

Issues and Uses of Online Job Portals : A Comparative Study from the Perspective of Recruitment Consultants in Gujarat

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Abstract

Purpose : The purpose of this paper was to compare the leading online job portals Naukri.com and Monster India on the basis of their operational difficulties and features from the perspective of recruitment consultants of Gujarat state.

Design/Methodology/Approach : The paper presented a descriptive cross sectional survey of the employees working in recruitment consultancies in Gujarat. With the help of an in-depth interview of experts, operational difficulties and features were identified and their performance was compared using independent sample *t* - test.

Major Findings : Reset problem, per click rate, and non-availability of niche profile were the problems faced by the consultants while using Naukri.com ; whereas, catching the exact keywords, non availability of resumes, nationality not specified, and incomplete personal details were the problems faced by the consultants while using Monster India. Compared to Naukri.com, Monster India was considered better in searching for HR related articles, while Naukri proved better for business development and expansion.

Originality/Value : The paper will be of value to those interested in recruitment activities, recruitment consultancy as a business, and online job portals as a business. It is suitable for academics and practitioners alike.

Keywords : online job portals, recruitment, consultants, Naukri.com, Monster India

JEL Classification : M15, M50, M51

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An online job portal is an application that allows job seekers and recruiters to connect with each other. This application facilitates the job seekers to create their accounts, create a profile and upload their resume, search for jobs, apply for jobs, and view different job openings. Simultaneously, it also provides the facility to the employers to create their accounts, select a package for payment, search appropriate candidates, create job postings, and keep a track record of the contacted candidates. The online job portal has three primary users; namely, job seekers, recruitment consultancies/consultants, and employers. Due to some advantages over traditional methods, like cost efficiency, wider pool of applicants, reduced paper work, less time consumption, and as these provide a better chance of success to the candidate(s), the concept of online job portal has gained wide popularity in the last two decades.

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According to an Ernst & Young Report (2012) , “online job portals are successful for sourcing resumes at the junior level, where quick turnaround time is of prime importance, but when it comes to the middle level recruitments, companies prefer to hire the candidates via consultants” (p 27). According to B. Dhruvakanth Shenoy, Vice President - Marketing- Asia, Monster.com, India, the growth in the e-recruitment industry has been fuelled with the adaption of technology by prospective employers and Internet penetration. Organizations who have adopted the online recruitment process in place of the traditional recruitment method are able to cut their costs up to 80% (Tyagi, 2012).

The concept of job portals originated in the year 1979, when the first computer bulletin board system went public, which enabled users to post, read, and respond to messages (Christensen, 1992). The first Indian job portal was Naukri.com, which was established in the year 1995 by Sanjeev Bikhchandani, this was the time when India had only 14,000 Internet users (Bikhchandani, n.d.). Today, it is the most dominant online job portal company in the country. Naukri.com is a recruitment platform that provides hiring-related services to corporates/recruiters and recruitment consultancies and to job seekers in India and overseas. It offers multiple services such as an access to a wide resume database, job postings, record of responses to such job postings, response management tools, and recruiter branding solutions on the site (Vadehra & Lal, 2012). As of March 31, 2014, Naukri.com had a database of about 37 million registered job seekers, and an average of about 11,000 resumes were added daily while about 130,000 resumes were modified daily during the fiscal year 2013-14 (Infoedge, n.d.). During the fiscal year 2013-14, 51,000 corporate customers (including hiring consultants/firms) paid Naukri.com for services like database access, advertising / listing on the site amongst others (Infoedge, n.d.).

With more than 200 million registrations on its worldwide network, and with operations in more than 40 countries, the leading job portal Monster.com India started its Indian operations in 2001 (Monster.com, n.d.). Headquartered in Hyderabad, the company has presence in 11 other cities of India, that is, Mumbai, Delhi, Bangalore, Chennai, Pune, Kolkata, Ahmedabad, Baroda, Chandigarh, Jaipur, and Cochin. Today, Naukri.com and Monster.com are India's leading job portals, and their strong market share is making this industry very less fragmented.

Review of Literature

Galanki (2002), in his research on online recruitment decisions involving 99 UK based IT companies listed at the London Stock Exchange, concluded that an Internet agency provides the company with fewer, but substantially better applicants than traditional recruitment agencies. Singh (2013) said that online employment was initiated in mid-1980s, while systematic online employment began a decade later in mid-1990s, when universities and companies started using different techniques. Today, digital employment has provided a revolutionized change in the growth of the companies. These days, online employment has been adopted by both big and small enterprises. A large number of websites are available on which job seekers can register themselves and employers can review their resumes to recruit them. The traditional employment process has become obsolete these days as it is a slow and more time-consuming process. Employment using traditional methods is being bypassed by the new and latest methods known as web-based employment.

According to Aurélie and Fallery (2000), every sector, every job, and every function was, is, or will be disrupted by the Internet. The HR sector which too is not isolated from this disruption is undergoing a transformation. Due to this revolution and wide usage of the Internet, in August 2007, Monster France had more than three million CVs on its databases, and LinkedIn's social network had over 36 million members around the world in February 2009. Singh (2013) stated in his research that today, there are a large number of job portals which function in India, and the number is rapidly increasing day by day. In this digital world, on the one side, the field of recruitment is expanding, but on the other side, when it comes to rural India, there are a lot more matters/things which are required to be developed to reach there where even today, there is lack of Internet connectivity as well as literacy, due to which these concepts of job portals are not very popular in rural India in

comparison to urban India. As India is a country of diversified territories, there still exist such places in the country where people face acute electricity problems. A study by Kapse, Patil, and Patil (2012) on e-recruitment indicated that the online job portals and e-recruitment can complement traditional recruitment processes, but it cannot fully replace the traditional method of recruitment. The study also stated that the e-recruitment and traditional recruitment methods both can go hand in hand as the complete recruitment process.

According to Snell (1998), the HR department's functions must confront four seemingly contradictory pressures, which are to be strategic, flexible, efficient, and customer oriented. Lengnick-Hall and Moritz (2003) and Ruel and Bondarouk (2004) suggested that the use of technology may enable them to achieve recruitment goals. Martin and Hetrick (2006), Lievens, Dam, and Anderson (2002), and Breugh and Starke (2000) stated in their study that the development of new 'social and sociable' media technology called 'Web 2.0' offers new perspectives to the companies and their recruiters. Despite the growing importance of e-recruitment, research in this area remains very limited and applicant-oriented.

We failed to identify any study which specifically discussed the problems and usage of the online job portals. There are not many research studies on online job portals, especially in the Indian context. Hence, this study tries to fulfill this research gap up to a certain extent.

Research Objectives

- (1) To compare the level of significance for the various operational difficulties (problems) faced by the recruitment consultants while using the online job portals - Naukri.com and Monster India.
- (2) To compare the level of satisfaction of recruitment consultancy for the various usage of online job portals - Naukri.com and Monster India.

Hypotheses

On the basis of the objectives, the alternate hypotheses are divided into two parts.

(1) Comparison of the Level of Significance for the Problems Faced on Naukri.com & Monster India :

- **H1** : There is a significant difference among the users of the job portals Naukri and Monster about the level of significance for the problem, 'Reset while running a search'.
- **H2**: There is a significant difference among the users of the job portals Naukri and Monster about the level of significance for the problem, 'Maximum number of saved search folders'.
- **H3**: There is a significant difference among the users of the job portals Naukri and Monster about the level of significance for the problem, 'Per click rate in context of comment, contact details, resumes'.
- **H4**: There is a significant difference among the users of the job portals Naukri and Monster about the level of significance for the problem, 'Not able to catch exact keywords for niche profiles'.
- **H5**: There is a significant difference among the users of the job portals Naukri and Monster about the level of significance for the problem, 'Availability of CV for required profile'.
- **H6**: There is a significant difference among the users of the job portals Naukri and Monster about the level of significance for the problem, 'Incomplete Personal details'.
- **H7**: There is a significant difference among the users of the job portals Naukri and Monster about the level of significance for the problem, 'Limited Access'.

→ **H8:** There is a significant difference among the users of the job portals Naukri and Monster about the level of significance for the problem, 'Nationality not specified'.

(2) Comparison of the Levels of Satisfaction for the Usage of the Various Features of Naukri.com and Monster India :

→ **H9:** There is a significant difference among the users of the job portals Naukri and Monster with respect to their levels of satisfaction with the usage of 'Recruitment'.

→ **H10:** There is a significant difference among the users of the job portals Naukri and Monster with respect to their levels of satisfaction with the usage of 'Business development'.

→ **H11:** There is a significant difference among the users of the job portals Naukri and Monster with respect to their levels of satisfaction with the usage of 'Investment Banking'.

→ **H12:** There is a significant difference among the users of the job portals Naukri and Monster with respect to their levels of satisfaction with the usage of 'Job posting'.

→ **H13:** There is a significant difference among the users of the job portals Naukri and Monster with respect to their levels of satisfaction with the usage of 'Mailers'.

→ **H14:** There is a significant difference among the users of the job portals Naukri and Monster with respect to their levels of satisfaction with the usage of 'Preparation of Job Description'.

→ **H15:** There is a significant difference among the users of the job portals Naukri and Monster with respect to their levels of satisfaction with the usage of 'Articles related to the HR Field'.

→ **H16 :** There is a significant difference among the users of the job portals Naukri and Monster with respect to their levels of satisfaction with the usage of 'For reference while doing head hunting'.

Research Methodology

Under descriptive cross sectional design, a total of 120[1] (95% significance level and 9% probable error) consultants/recruitment consultants (users of online job portals Naukri.com and Monster India) from Gujarat [2] participated in the survey. The samples had been drawn by the convenience sampling method and all those who agreed to provide the responses were contacted for the survey personally. A close ended respondent administered questionnaire was used. The scale was developed on the basis of in-depth interviews of the experts [3]. Eight operational difficulties (problems) and eight usage of the online job portals were identified for comparison purposes. Both were measured on 5- point scales, with *neutral* point in-between, describing *very significant* to *very insignificant*, and *highly satisfied* to *highly dissatisfied*, respectively. The respondents who used both the

Table 1. Reliability Analysis for Problems and Features of Online Job Portals

Variable	No. of Statements	Cronbach's alpha
Problems and Features of Online Job Portals	32	0.742

[1] $Z\sqrt{\frac{p \cdot q}{n}}$ = probable error

[2] Gujarat state has a population of around 60 million.

[3] Those employees of job consultants, who were using online job portals Naukri.com and Monster India (both) for at least the last 3 years were considered as experts. The survey was conducted in the last quarter of year 2013.

online job portals were considered for the survey. Each respondent was asked to give his/her opinion on all the 16 variables, that is, usage and problems faced by them for the online job portals Naukri.com and Monster India.

↳ **Reliability of the Scale :** Reliability is the degree to which the observed variables measure the true value and is error free (Hair, Anderson, Tatham, & Black, 1998). The reliability of a measure indicates the extent to which it is without bias (error free) and hence ensures consistency measurement across time and across the various items in the instrument. Reliability can be defined as the extent to which the measures are free from random error (Malhotra & Dash, 2007).

Cronbach's alpha (or coefficient alpha) is the most commonly used measure to judge the internal consistency of factors or constructs. The value of alpha can range from 0 to 1. The nearer the value of alpha to 1, the better is the reliability. Hair et al. (1998) suggested that the generally agreed upon lower limit for Cronbach's alpha is 0.70, although it may decrease to 0.60 in exploratory research. The alpha value of 0.60 or less generally indicates unsatisfactory internal consistency reliability (Malhotra & Dash, 2007). In this study, an alpha value of 0.60 was set as a cut - off point for the acceptance of the measure. As shown in the Table 1, the reliability statistics are measured for the problems and usage of online job portals - Naukri.com and Monster India. The value of Cronbach's alpha is 0.742, which is higher than the threshold value (Nunnally, 1978), indicating that the construct is reliable.

Analysis and Results

The section of hypotheses testing is divided in two parts, namely (a) problems associated with the usage of the online job portals, and (b) satisfaction with various features of the online job portals.

Problems Associated with the Usage of the Online Job Portals - Naukri.com and Monster India

Opinion on eight operational difficulties was collected on a 5- point scale, ranging from *very significant* to *very insignificant*. Problem wise, the comparative frequency distribution is provided in the Table 2. For the purpose of inferential statistics, abbreviations from 1 to 5 were adopted; where, 1 stands for '*very significant*' while 5 stands for '*very insignificant*'. An independent samples *t* - test was conducted to compare the level of significance of the users for the job portals Naukri.com and Monster India for each problem. The results of the hypotheses testing are as under :

↳ **H1 - Not Rejected :** There is a significant difference in the scores for users of job portals among Naukri and Monster [Naukri ($M = 1.67$, $SD = 0.601$) and Monster ($M = 4.25$, $SD = 1.244$), conditions ; $t(118) = 14.486$, $p = 0.000$] for the problem, 'faced reset problem while running a search'.

↳ **H2 - Not Rejected :** There is a significant difference in the scores for the users of the job portals Naukri and Monster [Naukri ($M = 2.38$, $SD = 0.613$) and Monster ($M = 2.93$, $SD = .841$) conditions ; $t(118) = -4.093$, $p = 0.000$] for the problem, 'maximum number of saved search folders'.

↳ **H3 - Not Rejected :** There is a significant difference in the scores for the users of the job portals Naukri and Monster [Naukri ($M = 1.45$, $SD = 0.769$) and Monster ($M = 3.92$, $SD = 1.094$) conditions ; $t(118) = -14.293$, $p = 0.000$] for the problem, 'per click rate in context of the comment, contact, details, resume'.

↳ **H4 - Rejected :** There is no significant difference in the scores for the users of the job portals Naukri and Monster [Naukri ($M = 2.27$, $SD = 0.778$) and Monster ($M = 2.12$, $SD = 0.904$) conditions ; $t(118) = 0.974$, $p = 0.332$] for the problem, 'not able to catch exact keywords for niche profiles'.

Table 2. Problem Wise Comparative Frequency Distribution

Problems	Very Significant		Significant		Neutral		Insignificant		Very Insignificant	
	N	M	N	M	N	M	N	M	N	M
All data is in percentage , n =120										
Reset problem while running a search	40	2	53	15	7	12	0	72	0	0
Maximum number of saved search folders	0	0	67	38	30	30	2	32	2	0
Per click rate in context of comment, contact details, resumes	72	0	12	17	17	13	0	32	0	38
Not able to catch exact key words for niche profiles	20	25	33	48	47	13	0	13	0	0
Availability of CV for required profile	2	30	18	40	23	16	20	10	37	4
Incomplete personal details	17	0	2	53	63	20	18	27	0	0
Limited access	22	0	33	13	43	30	2	20	0	37
Nationality not specified	33	0	12	35	43	53	12	12	0	0

N= Naukri.com & M= Monster India

↪ **H5 - Not Rejected :** There is a significant difference in the scores for the users of the job portals Naukri and Monster [Naukri ($M = 3.72$, $SD = 1.195$) and Monster ($M = 2.10$, $SD = 0.951$) conditions; $t(118) = 8.200$, $p = 0.000$] for the problem, 'availability of CV for the required profile'.

↪ **H6 - Rejected:** There is no significant difference in the scores for the users of the job portals Naukri and Monster [Naukri ($M = 2.83$, $SD = 0.924$) and Monster ($M = 2.63$, $SD = 0.758$) conditions; $t(118) = 1.296$, $p = 0.197$] for the problem, 'incomplete personal details'.

↪ **H7 - Not Rejected :** There is a significant difference in the scores for the users of the job portals Naukri and Monster [Naukri ($M = 2.25$, $SD = 0.816$) and Monster ($M = 4.08$, $SD = 1.062$) conditions; $t(118) = -10.603$, $p = 0.000$] for the problem, 'limited access'.

↪ **H8 - Not Rejected:** There is a significant difference in the scores for the users of the job portals Naukri and Monster [Naukri ($M = 2.33$, $SD = 1.068$) and Monster ($M = 2.77$, $SD = 0.647$) conditions; $t(118) = -2.687$, $p = 0.008$] for the problem, 'nationality not specified'.

Satisfaction with the Various Features of the Online Job Portals - Naukri.com and Monster India

Opinion on the eight features was collected using a 5- point scale, which ranges from *highly satisfied* to *highly dissatisfied*. Usage wise comparative frequency distribution is provided in the Table 3. For the purpose of inferential statistics, abbreviations from 1 to 5 were adopted ; where, 1 stands for '*highly satisfied*,' while 5 stands for '*highly dissatisfied*'. An independent-samples t - test was conducted to compare the level of satisfaction of the users for the job portals Naukri.com and Monster India for each feature (usage). The results of the hypotheses testing are as under :

↪ **H9 - Not Rejected :** There is a significant difference in the scores with respect to the satisfaction levels of the users of the job portals Naukri and Monster [Naukri ($M = 1.60$, $SD = 0.694$) and Monster ($M = 2.33$, $SD = 0.729$) conditions; $t(118) = -0.5645$, $p = 0.000$] with respect to the usage of the feature, 'recruitment'.

Table 3. Usage Wise Comparative Frequency Distribution

Usage Type	Highly Satisfied		Satisfied		Neutral		Dissatisfied		Highly Dissatisfied	
	N	M	N	M	N	M	N	M	N	M
Recruitment	52	15	36	37	12	48	0	0	0	0
Business development	63	12	22	23	15	53	0	12	0	0
Investment banking (BFSI)	13	12	45	22	42	56	0	10	0	0
Job Posting	33	5	57	82	10	3	0	10	0	0
Mailers	25	10	55	80	20	10	0	0	0	0
Preparation of Job description	53	7	19	55	28	38	0	0	0	0
Articles related to the HR field	5	77	0	5	28	18	37	0	30	0
For reference while doing head hunting	25	18	57	70	0	12	18	0	0	0

N= Naukri.com & M= Monster India

↪ **H10 - Not Rejected:** There is a significant difference in the scores with respect to the satisfaction levels of the users of the job portals Naukri and Monster [Naukri ($M=1.52$, $SD = 0.748$) and Monster ($M = 2.65$, $SD = 0.840$) conditions; $t(118) = -7.805$, $p = 0.000$] with respect to the usage of the feature, 'business development'.

↪ **H11 - Rejected :** There is no significant difference in the scores with respect to the satisfaction levels of the users of the job portals Naukri and Monster [Naukri ($M=2.28$, $SD = 0.691$) and Monster ($M = 2.65$, $SD = 0.820$) conditions; $t(118) = -2.649$, $p = 0.009$] with respect to the usage of the feature, 'investment banking'.

↪ **H12 - Not Rejected :** There is a significant difference in the scores with respect to the satisfaction levels of the users of the job portals Naukri and Monster [Naukri ($M=1.77$, $SD = 0.621$) and Monster ($M = 2.18$, $SD = 0.676$) conditions; $t(118) = -3.516$, $p = 0.001$] with respect to the usage of the feature, 'job posting'.

↪ **H13 - Rejected:** There is no significant difference in the scores with respect to the satisfaction levels of the users of the job portals Naukri and Monster [Naukri ($M = 1.95$, $SD = 0.675$) and Monster ($M = 2.00$, $SD = 0.451$) conditions; $t(118) = -4.77$, $p = 0.634$] with respect to the usage of the feature, 'mailers'.

↪ **H14 - Not Rejected:** There is a significant difference in the scores with respect to the satisfaction levels of the users of the job portals Naukri and Monster [Naukri ($M=1.75$, $SD = 0.876$) and Monster ($M=2.32$, $SD = 0.596$) conditions; $t(118) = -4.143$, $p = 0.000$, for the usage] with respect to the usage of the feature, 'preparation of job descriptions'.

↪ **H15 - Not Rejected:** There is a significant difference in the scores with respect to the satisfaction levels of the users of the job portals Naukri and Monster [Naukri ($M=3.87$, $SD = 1.016$) and Monster ($M=1.42$, $SD = 0.787$) conditions; $t(118) = 14.761$, $p = 0.000$] with respect to the usage of the feature, 'articles related to HR Field'.

↪ **H16 - Rejected:** There is no significant difference in the scores with respect to the satisfaction levels of the users of the job portals Naukri and Monster [Naukri ($M = 2.12$, $SD = 0.993$) and Monster ($M = 1.93$, $SD = 0.548$) conditions; $t(118) = 1.252$, $p = 0.213$] with respect to the usage of the feature, 'reference while doing head hunting'.

Discussion

The section on discussion of the results is divided in two parts - namely (a) problems associated with the use of online job portals and, (b) satisfaction with regard to the various features of the online job portals.

➤ **Problems Associated with the Use of the Online Job Portals** : The results have revealed that there was a significant difference between the users of the online job portals - Naukri.com and Monster India with reference to the reset problem while running a search. The study indicates that the reset problem is more significant in case of Naukri.com, because normally, the consultancy firms subscribe to the portal using one login id, and then they create their own subsidiary login ids. From this one master login id of Naukri.com, there can be three subsidiary login ids, which can be used by three recruitment consultants at a time. In such a situation, when one user is running a search and if another user, who is also using the shared subsidiary login id, clicks the reset option displayed on his/her screen; the efforts of the consultant who is running search will go in vain and that person will again have to enter all the keywords for that search. However, the reset problem is not an issue of much significance for Monster India, as Monster India too has one master login id from which one can create six subsidiary login ids at a time and can easily operate them without facing any reset problem while running a search.

The results also revealed that there was a significant difference between the users of the online job portals - Naukri.com and Monster India for the problem, 'maximum number of saved search folders'. The study indicates that the maximum number of saved search problem is significant both for Naukri.com and Monster India, as currently, the available number of saved search folders for Naukri and Monster is limited up to 500 search folders. Many a times, this capacity is found to be insufficient, that is, when the same profile is required by more than one company, the limited capacity to save searches will result in duplication of work, which at a later stage delays the whole recruitment process.

The study states that the 'per click rate in the context of comment, contact details, resume' is significant, as Naukri.com charged ₹ 1.50 for opening one resume, while Monster India charges only ₹ 0.75. The study also indicates that the problem of 'Availability of CV for the required profile' is more acute in case of Monster India as Naukri.com is a more popular job portal, and the number of CVs available on Naukri are more in comparison to those that are available on Monster. The word "Naukri" is synonymous with the word "job," and Naukri.com being the pioneer in the business of online job portals in India, it is widely accepted by the job seekers.

The study revealed that 'limited access' is a significant problem in case of Naukri.com as only three users are able to share and access the subsidiary ids created from one master id of Naukri.com for recruitment. While this is not the case with Monster India, as the number of subsidiary login ids that can be created is six ids per one master login id, which means six users at a time can share and access Monster India for recruitment from one master login id.

'Nationality not specified' is a significant problem for both Naukri and Monster as many a times, job seekers do not mention their nationality, which creates problems for consultants who are looking for candidates as per the demands of their client companies, who require candidates belonging to particular nationalities.

➤ **Satisfaction with the Various Features Offered by the Online Job Portals** : The level of satisfaction for usage of online job portals for 'Recruitment' is high in case of Naukri.com as it provides different options for making profile based searches such as advance search, IT search, power search, Boolean search, which are more convenient as compared to the features offered by Monster India.

Furthermore, when it comes to the usage of the online job portals for the purpose of 'business development,' again, Naukri.com is ahead of Monster because regular updates by the companies for various job openings are available on Naukri.com. Also, these updates are differentiated by using the word "new" on the right hand side of the company in the superscript format, which is highlighted in red color and the companies have mentioned the number of openings as well. However, in the case of Monster India, there are neither such regular updates nor any

differentiation between the old or the new openings and there is also no information about the number of openings that are available. Hence, Naukri.com provides a better platform and opportunities for the consultants for expanding their businesses by getting better profiles of potential candidates.

The study also reflects that the process of 'job posting' on Naukri is much easier, and the job portal is quite popular among the job seekers, which helps in getting quick responses. However, in case of Monster, the availability of resumes according to specified criteria is less in number; also, the candidates are less responsive towards the jobs posted there as compared to Naukri. The 'preparation of job description' in Naukri has a format where the consultant has to mention the detailed information, which reflects the clear roles and responsibilities required for that particular opening; while in Monster, they follow such a format where a very brief job description is required. In cases when the client company only shares the job position, the format of job description used by Naukri proves to be very helpful to the consultants who prepare detailed job description on behalf of the clients.

Monster provides 'Articles related to HR field' while Naukri does not provide any such facility. Monster also provides the information about current trends and market scenario of corporate HR, which is very beneficial in up-gradation of one's knowledge.

Conclusion

When most organizations have implemented technology-based recruitment and selection tools to improve efficiency, reduce costs, standardize systems, and expand the applicant pool (Chapman & Webster, 2003), both these leading Indian job portals are not free from operational difficulties. Singh (2013) suggested that the managements of the existing job portals should think in a more positive way as the coming days would be more crowded for their portals and they should adjust accordingly.

Reset option, per click rate, and availability of niche profiles are the major problems perceived by the consultants for Naukri.com ; while catching the keywords, non availability of resumes, nationality not specified, and incomplete personal details are the major problems perceived by the consultants for Monster India. For most of the mentioned features, Naukri is ahead of Monster, with the exception being the non -availability of informative articles on Naukri.com. Not restricting themselves to the existing features, the job portals should also embed the regional languages as optional languages for the viewers ; this would help those job seekers who are not comfortable with the English language (Singh, 2013).

Managerial Implications

After liberalization of the Indian economy, there has been a substantial rise in the quality as well as quantity of available employment opportunities. The domination of the service sector has made our economy more people conscious. In this changed regime, for the thirst of career opportunities, it is very common for Indians to relocate from one state to another, even globally. This paradigm shift makes the traditional sources of recruitment (e.g newspaper ads) economically unviable, as it is very difficult to manage with multiple newspapers with limited insertions and limited time for application, and it is also difficult to access all the relevant advertisements and apply for jobs in a limited time with substantial costs.

This changed scenario generated the need for wise use of information technology in the recruitment process, and because of it, the last one decade has witnessed a tremendous growth in the use of online job portals - Naukri.com and Monster India in our country. The output of this study will guide the users of online job portals in their buying decisions. It will also help both the players as well as other emerging online job portals in improving their customer services. The study has shed light on some critical areas which need to be concentrated upon by the IT professionals for the development of user-friendly online job portals. Indirectly, this would help millions of job seekers in getting their desired career opportunities.

Limitations of the Study and Scope for Further Research

As convenience sampling method was used, the selection of units from the population on the basis of availability and/or accessibility is the major disadvantage. The limitation of this technique is that, it is not possible to measure the representativeness of the information collected from the sample by comparing it with the population. The small number of respondents from one state limits the generalization of the findings across India. Perhaps, more participation would have enhanced the generalizability of the results. Moreover, this study was conducted under descriptive signal cross sectional design, but the use of multiple cross sectional design, where observations are conducted at various points of time, may reduce the situational errors. The aforementioned limitations of the study can be considered as opportunities for future research.

In fact, this study missed the vital portion of measuring the importance of various problems and features from the viewpoint of the job seekers because comparative weightage of looking at problems and issues from the job seekers' point of view plays an important role as well. This issue can be studied in future research, and this research can also be expanded at the all-India level.

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