



International Journal of Research Publication and Reviews

Journal homepage: www.ijrpr.com ISSN 2582-7421

A Study on E-Recruitment and Selection in Finance Sector in Bangalore

Deeksha U Shetty¹, Dhanalakshmi H S², Dr Veena Bhavikatti³

^{1,2}Department of MBA, AMC Engineering College, Bangalore 560083

³Associate Professor, Department of MBA, AMC Engineering College, Bangalore 560083

ABSTRACT

Traditional hiring procedures have been altered by the quick development of digital technologies, and e-recruitment has become a strategic tool that businesses use to find and hire talent. The implementation, efficiency, and difficulties of e-recruitment and selection procedures in Bengaluru's finance industry are examined in this study. The study assesses important components of digital hiring, including automation, applicant tracking systems, and AI-driven tools, using data from 54 finance professionals, HR managers, and job seekers. Results show that although digital platforms increase access to talent, lower expenses, and improve recruitment efficiency, worries about candidate experience, data privacy, and AI dependability still exist. In order to guarantee equity and efficacy in contemporary hiring, the study emphasizes the significance of a well-rounded strategy that combines digital tools with human oversight.

Key words: Digital Platforms, Automation Tools, Cost & Time Efficiency, Candidate Experience Data Analytics

Introduction

E-recruitment, or internet recruitment, is a key aspect of the digital transformation in recruitment. It uses digital platforms to identify, attract, and select suitable candidates. This process is crucial for human resources, as it involves attracting, selecting, and appointing suitable candidates. E-recruitment solutions have increased speed, cost-effectiveness, and strategic hiring management. Tools like online job boards, corporate career sites, applicant tracking systems, and artificial intelligence help businesses of all sizes access online platforms and broaden their job seekers' geographical boundaries. Recruitment is the entire process of attracting, selecting, and appointing suitable candidates for jobs; selection refers to the process by which an organization decides which candidate is the most suitable for a particular job.

Objectives

- To attract the right talent efficiently using digital platforms.
- To streamline the hiring process through automation and technology.
- To reduce recruitment time and cost while maintaining quality.
- To enhance the candidate experience with user-friendly online tools.
- To support fair and data-driven hiring decisions using AI insights.

Literature review

- **Sylva & Mol (2009) - "A study on E-Recruitment and selection"** Job seekers valued online application systems when they were user-friendly and efficient. Candidate satisfaction depended more on website usability than on personal background or digital skill level.
- **Wilderom & Tate (2012) – "Managing Recruitment And Selection in the digital age: e-HRM and Resumes"** Recruiters rely on online resumes, but there's no clear standard for formatting them digitally. The study suggests improving resume databases to better match applicants with job roles.
- **Kapse et al. (2012) - "E recruitment"** E-recruitment has transformed hiring by making it faster and more efficient. While widely adopted for its benefits, companies must address concerns around system reliability and candidate quality.
- **Pavitra Dhamija et.al 2012 – "e-recruitment: a roadmap towards e-human resource management"** E-recruitment improves speed, reach, and employer branding, but it also brings challenges like impersonality, data overload, and dependency on secure technology.

- **Jayanty Kuppusamy, Jaya Ganesan et.al 2016 – “A Study of factors contributing towards the effectiveness of E-recruitment among generation Y job seekers”** For Gen Y job seekers, the effectiveness of e-recruitment depends on factors like site usability, speed, and internet access. These users value fast, easy, and affordable application processes.
- **Sujal Ganguly, Vanshdeep Kaur, Sanskriti varlyanii, Anuj Soni et.al 2018 – “A Study On Online Recruitment (E-Recruitment)”** Online hiring is now standard in competitive industries. In Kolkata, demographic factors like age and education influence how people engage with e-recruitment platforms
- **[Anna B. Holm, Lars Haahr, et.al 2018](#) – “A study on E-Recruitment and selection”** E-recruitment has modernized hiring by making it more agile and accessible. Companies now use job portals, apps, and applicant tracking systems for a streamlined, tech-driven recruitment experience at every stage.
- **Md. Sajjad Hosain, Abu Hena Mohammad Manzurul Arefin and Md. Altab Hossin et.al 2020 - “E-recruitment: A Social Media Perspective”** Social media is becoming a helpful recruitment tool. While not replacing traditional methods, it supports hiring by offering a quick, affordable way to screen candidates
- **Celine D'Silva et.al 2020 - “A Study On Increase in E-Recruitment and Selection Process”** As digital hiring gains momentum, more users now prefer it over traditional methods due to its efficiency, lower cost, and better employer-employee matching.
- **Violyne Namukhosi Nguti, Thomas Mose et.al 2021 – “The role of E-Recruitment And Selection Functions on the organizational outcomes in Helb, Kenya”** At Kenya’s HELB, e-recruitment tools boosted employee satisfaction and service quality. Transparent, tech-based HR processes led to better team engagement and operational outcomes.
- **Ms. Koudagani Mamatha, Dr. Kiran Kumar Thoti, Arshiya Sultana, Ms. Koudagani Mamatha et.al 2022 - “E- Recruitment and E-Selection Process Improves the E- Human Resource Management activities in Information Technology Companies in Hyderabad”** A study of IT MNCs in Hyderabad found that digital hiring, especially AI-based systems post-2020, significantly boosted HR efficiency and performance.
- **Yoosof Mashayekhi, Nan Li, Bo Kang, Jefrey Lijffijt, Tijl De Bie et.al 2022 – “A challenge-based survey of e-recruitment recommendation systems”** Recommendation systems in e-recruitment help match jobs and applicants efficiently However, developers still face technical challenges in making these systems more accurate and user-friendly.
- **Masineni Nikitha et.al 2022 - “A Study on Effectiveness of E-Recruitment Method in IT Industries in Bangalore City, India”** In Bangalore’s IT sector, e-recruitment is widely adopted. It helps save time and attract better candidates, but background checks remain crucial for final selections.
- **Ishaa E, Shetty Deepa Thangam Geeta et.al 2024 – “A Study On Effectiveness Of Recruitment And Selection Process”** Well-structured recruitment and selection strategies are essential in today’s competitive world. Effective hiring directly enhances organizational performance.
- **Gabriel Koman, Dominika Toman, Radoslav Jankal and Patrick Borsos et.al 2024 – “The Importance of e-Recruitment within a Smart Government Framework”** E-recruitment enhances efficiency in smart government systems. Public organizations using digital HR tools are becoming more responsive and effective in hiring.

Research Gap

While e-recruitment has been widely adopted, most studies focus on its efficiency and cost benefits. However, there is limited research on how users experience these platforms, especially from a job seeker's point of view. Few studies explore the role of digital trust, website usability, and candidate satisfaction in the hiring process.

Citation	Research design	Objectives of research	Findings	Research Gap
<i>Holm & Haahr (2018)</i>	Conceptual Review	Explore technology’s role in recruitment and selection	Improved flexibility, speed, and reach	No sector-specific analysis (e.g., finance or regional focus)
<i>MAMATHA et.al (2022)</i>	Quantitative Survey (190 IT)	Assess impact of AI in recruitment within IT MNCs	AI tools enhanced recruitment speed and HR efficiency	Limited to IT in Hyderabad; lacks industry comparison
<i>Hosain et al. (2020)</i>	Descriptive Study	Examine social media in e-recruitment	Faster, low-cost hiring via social platforms	Lacks employer-side experience and integration challenges

<i>Sylva & Mol (2009)</i>	Quantitative (1,360 applicants)	Study applicant experience with online systems	Usability boosts satisfaction	Employer-side strategy and effectiveness missing
<i>Dhamija (2012)</i>	Theoretical Study	Connect e-recruitment to broader e-HRM practices	Improves branding, communication	Overlooks negative candidate experience and data burden
<i>Nguti & Mose (2021)</i>	Empirical (Kenya, HELB)	Impact of e-recruitment on performance	Boosts engagement and service delivery	Public sector bias; not relevant to private-sector firms

Table no. 01 Showing Research Gap

Conceptual Model:

Figure no.01 showing conceptual model

Problem statement

E-recruitment has become a key hiring tool in Bengaluru's finance sector, but many users still struggle with understanding digital platforms like AI-based systems and applicant tracking tools. Job seekers and HR professionals often face challenges related to usability, data privacy, and lack of transparency. Despite its growing popularity, there is limited research that captures real user experiences and practical issues within this specific industry.

Research Methodology

- **Research Type:** Descriptive and Analytical
- **Primary Data:** Collected using structured questionnaires from 54 finance sector employees and job applicants.
- **Secondary Data:** Journal articles, company reports and HR analytics dashboards.

Sampling Technique

The sampling technique used in this study is non-probability purposive sampling, specifically judgmental sampling. Respondents were selected based on their association with the finance sector in Bengaluru or their interest in/experience with digital recruitment platforms.

This technique was adopted because:

- The research aims to gather responses only from those relevant to the finance industry.

- The digital form was distributed among students, professionals, and job seekers in Bengaluru via email, LinkedIn, and WhatsApp groups related to the finance domain.

Sampling Method

- The study employed a non-probability purposive sampling method, specifically judgmental sampling. This approach was chosen to target individuals with specific knowledge or experience in the finance sector in Bengaluru, particularly those familiar with or affected by e-recruitment processes.

Sample Size

A total of 54 valid responses were received through structured digital questionnaires (Google Forms). Despite the relatively modest sample size, the responses reflect the trends, opinions, and issues specific to digital hiring in Bengaluru's finance industry.

Analysis and Discussion

- Age Group Distribution

Age Group	Responses	Percentage
18-25	45	83.3%
26-35	6	11.1%
36-45	2	3.7%
46-55	1	1.9%
56 and above	0	0%

Table no.02 Showing Age Group Distribution

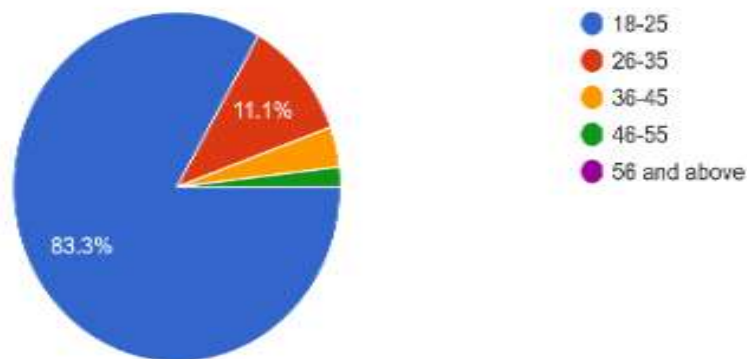


Figure no.02 showing Age Group

Interpretation

The vast majority of respondents (83.3%) are in the 18-25 age group, suggesting that the survey predominantly reflects young adult perspectives, likely students or early-career professionals.

- Gender

Gender	Responses	Percentage
Male	10	18.5%
Female	44	81.5%
Other	0	0%
Prefer not to say	0	0%

Table No.03 Showing Gender

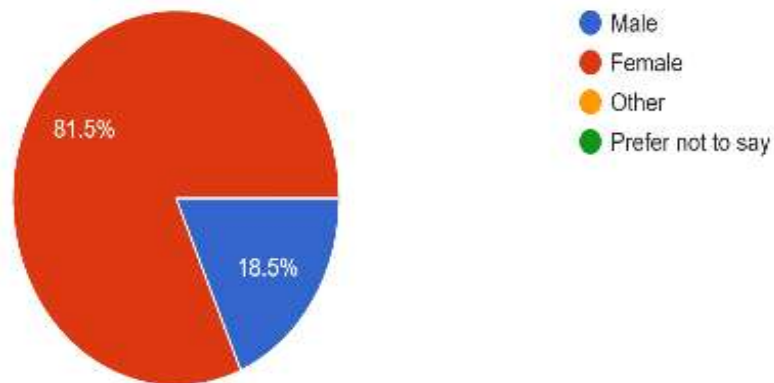


Figure no.03 Showing Gender

Interpretation

The data is female-dominated with over 80% of participants identifying as women. This could reflect either the field of study/work targeted or who was more willing to respond.

• Highest Education Qualification

Qualification	Responses	Percentage
Higher Secondary	1	1.8%
Diploma	4	7.4%
Bachelor's Degree	32	59.3%
Master's Degree	17	31.5%
Doctorate/PhD	0	0%

Table No. 04 Showing Highest Education Qualification

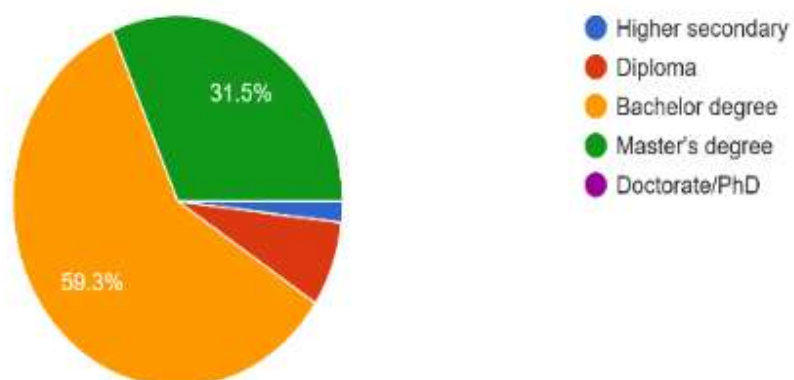


Figure No.04 Showing Highest Education Qualification

Interpretation

Most respondents are graduates or postgraduates, indicating a well-educated sample, likely aware of online recruitment processes

- Year of Experience with Digital Recruitment Platforms

Experience Level	Experience Level	Percentage
Less than 1 year	24	45.3%
1–3 years	5	9.4%
4–6 years	0	0%
More than 6 years	3	5.7%
No experience	21	39.6%

Table no. 05 Showing Experience with Digital Recruitment Platforms

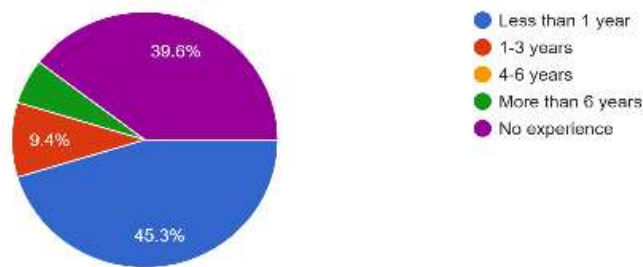


Figure no.04 Showing Experience with Digital Recruitment Platforms

Interpretation:

The largest group (45.3%) has under 1 year of experience with digital recruitment. A notable 39.6% have no experience at all, indicating many respondents may be first-time job seekers or students. Very few have long-term familiarity (only 5.7% with >6 years).

- Hiring/Job Search Experience the Most

Tool	Responses	Percentage
Job Portals	30	56.6%
Company Career Pages	18	34%
Applicant Tracking Systems	5	9.4%

Table no.06 Showing Hiring/Job Search Experience the Most

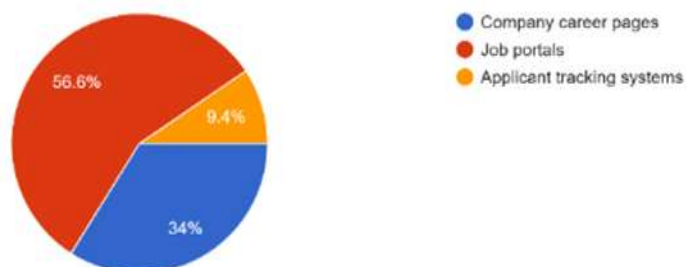


Figure no.05 the most improved hiring / job search experience

Interpretation: s

Job portals (like Naukri, Indeed, LinkedIn) are the most impactful tool for job seekers. Career pages are also popular but less dominant. Very few users find ATS tools directly helpful — possibly because applicants rarely interact with them directly.

- Candidate's Online Presence Affects Hiring Decisions

Response Option	Count	Percentage
Definitely	9	16.7%
Sometimes	33	61.1%
Rarely	8	14.8%
Not at all	4	7.4%

Table no.07 Showing Candidate's Online Presence Affects Hiring Decisions

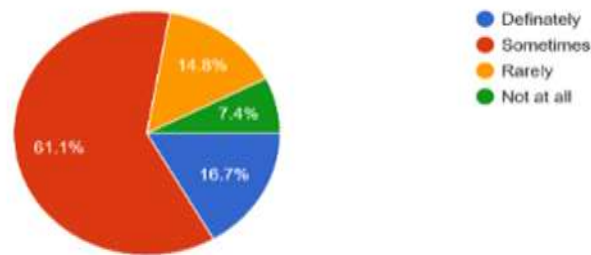


Figure no.06 Candidate's Online Presence Affects Hiring Decisions

Interpretation:

A strong 61.1% believe a candidate's online presence sometimes influences hiring. Only 7.4% say it doesn't matter at all. This shows recruiters are increasingly checking LinkedIn, social media, and digital profiles during evaluations.

Conclusion, Limitations, Implications, And Future Recommendation

This study reveals that e-recruitment has significantly transformed the hiring landscape in Bengaluru's finance sector by offering faster, cost-effective, and broader access to talent. The majority of respondents, including HR professionals and job seekers, reported positive experiences with digital platforms such as LinkedIn and Naukri. While automation tools were effective in streamlining the hiring process, concerns remain regarding the impersonal nature of AI-based screening, potential bias, and data security. Overall, a hybrid approach that combines digital efficiency with human oversight appears most effective for ensuring fairness, accuracy, and candidate satisfaction in recruitment practices.

Limitations of the Study

- **Sample Size** The study was limited to 54 participants, which may not fully capture the diversity of experiences across the entire finance sector.
- **Geographic Scope** The study focused solely on Bengaluru, limiting generalizability to other cities or sectors.
- **Respondent Bias** Self-reported responses may be influenced by personal biases, especially regarding satisfaction and platform preferences.
- **Limited Qualitative Depth** While qualitative insights were collected, in-depth interviews or focus groups were not conducted to explore experiences more thoroughly.
- **Technical Awareness Gap** Some participants lacked a deep understanding of terms like ATS and AI, which could have influenced their responses.

Implications of the Study

For HR Professionals the findings highlight the need for more intuitive, user-friendly recruitment platforms that maintain transparency and provide feedback loops to applicants. For tech developers there is a demand for smarter AI tools that balance automation with fairness, reduce false negatives in screening, and account for soft skills. For policy makers organizations and regulators should consider frameworks to address data privacy concerns and ensure ethical AI use in recruitment. For job seekers the study emphasizes the importance of digital literacy and tailoring resumes to be compatible with AI screening systems.

Future Recommendations

Expand sample size and geography future research should include a larger and more diverse sample across different cities and sectors. Include In-Depth interviews qualitative interviews or focus groups can provide deeper insights into user frustrations, motivations, and suggestions. Evaluate platform-specific performance comparative studies on specific platforms like LinkedIn, Naukri, and ATS systems could yield targeted improvement strategies.

Assess long-term hiring outcomes future work should examine whether e-recruitment improves employee retention and job-role fit over time. Explore employer-side implementation challenges More research is needed into how companies choose, maintain, and evaluate their digital recruitment tools.

Reference

- Ramesh, P., Bhavikatti, V., Omnamasivaya, B., Chaitanya, G., Tejaswini, Hiremath, S., Gondesi, H. S., & Kameswari, J. (2023). Organisational adaptability: A study of the mediating role of leadership in the influence of strategies, complexity, and technology. *International Journal of Innovation Management*, 27(07n08), 2350036. <https://doi.org/10.1142/S1363919623500366>
- Sylva, H., & Mol, S. T. (2009). E-recruitment: A study into applicant perceptions of an online application system. *International Journal of Selection and Assessment*, 17(3), 311–323. <https://doi.org/10.1111/j.1468-2389.2009.00473.x>
- Dhamija, P. (2012). E-recruitment: A roadmap towards e-human resource management. *The International Journal of Research in IT and Management*,
- Holm, A. B., & Haahr, L. (2018). A study on e-recruitment and selection.
- Ganguly, S., Kaur, V., Varlyanii, S., & Soni, A. (2018). A study on online recruitment (e-recruitment). *International Journal of Research and Analytical Reviews*
- Hosain, M. S., Arefin, A. H. M. M., & Hossin, M. A. (2020). E-recruitment: A social media perspective. *International Journal of Business and Management Future*
- D'Silva, C. (2020). A study on increase in e-recruitment and selection process. *Studies in Indian Place Names*, 40(50), xx–xx.
- Nguti, V. N., & Mose, T. (2021). The role of e-recruitment and selection functions on the organizational outcomes in HELB, Kenya. *International Journal of Business and Management Invention*, http://iajournals.org/articles/iajhrba_v3_i9_554_565.pdf
- Mamatha, K., Thoti, K. K., & Sultana, A. (2022). E-recruitment and e-selection process improves the e-human resource management activities in information technology companies in Hyderabad. *International Journal of Management*, 13(3), xx–xx. (Add volume/issue/pages if available)
- Mashayekhi, Y., Li, N., Kang, B., Lijffijt, J., & De Bie, T. (2022). A challenge-based survey of e-recruitment recommendation systems. *ACM Computing Surveys (CSUR)*, 55(9), 1–36. <https://doi.org/10.1145/3533377>.
- Ishaa, E., & Shetty, D. T. G. (2024). A study on effectiveness of recruitment and selection process. *Journal of Human Resource and Sustainability Studies*, 12(1), xx–xx.