

Study on E-Recruitment: Its Efficiency and Effectiveness for the Health care Organization

By

Jatin Nair

*Dissertation submitted in partial fulfillment of the requirements of the degree
MBA Hospital and Health Management*

Academic year, 2018-2020



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The certificate is awarded to

Jatin Nair

In recognition of having successfully completed her
Internship in the department of

MBA Health/Hospital Management _

Has successfully completed her Project on

**Study of E-recruitment: It's Efficiency
And Effectiveness for healthcare organization**

13th February to 20th June 2020

Cloudnine Hospital, Bengaluru

He comes across as a committed, sincere & diligent person who has a
Strong drive and zeal for learning

We wish him all the best for future endeavors



(Ms. Sofia Joseph)

General Manager – Human Resources

THE IIHMR UNIVERSITY, JAIPUR

CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled **Study Of E-recruitment: Efficiency and Effectiveness for the healthcare organization** and submitted by **Jatin Nair** Enrollment No **0755** under the supervision of **Professor Dr. Sandesh Kumar Sharma** for award of MBA in Hospital and Health/ Pharmaceutical / Rural Management in Health and Hospitals of the University carried out during the period from 13th **February, 2020** to **31th May, 2020** embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other institute or other similar institution of higher learning.

Signature

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Preface

Any information is incomplete while not first-hand expertise regarding it. Within the health sector particularly entering to rub of the items is very essential as its issues square measure complicated and deep unmovable. To manage the issues within the health sector MBA student of Health management need to grasp the functioning of the various organizations be it non-public or public, for this purpose thesis of three months is scheduled penned to second year.

For the aim of thesis, I'm glad that I got chance to figure below Cloudnine Hospital, Bengaluru as I assumed, I might get to grasp the functioning of Talent Acquisition department.

Acknowledgment

I would like to express my sincere gratitude towards **Cloudnine Hospital, Bengaluru.** for selecting me as a trainee for my dissertation project and giving me an opportunity to work on this project and for providing a good working ambience for successful completion of this project.

I would also like to express my sincere gratitude towards my Mentor **Dr. Sandesh Sharma** for helping me in my project. His guidance and teaching have been of a great help during my project.

Finally I would like to express special word of Gratitude towards **Mrs.Sofia Joseph General Manager HR** of Cloudnine Hospital. Without his guidance it wouldn't have been possible for me to look into niche opportunities in my project.

Last but not the least; I would like to express my sincere thanks to my Institute **IIHMR** for providing me all kind of support in my dissertation project at Cloudnine Hospital, Bengaluru.

Jatin Nair
Trainee at Cloudnine Hospital
Bengaluru

Purpose of Dissertation

Dissertation is associate integral a part of the master's degree course of study. As a district of the course, students of Second year space uncaused in grips at any supposed organization to induce thorough exposure of various departments at intervals the organization and better understanding of the health care system and its functions.

The major objectives of the summer program unit of measurement as follows:

- To higher understand this health delivery system in conjunction with public and personal sectors.
- To watch the implementation of various national health components at national/state/district levels.
- To understand varied functions of health system by interactions with key stakeholders, policy makers, program managers, academicians and researchers.
- To work on the project/task assigned by summer employment organization.

Company Profile

Cloudnine Group of Hospitals is a chain of maternity, childcare, and fertility hospitals headquartered in Bengaluru, India. Founded by neonatologist Dr. R. Kishore Kumar with his team of three co-founders, in 2007. Cloudnine Group of hospitals is a joint venture of the Kids Clinic India Private Limited, owned by Dr. Kishore Kumar, and scrips N scrolls India, a company into property development and investments. Cloudnine has 19 hospitals and clinics in Bengaluru, Chennai, Gurugram, Pune, Mumbai and Chandigarh. In addition to maternal care, cloudnine also provide Gynaecology, Paediatric, intensive care.

Specialities

Cloudnine Hospitals specializes in comprehensive maternity services with complete antenatal and postnatal care, preferred or medically required delivery options, gynaecological services for women of all ages, paediatric care, critical case management, minimally invasive surgeries, fertility services, and stem cell banking.

A pregnant woman can receive services of lactation counsellors, Lamaze therapists, and nutritionists set in facilities that offers 4D scan, and foetal anomaly studies. Cloudnine Hospitals is specialized in foetal medicine units to monitor high risk pregnancies by focusing on the special needs of the baby and performing interventions, if needed, whilst in the womb.

Cloudnine Hospitals' paediatric care involves a team of expert across dermatology, neurology, cardiology and developmental paediatric.

Vision

To be the kind of leader in the space of women and health that india has not witnessed yet, by providing premier quality healthcare to women and children.

Mission

Our aim is the pursuit of excellence in providing the best maternal and neonatal care by setting higher standards for ourselves and striving constantly to achieve them

Values

Customer Centricity

We strive to provide the highest level of services to our guests. Our aim is to “Wow” them and to give them an enjoyable and memorable experience. This is our guiding principle in all the decisions.

Respect for the employee

Our employee helps us deliver the stellar services and experience that have become synonymous with cloudnine. We treat them with respect and courtesy. Happy employees mean happy customers.

Bias for Action

Cloudnine is a pioneer in bringing international quality and specialized healthcare to India for women and children. Our multiple innovative strides in different spheres have come as a result of our bias for action. We believe in failing often to succeed sooner.

Abstract

The major aim of the study is to know the recruiter's perception toward e-recruitment process also to find out how Effective and efficient it is for healthcare organization. In this study I have collected the data from the recruitment team of the hospital. By this survey I tried to know their perception toward e-recruitment process. The result obtained from the survey was very helpful and informative.

With the help of this survey I also tried to figure out what are the major advantages and disadvantages does the HR think the process of e-recruitment has from their point of view.

Introduction

The purpose of this study is to broaden the research of recruitment with the special focus on e-recruitment. The primary focus of this study is to Assess the efficiency and effectiveness of e-recruitment. Till now there has been minimal exploration on the effectiveness of e-recruitment source. There have been few empirical studies undertaken to assess e-recruitment effectiveness on measure of sources superiority and realistic information theory.

E-recruitment means web-based recruiting, also can be known as recruitment process conduct by an organization using web-based tools, such as organizations own website or some other web-based application.

Major Aim of this e-recruitment project is to find the answer of the following questions:

- What is the major source used by the organization for e-recruitment? And what is the real experience of the organization?
- Does it even work for organization? And how do they evaluate their experience of e-recruitment process?

There has been significant evidence that today most of the organizations are using internet as their major recruitment source, also for testing candidates' capabilities. And some of the major reason behind that are:

- It improves the image of the organization in the market.
- Reduce the recruitment cost.
- Less burden on administration.
- Better tool for recruitment team.

Also, there are some of the major issues which are connected with e-recruitment process such as:

- Quantity and quality of the candidates.
- Relevance of shortlisted candidates.
- Confidentiality and data protection.

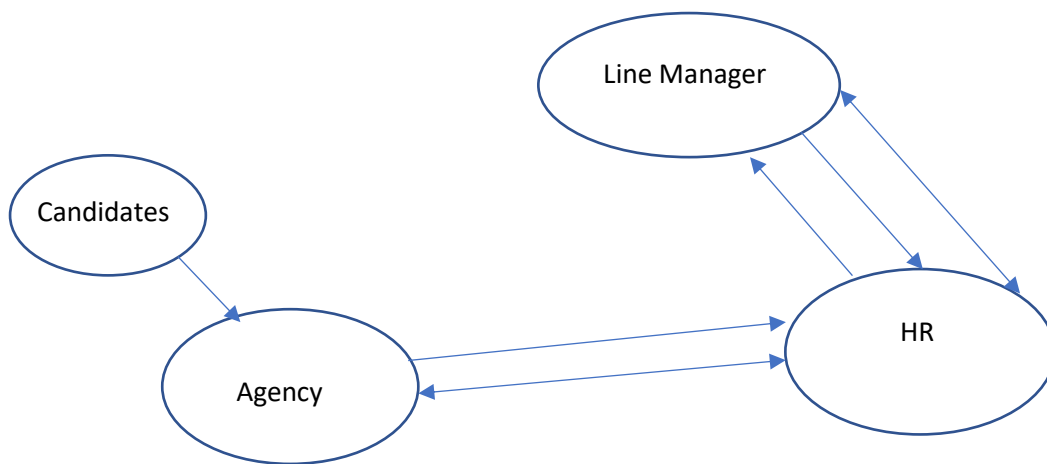
Some of the major e-recruitment source used by the Organization:

- Naukri
- LinkedIn
- Indeed
- Corporate Website

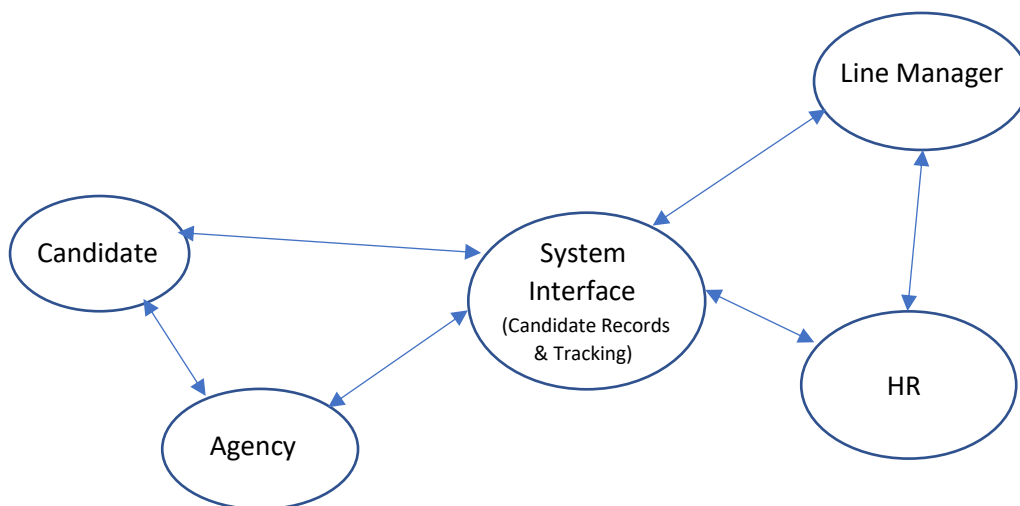
E- Recruitment Process

- Identify Vacancy
- Prepare job Description and person specification
- Advertising the vacancy
- Managing the response
- Short-listing
- Arranging Interviews
- Conducting interview and decision making

Changing Landscape of Recruitment Process



In the traditional recruitment process the HR used to play a main role between the agencies and line managers. Candidates often used to communicate with the help of agencies or third party to the organizations.



In the new e-recruitment there has been lot of changes. Line managers were also involved in the process of recruitment. Apart from that one of the major changes was candidate can directly apply without the help of any agency through organizations corporate website. Also, now system interface plays a major role in the recruitment method where all the data of the candidates are stored for reference.

Literature Review

Brandao C, Morais C, Dias S, Silva AR, Mario R, in the research paper Using Online Recruitment: Implicit Theories and Candidate's Profile. World Conference on Information system and technologies; 2017 states that:

“our own research with our graduate intake tells us that if people apply online, they expect a fast response. We can use the system to generate a response immediately if we choose, but the value for us is improving the quality of relationship we've got with anyone who applies.”

Mochol M, Paslaru E and Simperl B, Practical guidelines for building semantic e-recruitment application. In international conference on knowledge management, special track: advanced semantic technologies, Graz, Austria, January 2006. pp.1-8. states that:

“The biggest we just didn't take into account when putting the business case together is the failure to interact seamlessly with our HRIS. Having a vacancy number or some other unique profile of an individual in our system is the key for us to be able to proactively source candidates. With a recruitment site hosted by our advertising agency, an online application process hosted elsewhere, and our own career corporate pages, there are too many stools to fall between. We have come up with intermediary steps such as the request we now post on the recruitment site asking people if they'd like us to register their details in case of future opportunities. We ran a manual review of the 75 individual who had done that, and 40 percent result in a hire.”

Lee I, An Architecture for a next generation holistic e-recruiting system. Commun ACM 2007; 50(7): 81-85. states that:

“The time an important post is left unfilled within the company has a greater impact on our business units' performance than anything else. We'll continue to spend what we need to in order to get key posts filled quickly with the right people. An important part of the business case for e-recruitment was that by reaching a wider pool of possible and processing their applications more efficiently, we'd have a positive impact on business performance.”

Parry E, Switching from traditional recruiting to e-recruiting.2007, (11). states that:

“... the valuable that the internet now plays in the recruitment process is reflected in the finding that is was most frequently used technique and all most all members use the internet to describe/advertise vacancies. Receiving application form from the internet and using the internet to describe and advertise vacancies were also voted the second and third most useful technique. In addition, employer believe that they have benefited from being able to cast their net in a much wider pool as they now receive a range of applications via the internet.”

Research Methodology

Objectives: -

- To find out the effectiveness and efficiency of e-recruitment process for healthcare organization.
- To find out the perception of HR team regarding e-recruitment.

Mode of Data Collection:

Study Type: Descriptive Study

Type of Data: Quantitative Data

Technique: Survey using Questionnaire

Observation

Sampling technique: Purposive Sampling technique

Data Collection: Primary data was collected by the help of questionnaire

Study Timeline: Three months (February 2020-May 2020)

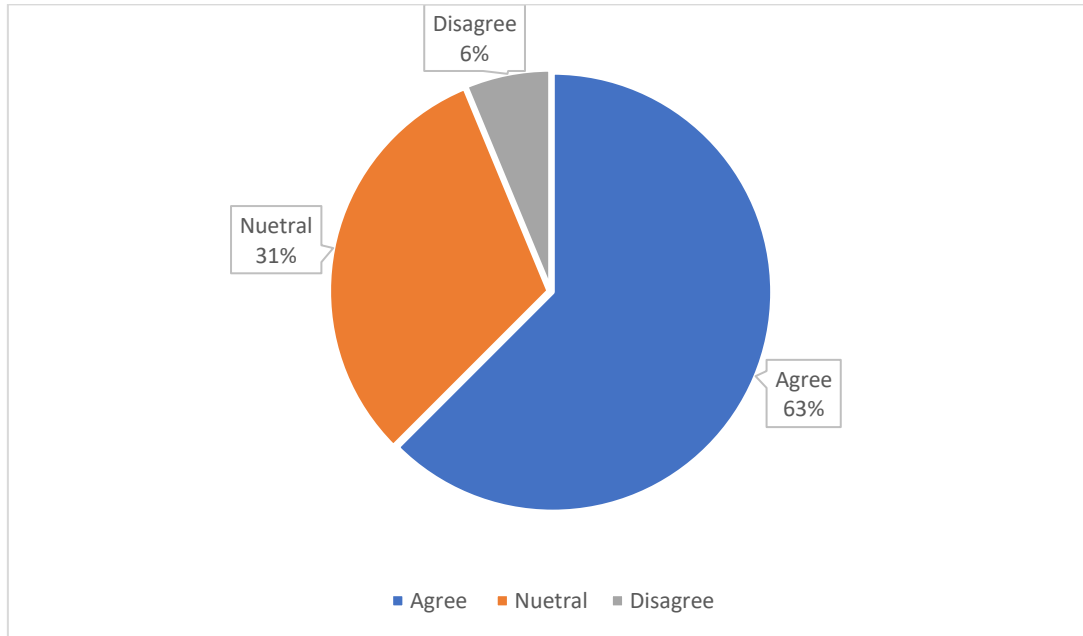
Sampling Unit: Hospital HR team Members

Sample Size: 32 HR members

Data Analysis and Interpretation

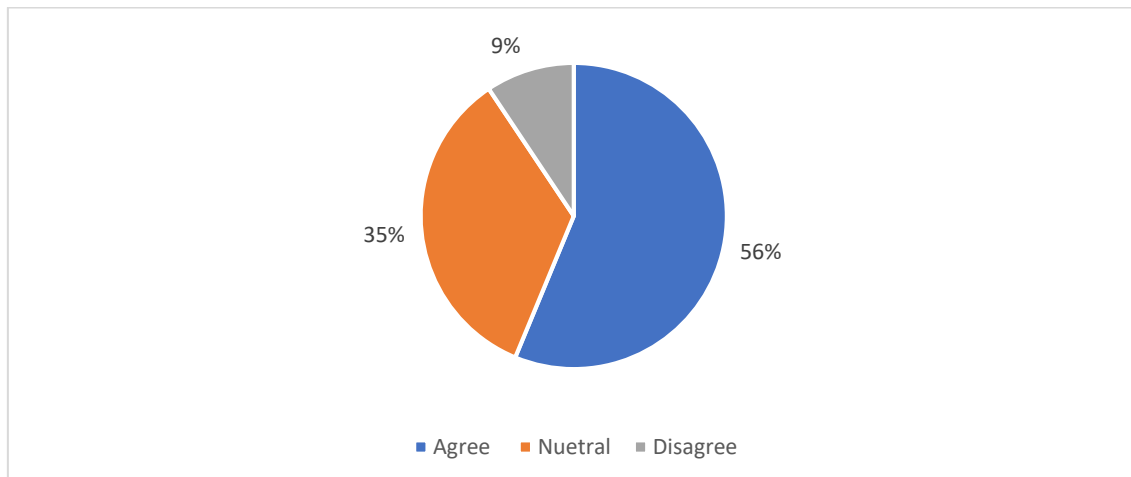
Analysis and interpretation of the data has been carried out to draw the conclusion with the aid of appropriate statistical tools.

Q1. E-recruitment helps in improving the efficiency of recruitment process?



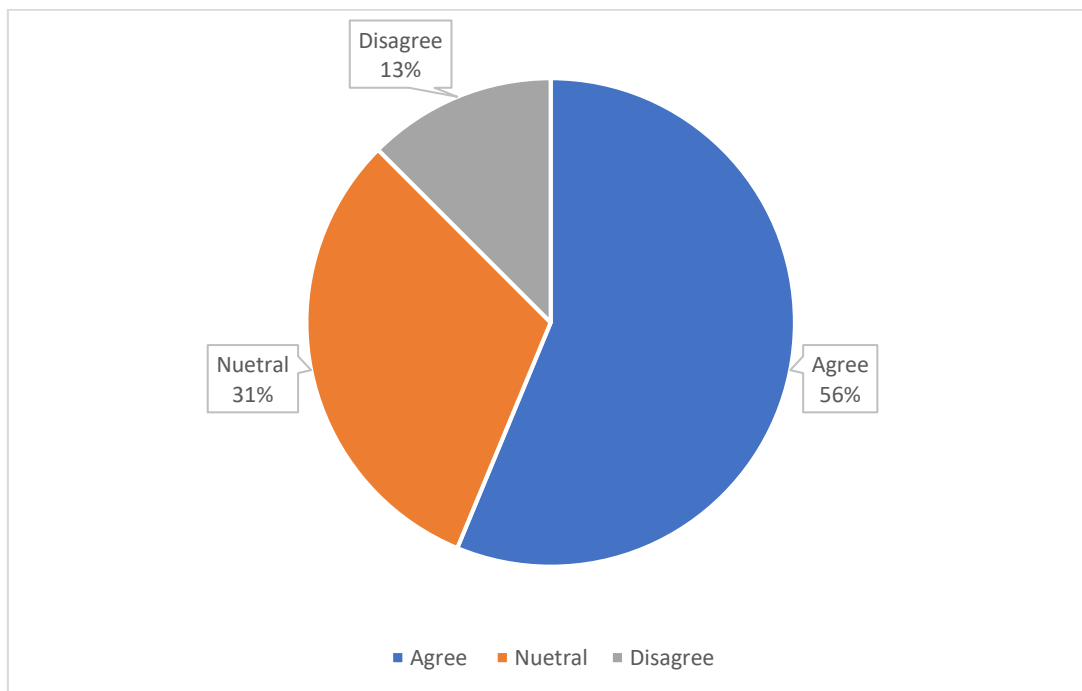
Interpretation: More the 50% member of the HR team thinks that e-recruitment has helped in making their recruitment function more efficient.

Q2. Does E-recruitment help in developing positive image of the organization?



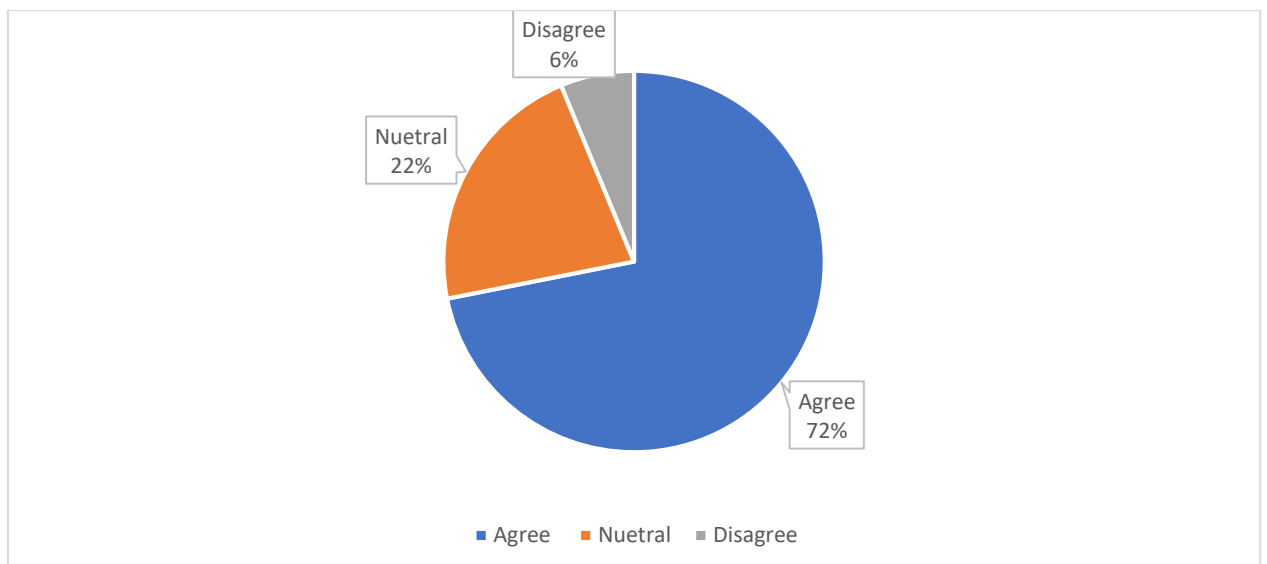
Interpretation: Clearly E recruitment helps a lot in developing a positive image of the organization in the market and among the job seekers.

Q3. Do you think e-recruitment process help in locating better candidates from the pool?



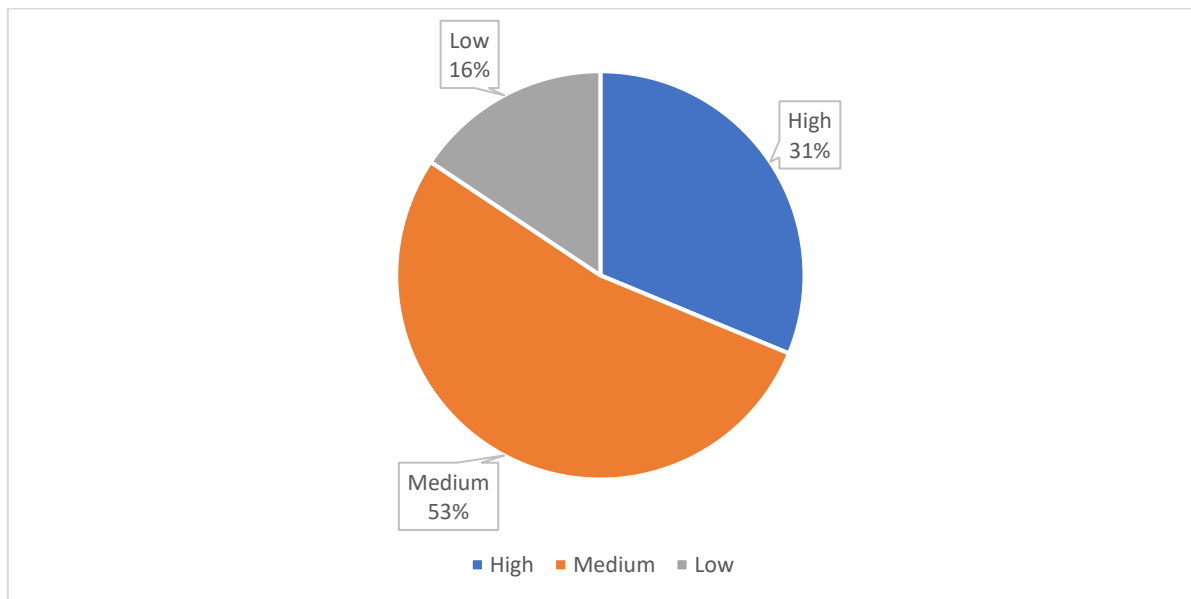
Interpretation: With the help of online job portals and corporate website recruiter can find the best suited candidates for their job profile.

Q4. With the help of online job portals do you think you can now reach to the candidates who otherwise were inaccessible?



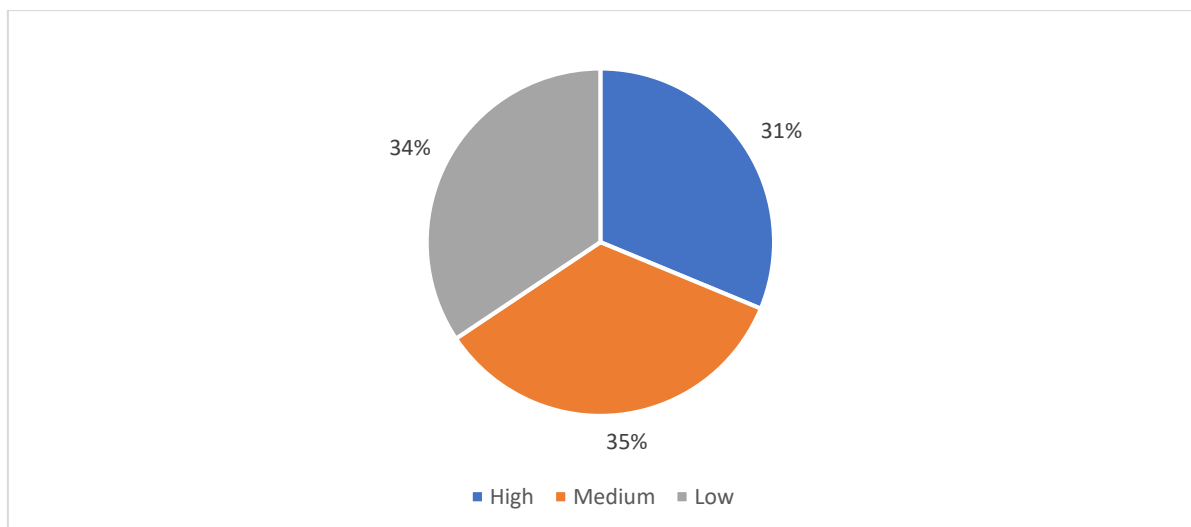
Interpretation: Internet has clearly given the opportunity to the recruiters to connect with more and more job seekers.

Q5. According to you the cost of package deal (such as number of jobs posted and time period for advertising) offered by various online recruitment consultancies are?



Interpretation: The price paid by the organization to the online recruitment consultancies for package deals are not very high. Also, the amount which the organization is paying is manageable for the amount of candidates they are getting for a single position.

Q6. According to you how much time does it take to fill a job vacancy with the help of online job portals?



Interpretation: It is clearly seen that with the help of online job portals vacancies such as Nurses, Guest relation Executive etc. does not take too much time to be filled. Whereas the positions of Middle and upper Management take sufficient time to be filled.

Findings

- Organization fill its major vacancies of the frontline workers with the help of online job portals but when it comes to the middle and upper level position employee referral method is used.
- Also, there has been a huge gap between the numbers of line-up candidates and the candidates who turn up for the interview process.
- There ratio of selected candidates to joining candidates is great in the cases of nursing and non-nursing candidates. But the amount of offer drop is huge in the case of doctors.
- Also, it has been seen that for hiring the doctors online job portals till now does not have that large number of candidates and that's the only reason we can see a huge TAT for the Doctor's vacancy.
- Still the local consultancies have more better candidates than the online job portals specially for nurse vacancies.
- There has been lot of cases where the single candidates have been called more than one time for the same interview and for the same location by the different team members also there has been cases were a single job seeker has multiple accounts on the same job portal.
- Internet has made it easier for employers to reach the mass number of candidates but still now the knowledge of filling the details on job portal is somewhere missing from the candidates.
- Job portals now a days have become a new surfing sites for the people. Many of the times recruiter end up calling the people who have recently joined a new organization, or they are not ready for a job change but they still have the active account on job portals which result in the time loss for a recruiter.

Conclusion

The main thing I want to conclude first is that e-recruitment has become a major part of the organization today. And most of the vacancies which are closed in the organization is by the help of online job portals only. Also, it has helped a lot to the people who are working for talent acquisition in the organization.

As per my study we can see that e-recruitment is a very effective and efficient method for recruitment in terms of time and money. But at the same time it has created a lot of hassle among the team members for example: Giving the call to the same candidate for more than one time by the different member of the team, Lined up candidates not turning up for the interview process, candidates not picking the call after the offer letter has been rolled out by the organization Etc.

Also, e-recruitment is more than just a technology and a source for creating an image in the market for an organization. It is about getting the right and suitable candidate according to the job profile.

Reference

- Brandao C, Morais C, Dias S, Silva AR, Mario R, in the research paper Using Online Recruitment: Implicit Theories and Candidate's Profile. World Conference on Information system and technologies; 2017
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