

Perception of Job Seekers Towards Naukri.com as an Online Job Seeking Avenue.

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Key Words:

1. Job portal
2. Job seeker's attitude
3. Job seeker's usage behavior

Abstract

With a purpose to broaden the research on online consumer behavior, w.r.t. online employment search sources viz. commercial job web sites (job portals), this paper investigates the influence (relation) of identified factors on job seekers, interacting / transacting with Naukri.com, as online job seeking avenue. Through univariate, bivariate and multivariate analysis carried out through factor analysis by using IBM SPSS AMOS the paper found out the relationships (strength and direction) among the variables under study. Results of the study may be useful for Naukri.com to successfully deliver offerings in the market place, to appreciate and correct perceptions of job seekers interacting / transacting with naukri.com, to discover job seekers' attitudes by understanding how job seekers psychologically engage with the portal, how job seekers acquire, evaluate and use job search information as well as job search experiences and how job seekers make decisions to spend their available resources (time, money, effort) while employing the Naukri.com as job seeking avenue.

INTRODUCTION

Recruiting is one of the most successful applications of the Internet (Cober, 2004). It offers several advantages to its consumers i.e. both to recruiters and to job seekers. However, successful use of the internet as a recruiting tool is not that easy. Influenced by constant growth and change in technology, supported with diverse recruiting services, people and procedures, e-recruiting demands scientific research to leverage the new developments.

Recruiting via internet primarily occurs through corporate websites and commercial websites. Corporate website based online recruitment is the creation of complete online recruitment section in the company's own website (Lee, 2005), whereas, commercial job web sites are third-party specialized recruitment websites or electronic recruitment (e-recruitment) services which act as a medium between organizations and potential applicants using internet technology (Scheyer & McCarter, 1998; Bartram, 2000; Braddy, P.W. et al., 2003). These commercial job web sites are popularly known as job portals.

Job portals, also known placement portals are primarily an online destination operated by a legal entity where job opportunities are listed with the aim to connect jobseekers to those who seek them. These sites act as clearinghouse for potential job applicants to search across organizations for positions appropriate to their qualifications and that meet their needs. It facilitates just-in-time hiring by letting

the recruiters track the individual candidate and by narrowing job search for job seekers.

Introduced in 1993, job portals gained ground in India in 1997, when Naukri.com came into existence. A flagship brand of Info Edge (India), Naukri.com, has revolutionized the concept of recruitment in India. Today Naukri.com is arguably India's No. 1 job site with hundreds of employees and several offices across different cities. It has turnover more than 100 crores. It is one of the most popular, established and explored recruitment platform that provides hiring-related services to corporate / recruiters, placement agencies and to job seekers in India and overseas.

Usage of Naukri.com for Indian job seekers is very common. From humble beginning, Naukri.com has grown to become an integral part of the employment process. It has a database of about 25 million registered job seekers and has over 80,000 live job listings from corporate customers at any moment. Company services approximately 42,000 corporate customers. On an average about 12,000 resumes are added and about 72,000 resumes are modified daily at the Naukri.com database. As job portal it has been adopted by diverse demographic groups. Every conceivable niche (geographic, regional, professional etc.) today gets represented by Naukri.com. It has embraced by both job seekers and employers alike through multi-form interactions.

Over the period of time, Naukri.com has transformed from a simple search-and-apply site to a full-fledged career hub. Acquisitions, alliances and marketing have formed parts of

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its strategy. Partners, technology and expertise are regularly updated at Naukri.com. At naukri.com technology, being the major influencer for job seeking is abundant, free and readily available. Naukri.com offers filtering tools, screening tools and extensively uses number of software in the form of applicant tracking system, talent management system, e-recruitment system, candidate management systems and job posting system. These enterprise wide software solutions are addressing automation of recruitment process and are covering the entire end-to-end lifecycle of the talent pool. Each piece of new technology (RSS feeds, Job matching technology, VIDEO, SMS, MMS, artificial intelligence, XML feeds, HRXML etc.) is finding its way into naukri.com. Specific tools for specific audience are emerging at Naukri.com with journey of web tools from Web 1.0 to Web 2.0 to Web 3.0. With convergence of technology, variety of technological innovations and smart spectrum of services and tools, naukri.com is serving well to recruiters and job seekers.

Naukri.com is bringing in varied business strategies to define audience, to reach the audience and to build relationships with the audience. It helps jobseekers to develop networks through blogging, text messaging, internet videos and HR email marketing by getting into the social-networking game, by rolling out solutions on FaceBook, LinkedIn and Twitter and by building "vertical communities" across different functions and professions. Focused networking by Naukri.com is providing job seekers the opportunity to establish contacts with prospective employers and to learn about them (e.g. work life in the organization). It is enabling users to link their professional online identities in form of chat IDs, professional profiles, websites, blog links and embedded work samples to their resume, as well as using wikis as a collaborative process for developing private databases of knowledge for the job seekers.

Naukri.com is adding enormous value to Indian audience by automating the job posting process, by reducing administrative drudgery, by eliminating subjective monitoring, by providing management tools equipped with clear performance metrics and by offering real time, customized services to its users by constantly reviewing technical and marketing capabilities.

NEED FOR STUDY

Majority of the prior studies related to e-recruitment were found aiming mainly at corporate websites as mode of e-recruitment (Cober R.T., Brown D.J. & Levy P.E., 2004; Birgelen M.J.H. Van & Wetzels M.G.M., 2008; Lee I,

Dehkordi-vakil F. & Kaul T., 2008 and Singh L. & Narang L., 2008). Very few studies attempted to study commercial job portals (Keim T., 2004; Aurélie G. & Fallery B., 2008), that too in Indian context (Kar A. & Bhattacharya S., 2009). Hence, the present study proposed to explore an Indian commercial job site, as an online job seeking avenue; where the empirical research was found considerably lagging behind practice.

Minimal prior literature (Case Analysis of naukri.com by Sahay A., 2005, Company Profile of Monster Worldwide, Inc. Middle East, by Datamonitor, survey reports by Tusing P., 2009; Page C. L., 2010; Hudson 20-20 Series; Taylor C., 201, blog writings by Saumya Bhattacharya - Business Today and couple of university / institute level student project reports) was found attempting to explore individual or specific commercial job site/s (e.g. Naukri.com).

A compilation of case analysis (five different academicians and practitioners) by Arvind Sahay (2005) commented on different business aspects of naukri.com viz. business definition, target customers, products and pricing, sales, goals, sales force issues, advertising, competition, market structure, market objectives, marketing plan, targeting and positioning, SWOT, Micro (e.g. HR) and Macro (client base, acquisition strategy) issues, successful initiatives, important success factors, threats to online business and importance of regional presence. However, as stated the study was mere compilation of analysis commenting upon on different business aspects of Naukri.com as online job seeking avenue.

Although, like other job portals, naukri.com might be dynamically tracking data generated at the site, and coming up with trends and patterns, the utility and the motivations perceived by job seekers to use the portal has not found addressed in a scientific manner.

Research Question : How job seekers at Naukri.com think, perceive, act and react and how they (job seeker) identify effectiveness in naukri.com with emerging technology and trends.

Objectives of the Study : In order to know how naukri.com is perceived by job seekers as online job seeking avenue following research objectives were set for the study.

1. To study influence of identified factors, viz. job seeker's product knowledge, job seeker's technology orientation, job seeker's internet specific innovativeness, job seeker's electronic word of mouth, price, job seeker's perceived risk and job seeker's perceived value on job seekers interaction



/transaction with Naukri.com.

2.To study the influence of various demographic parameters (age, gender, income, profession, length of service and job location) on job seekers interaction / transaction with Naukri.com.

METHODOLOGY

Present study adopted a mixed method research approach by identifying positivist, quantitative, descriptive, cross sectional, aspects and by giving thoughtful rationale for each choice. Qualitative aspects were useful to uncover and understand job seekers' experiences and behavior including beliefs and emotions (gathered through in-depth qualitative discussion with executives of job portal and expert job seekers). Quantitative approach empirically investigated the influence of identified factors on job seekers interacting / transacting with Naukri.com through more formal, objective, rigorous, explicitly controlled and systematic methods. Mix of different research approaches also offered the advantages of triangulation. The key concepts were operationalized, scope for the study was outlined along with identifying conceptual population.

The conceptual scope for the study was limited to identified job portal i.e.Naukri.com, being the most popular, established and explored job portal in India. Further regarding consumers, the scope was restricted to job seekers who seek job through job portal/s (job seekers of naukri.com) whereas recruiters were ignored.The study considered all those individuals who are currently registered with naukri.com and / or all those who in the past have interacted / transacted with naukri.com., as job seeker. The geographic scope of the study was restricted to Pune, located in the state of Maharashtra, India. It included Pune Metropolitan area that consists of Pune city and Pimpri-Chinchwad town, comprising of 11 assembly constituencies and covering an area of 9,220 km²(3,560 sqmi). Source - India Census Data 2011- (<http://www.census2011.co.in/>, <http://www.punecorporation.org/>).

A structured questionnaire as primary data collection instrument was deployed to studythe respondents. The questionnaire was a set of 42 close ended questions which was self-administered. The response options were exhaustive, mutually exclusive and were coded. Questionnaire included different kinds of questions formats (dichotomous questions, multiple-choice questions and questions those have a scaled response). Funneling approach was pursued to arrange the questions in logically sequential order. Numerical values were assigned to response categories of each question. The assignment of

numbers to the characteristics was isomorphic (one to one correspondence). Numbers permit statistical analysis of the resulting data and facilitate the communication of measurement results.

After designing and constructing the instrument by using suitable measurements, a pilot study was carried out in order to test the adequacy, validity and reliability of the research instrument. Multi-item scales were used to measure the constructs investigated in this study.The internal consistency reliability was carried out across items, by measuring Cronbach's Alpha value (Cut off level value off .70 recommended by Nunnally and Bernstein, 1994). All the scales were found acceptable for the study.

Considering unknown (large) and dynamic (changing) nature of population, present study adopted sampling approach over census study. 467 respondents were studied by adopting simple random probability sampling design. Simple random sampling ensured the unbiased choice of subjects and offered freedom from classification error. By removing both systematic and sampling bias, simple random sampling method improved the chance of creating a representative sample.

The research instrument was administered by following certain process. Referring to geographic scope of the study, 11 constituencies of Pune metropolitan area along with proportionate constituency wise population as well as number of households were calculated by drawing inferences from census data (2011 census).As significant difference was not found in approximate population and / or number of households in each constituency, rather than deciding upon different sampling quota for each constituency depending upon population, a fixed sampling quota of 45 households (sampling unit) leading to 45 respondents from each constituency was decided to achieve,leading to targeted sample of 495. Though by using statistical formulae method the calculated sample size for the study was 385 (margin of error was set at 5% and the confidence level was set at 95%), the targeted sample size of 495 was fixed expecting unsatisfactory and / or missing responses and to achieve more accurate and reliable results.

For each assembly constituency 9 starting points were identified randomly to cover the entire geographic area of the constituency. The sampling interval to identify sampling unit was calculated by dividing the total number of households by number of respondents to be selected. As again significant difference was not found in sampling interval for each constituency every 2213th household (average of calculated sampling intervals) was decided as



sampling interval for the study. 5 households from each starting point in each constituency were selected using the "Right hand Rule" selection methodology and sampling interval. The dwelling unit was residential flat or bungalow. For convenience of identifying and locating the households, Google maps territorial views, satellite views, google maps lookup (<http://ctrlq.org/maps/address/>), Google Earth Plus, in situations Google Earth Pro (an application) and www.distancesfrom.com were used extensively.

In case of more than one eligible respondent at a specific household, the selection was carried out by summing up the digits of birth date for each eligible respondent. The respondent with highest sum of birth date was selected as respondent to be interviewed. In order to address the issues of Informed consent, consistency, trustworthiness, credibility and deviant case analysis the researcher himself worked as the only investigator for the study and carried out entire survey by following the procedure stated. The field work validation required was minimal. Response rate was 94%.

All the detectable errors and omissions were examined during data editing. In case of incorrect data, where ever possible the respondent/s were traced backed for non-

response or illegible answers through contact details. Where ever tracing back was not possible, missing values were assigned to blank or unsatisfactory responses. Assigning plug values to blank responses was avoided. The schema (code book) was prepared in advance to simplify and efficiently manage the data entry process.

SPSS (Statistical Package for the Social Sciences) release 21.0 was used for statistical analysis and data management, being comprehensive and widely used solution in social sciences. After descriptive analysis the tools of inferential statistics were applied to draw inferences on population parameters based on sample. Multivariate analysis was carried out through factor analysis. Factor analysis was carried out at two levels i.e. Exploratory factor analysis (EFA) and Confirmatory factor analysis (CFA). After obtaining construct validity through exploratory factor analysis, confirmatory factor analysis was carried out by using IBM SPSS AMOS to find out the relationships among the variables under study.

FINDINGS

Findings related to objective 1 - Influence of identified factors on job seekers interaction / transaction with Naukri.com

Variable	Test	Value	Relationship
Job Seeker's Attitude towards Naukri.com	Cramer	$V = .344$	Strong
Job Seeker's Attitude towards Naukri.com was conceptualized as a lasting general evaluation (favorable / unfavorable) of a job seeker towards Naukri.com as an online job seeking avenue. It is the extent to which a job applicant likes the portal and considers using it to be a good idea.			

Variable	Test	Value	Relationship
Job Seeker's Attitude class Knowledge	Cramer	$V = .357$	Very Strong
Product class knowledge was conceptualized as job seeker's perceived familiarity, level of expertise, experience and self-assessed level of understanding of job portals in general..			

Variable	Test	Value	Relationship
Job Seeker's Attitude class Knowledge	Cramer	$V = .389$	Very Strong
Product form knowledge was conceptualized as knowledge specifically related to job portal services and offerings which is current, more accurate, stored in individual's long-term memory, based largely on cognitive learning, coupled with credible experience and is more relevant to task ability. Advice, consultation and counseling services and research services offered by Naukri.com were found slightly more important to job seekers			



Variable	Test	Value	Relationship
Job Seeker's Technology Orientation	Cramer	$V = .371$	Very Strong
<p>Technology orientation was operationalized as an application of scientific knowledge (methods, systems, tools, techniques and devices) by job seekers along with capabilities given by the application of knowledge such as core competencies, information fluency, communication and collaboration, leading to appropriate behaviors for continuous superior performance through creative and critical thinking, problem solving, decision making and technology operations</p>			

Variable	Test	Value	Relationship
Job Seeker's Internet specific Innovations	Cramer	$V = .399$	Very Strong
<p>Internet specific innovativeness was operationalized as the willingness, receptiveness or tendency of job seeker to try, experience and adopt new ideas, products, services, brands and practices rather than remain with previous choices, systems and usage patterns. It includes job seeker's creativity (lateral or out-of-the-box thinking), responsiveness, flexibility, certain cognitive abilities, diverse experience, and open-mindedness (a willingness to suspend assumptions) to use job portals as an online job seeking avenue. It also includes job seeker's ability to manage risk, self-reliance, active problem solving, material resources and personal characteristics while interacting / transacting with the portal.</p>			

Variable	Test	Value	Relationship
Job Seeker's Electronic word of mouth-EWoM	Cramer	$V = .376$	Very Strong
<p>EWoM was operationalized as an interpersonal communication (positive or negative conversations with friends and advice from independent experts) about an organization as an employer, or about specific jobs, made available to a multitude of people and institutions via internet (email, social networking sites, search engines) and / or through specific modes of online communication (blogs, forums, chat-rooms, virtual communities, newsgroups, online reviews and</p>			

Variable	Test	Value	Relationship
Job Seeker's Perceived value	Cramer	$V = .478$	extremely Strong
<p>Perceived value was operationalized as job seeker's overall assessment of the utility and the quality of the services offered by job portals, and the trust and control over interaction / transactions related to job portals considering what is received (benefits) and what is given (price). It is observed as a job seeker's subjective perception or the trade-off between multiple benefits and sacrifices related to task completion (specific online use situation) in form of opinion, perception or mental estimation.discussion boards).</p>			

Variable	Test	Value	Relationship
Job Seeker's Price sensitivity	Cramer	$V = .314$	Strong
<p>Price was operationalized as the amount job seeker spends for the products or services offered by naukri.com to obtain desired benefits (outcomes).</p>			



Variable	Test	Value	Relationship
Job Seeker's Percieved risk	Cramer	$V = .462$	Extremely Strong
<p>Perceived risk was operationalized as job seeker's individual level of uncertainty or subjective belief about potentially negative consequences or an expectation of loss regarding the outcome and / or the process of outcome while interacting / transacting with job portals through unauthorized collection, improper dissemination and misuse of information.</p> <p>Job seekers representing Naukri.Com were found perceiving more performance risks and technology risks. Social risks and source risks were comparatively less perceived by job seekers of Naukri.Com.</p>			

Findings related to objective 2 - Influence of various demographic factors on job seekers interaction / transaction with Naukri.com.

Moderate relation was found between job seekers interacting / transacting with Naukri.com and job seeker's primary profession. Usage of Naukri.com among IT / ITES professionals (21%) and Auto / Manufacturing / Engineering professionals (15%) was found higher as compared to other professions such as Marketing / Retail professionals (11.6%), Services professionals (12%), Insurance / Banking / Finance professionals (10.7%), Consultancy professionals (12.4%) and Educational professionals (12.4%).

Weak relation was found between job seekers interacting / transacting with Naukri.com and job seeker's age. About 93% users of Naukri.com were between age 18 to 35. 34.7% job seekers of Naukri.com were found representing age group 18 years to 25 years. 36.0% job seekers were found representing age group 26 years to 30 years and 22.3% job seekers were found representing age group 31 years to 35 years.

No relation was found between job seekers interacting / transacting with Naukri.com and job seeker's gender. No significant gender difference was found among studied job seekers interacting / transacting with Naukri.com.

Weak relation was found between job seekers interacting / transacting with Naukri.com and job seeker's total work experience in full time employment. Naukri.com being established job portal in India was found getting explored the most by job seekers having work experience between 3 to 8 years (39.8%) as against other work experience categories viz. 0 to 1 year, 1 to 3 years, 8 to 15 years, 15 to 20 years and more than 20 years.

Weak relation was found between job seekers interacting / transacting with Naukri.com and job seeker's highest

formal education. 47.3% post graduate professional job seekers were found interacting / transacting with Naukri.com. 35.3% graduate professional job seekers were found interacting / transacting with Naukri.com. Traditional post graduate and graduate professionals, PhD Professionals, Diploma holders and Undergraduate job seekers were found interacting / transacting with Naukri.com comparatively less as against professional job seekers.

Weak relation was found between job seekers interacting / transacting with Naukri.com and job seeker's gross annual personal income. 49.3% job seekers of Naukri.com were found possessing gross annual personal income between Rs. 2 lacs and Rs. 5 lacs, followed by 21.3% job seekers were found possessing Rs. 5 lacs and Rs. 10 lacs.

Other findings stating how job seekers at Naukri.com think, perceive, act and react and how they (job seeker) identify effectiveness in Naukri.com

Job seekers were found knowing about Naukri.com through all identified avenues like online advertisement, television advertisement, newspaper advertisement, referral by friend / family member and consultants.

Very weak relation was found between job seekers interacting / transacting with Naukri.com and they (job seekers) getting job through the portal. Out of studied respondents, 48% job seekers found got job through Naukri.com in the past.

Very weak relation was found between job seekers interacting / transacting with Naukri.com and their weekly usage of the portal. Job seekers representing Naukri.com were found spending 5 to 30 minutes weekly with the portal.

Very weak relation was found between job seekers interacting / transacting with Naukri.com and their frequency of updating their job profile with the portal. Job

seekers registered with Naukri.com were found updating their job profile with the portal annually as against other available options viz. weekly, fortnightly, monthly, quarterly and biannually.

Very weak relation was found between job seekers interacting / transacting with Naukri.com and their (job seekers') expected benefits from the portal. Job seekers interacting / transacting with Naukri.com were found expecting "change in existing job" the most, followed by "First time job seeking" and "Career seeking" from the portal. Benefits viz. "Change in location", "Change in Industry" and "Social networking" were found less expected by the job seekers interacting / transacting with Naukri.com.

About 70% respondents found Naukri.com moderately useful online job seeking avenue. About 38% respondents were found seeking new jobs actively with Naukri.com. About 13.5% job seekers were found seeking job passively with Naukri.com.

Very weak relation was found between job seekers interacting / transacting with Naukri.com and they (job seekers) seeking change in industry / sector / function. About 1/6th job seekers (16.5%) were found interacting / transacting with Naukri.com to seek change in industry / sector.

Very weak relation was also found between job seekers interacting / transacting with Naukri.com and they (job seekers) seeking different profession/s. About 1/8th (12.5%) job seekers were found interacting / transacting with Naukri.com to seek different profession/s.

Very weak relation was found between job seekers interacting / transacting with Naukri.com and they (job seekers) looking to change job location. About 1/4th (24.2%) job seekers were found interacting / transacting with Naukri.com to relocate in India itself whereas 1/6th job seekers (16.1%) were found transacting with Naukri.com to relocate abroad.

Regarding types of job seekers, 40.7% job seekers with Naukri.com were found as "High Maintenance job seekers" (Looking for Senior, leadership position), 41.6% job seekers were found as "Habitual job seekers" (Work is important and not the employer brand or culture) whereas 17.6% job seekers were found as "Indifferent job seekers" (Looking for highest wages irrespective of employer brand.)

No relation was found between job seekers interacting / transacting with Naukri.com and job seekers subscribing for different types of services. With Naukri.com 90.4% job seekers were found subscribing for free services, 22.3% job

seekers were found subscribing for trial services, 11.6% job seekers were found subscribing for discounted services whereas mere 8.4% job seekers were found subscribing for chargeable services.

No relation was found between job seekers interacting / transacting with Naukri.com and job seekers finding fairness in pricing for different services offered by the portal. 38.8% job seekers found believing in the fairness of pricing for various services offered by Naukri.com.

Very weak relation was found between job seekers interacting / transacting with Naukri.com and job seekers posting comments about Naukri.com., through different modes of EWOM. 23.6% job seekers interacting / transacting with Naukri.com were found posting comments about Naukri.com. through website/s, followed by 20.8% through chat-rooms. 13.6% job seekers interacting / transacting with Naukri.com were found posting comments about Naukri.com. through forums, 10.8% through online reviews, 10.2% through discussion boards, 10.0% through blogs, 8.9% through virtual communities, and 5% through newsgroups.

No relation was found between job seekers interacting / transacting with Naukri.com and job seekers seeking feedback about Naukri.com through different modes of EWOM. 32.9% job seekers interacting / transacting with Naukri.com were found seeking feedback about Naukri.com through different modes of EWOM.

Very weak relation was found between job seekers interacting / transacting with Naukri.com and job seekers believing in people about seriousness of posting comments about job portals on electronic media. About 60% job seekers were found believing in people that they are serious while posting comments about Naukri.com on electronic media.

CONTRIBUTIONS

The study, by establishing relation among identified factors, attempted to study the utility and motivations perceived by job seekers to use job portals in a scientific manner. The study identifies individual differences among job seekers by demographics. The study provides finer insights into job seeker's perceptions.

The study can be useful to naukri.com to gain competitive advantage by deciding upon marketing strategy, carrying out marketing planning, deepening marketing reach, defining target market, making appropriate promotion appeals, setting up controls and by fine tuning their approach to resonate with a particular job seeker. It can help to understand how job seekers think, act and react, by



seeing where their pain is and how emerging technology and trends can address the issues. The study can also help naukri.com to improve upon its communication with job seekers and can guide the portal to implement required risk reduction strategies by identifying different types of perceived risks.

CONCLUSION

The study broadened the research on online consumer behavior, by extending the research to online employment search sources specifically commercial job web sites (job portals). The research investigated the influence (relation) of identified factors on job seekers, interacting / transacting with Naukri.com., as online job seeking avenue. The study revealed several important insights that have theoretical and practical implications for the researchers as well as for the practitioners.

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