledge in e-recruitment may resist implementation of e-recruitment in their organization.

METHODOLOGY: This research followed descriptive research design. Descriptive research design is used to describe the opinion of the respondents about the chosen research area. This research describes the Information Technology Recruiters’ perception towards the impact on e-recruitment Recruiter's attitude formation and also in adoption & practice. The researcher as collect responses from all the Recruiters working in selected Information Technology Companies in recruitment domain therefore, census survey method used. The questionnaire was circulated among all the 250 respondents, and the researcher was able to collect only 243 valid filled questionnaires. Hence, the survey size is 243.

Perceived Barriers of E-Recruitment

Recruiters’ perception towards various dimensions of perceived barriers of e-recruitment is presented in table.

Table 1- Perceived Barriers of E-Recruitment

Dimensions	Minimum	Maximum	Mean	Std. Deviation
Infrastructural Barriers	3.00	15.00	5.87	1.041
Technical Barrier	3.00	15.00	6.75	1.966
Personal Barrier	3.00	15.00	7.36	0.307
Security Barrier	3.00	15.00	5.17	2.227
Social & Cultural Barrier	3.00	15.00	4.02	1.036
Perceived Barriers	15.00	75.00	29.17	5.907

Interpretation

From Table 1 it is discovered that the dimensions of barriers such as infrastructure barriers, technical barriers, personal barriers, security barriers, and social and cultural barriers spread

between minimum value of 3 and maximum value of 15. Recruiters perceive least level of social & cultural barriers with the highest arithmetic mean value of 4.02 and standard deviation of 1.036 followed by security barrier 5.17, infrastructure barriers 5.87, technical barriers 6.75, and personal barrier 7.36. Overall, it is discovered that Recruiters' perceived all the dimensions of perceived barriers less than a moderate level of difficulty with a less standard deviation. The overall arithmetic mean and standard deviations of perceived barriers towards e-recruitment are 29.17 and 5.907 respectively. The Recruiters' perceive personal barrier followed by technical and Infrastructural Barriers in highest level, because of lack of training and exposure in latest e-recruitment methods.

Table 2 - T Test: Gender Vs. perceived barriers on adoption of E-recruitment

H0: There is no significant mean difference persisting among male and female Recruiters towards their perception towards perceived barriers of E-recruitment in selected IT Companies.

Dimensions	Gender	N	Mean	S.D	Test of Homogeneity of Variances		t test results		
					F Value	Sig.	t value	DF	Sig.
Infrastructural Barriers	Male	133	6.40	1.809	2.414	0.122	-3.170	241	0.002**
	Female	110	8.83	1.880			-3.165	230.904	
Technical Barrier	Male	133	8.15	1.882	0.653	0.420	3.408	241	0.001**
	Female	110	6.46	1.825			3.413	233.736	
Personal Barrier	Male	133	7.82	1.758	2.694	0.102	1.028	241	0.054
	Female	110	7.85	1.674			1.032	234.361	
Security Barrier	Male	133	6.39	2.896	0.674	0.341	-3.636	241	<0.001**
	Female	110	8.43	2.481			-3.588	217.641	
Social & Cultural Barrier	Male	133	6.02	1.215	2.547	0.231	-3.538	241	<0.001**
	Female	110	6.29	1.400			-3.437	195.114	
Perceived Barriers	Male	133	34.80	6.730	0.285	0.594	-2.126	241	0.047*
	Female	110	38.88	6.069			-2.139	235.488	

Note: ** and * indicates significance at 1% and 5% level respectively

Interpretation

The above Table 2 divulges that the significant means difference persists between male and female Recruiters and their perception towards perceived barriers on adoption of E-recruitment among the selected IT Companies at 1% significant level, which means that null hypothesis (H0) is not recognized. Consequently, it is identified there is significant mean

variance persists between male and female Recruiters and their perception towards perceived barriers on adoption of E-recruitment such as infrastructural, technical, security, social & cultural barriers at 1% level of significance, whereas Recruiters does not perceive any significant different towards personal barriers at 5% significance level. The Levene's test is done and its results are unveiled in the above mentioned table in order to confirm that both the groups (i.e. male and female Recruiters) has equal variances and confirms the existence of homogeneity between the two groups at 5% level of importance.

The outcomes of the above test explored that the female Recruiters are having high level of perception towards barriers on adoption of E-recruitment among the selected IT Companies in Chennai than the male Recruiters, however, there is no noteworthy difference exist with regards to personal barriers on adoption of e-recruitment. The overall mean scores of perceived barriers by female Recruiters 38.88 are higher than male Recruiters (34.80) and it is significant at 5% level.

Table 3 - Intra-relationship between the factors of perceived barriers on adoption of E-recruitment.

H0: There is no significant positive association exists among the factors of perceived barriers on adoption of E-recruitment in the selected IT companies.

Factors	Infrastructural Barriers	Technical Barrier	Personal Barrier	Security Barrier	Sodal & Cultural Barrier	Perceived Barriers
Infrastructural Barriers	1	0.430**	0.420**	0.424**	0.340**	0.406**
Technical Barrier	--	1	0.389**	0.457**	0.403**	0.422**
Personal Barrier	-	-	1	0.445**	0.347**	0.425**
Security Barrier	-	-	-	1	0.386**	0.394**
Sodal & Cultural Barrier	-	-	-	-	1	0.360**
Perceived Barriers	-	-	-	-	-	1

Significance at 1% level is denoted through **.

Interpretation

Table 3 shows the correlation coefficients among the various factors of perceived barriers on adoption of E-recruitment in the selected Companies. Henceforth from the above Pearson correlation analysis, it is established that the robust relationship demonstrated between infrastructural barriers and technical barrier with the correlation coefficient of 0.430 that has accounted up to 43% of relationship between them which is the highest correlation among the perceived barriers that are faced by the IT Company during adoption of E-recruitment. Correspondingly, 42% of relationship has occurred between infrastructural barriers, and personal and security barriers. Nearly 40% relationship is found between infrastructural barriers and perceived barriers and 34% correlation exist between social & cultural barrier and infrastructural barriers. It is also instituted from the analysis that 45% of relationship exist technical barrier and security barrier, 42% of correlation occurred between technical barriers and perceived barriers and below 40% of association among the other variables.

Around 44% of correlation coefficient are originated between security barrier and personal barrier, 42% between personal barriers and perceived barriers are instituted where as 38% relationship between social & cultural barriers and security barriers. Therefore from the above analysis, it is found that premier or upmost correlation coefficient is originated between security barriers and technical barriers.

The results of the above Pearson correlation analysis gives crystal clear picture that all the chosen variables of perceived barriers are having strong bonding with the minimum positive correlation coefficient of 0.340, and all relationships are significant at 1% level.

It also further explores that infrastructural barrier is having strong relationship with technical barriers, personal barriers, and security barriers, because the lack of proper infrastructure in adoption of e-recruitment will create technical, personal and security barriers which may reduce the effectiveness of e-recruitment, or leads to negative consequences such as poor-fit candidates, more time consumption, lowering morale of recruiters, etc. However, the IT companies can minimize or eradicate the effect of barriers by having appropriate technical infrastructure (hardware, software, communication networks with broadband internet, firewalls, anti-virus software, etc), adequate training and development programmes to educate the Recruiters about latest techniques and methods in e-recruitment.

CONCLUSION: The industries in the present business world faces the rapid changes because of the technological shifts and hyper competition, which demands the maintaining human intellectual up-to-date according to the trends in technological world. The Information technology industry is the spine of such changes in all the other industries. In order to provide the world class IT services, they Recruiter's working in IT need to be upgraded themselves. The findings of the research study exposed that perceived effectiveness of e-recruitment is having strong impact on Recruiters' attitude formation and also in adoption & practice of e-recruitment, whereas the perceived barriers is having negative effect on Recruiters' attitude formation and also in adoption & practice of e-recruitment, which means Recruiters' attitude play a mediating role in adoption of e-recruitment. Tapping of human intellects through e-recruitment is easy, and the entire process can be automated, tracked with less effort. Another big advantage of the e-recruitment is eco-friendly, which saves thousands of trees, because in traditional recruitment process huge volume paper is involved, whereas in tech-based e-recruitment it's comparatively very less. The results of the study exposed positive perception of Recruiters' from IT industry, therefore all the other industries could also transform to the e-recruitment practices to avail its benefits. So from the current research, it is concluded that the enhancing perceived effectiveness and suppressing the perceived barriers will lead to better Recruiters' attitude and end in successful implementation of adoption of e-recruitment in IT Companies.

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