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## Online E-Campus Recruitment Process of Berger Paints India Ltd.

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### ABSTRACT

Online E-Campus Recruitment is the most widely performed and most sought to be preferred mode of graduate selection from the campus in present scenarios. With ultra-modern automated systems and super process excellence techniques applied in the corporate with renewed focus on quality, even people recruiting has also been structured as a online flow system for steady results. Berger Paints India has been esteemed Campus recruiter of Srinivas Institute of Management Studies for MBA programme through years adopting an online electronic approach model in their recruitment process. Therefore through this research analysis, we have attempted to understand their recruitment process flow and know the fact to understand what the process means to our students, stakeholders, the online or e-recruitment domain, and whole industry.

**Keywords:** Online Campus Recruitment, E-Campus Recruitment, ABCD Framework, E-Recruitment Process Analysis, Online Personnel Selection, E-Hiring Analysis.

### 1. INTRODUCTION

The present day and age involves e-recruitment through intense application of technologies and social media in entire recruitment process plus HR back end or operations which also otherwise known as e-HRM. E-Recruiting industry today has reached up to a point where major players are experimenting various different ways of doing e-recruiting by conducting e-interviews as well as methodologies to bring in smoothness on to their digital hiring procedures. Organizations have realized that online recruitment will save them considerable cost and time resources. The competition in e-recruitment domain today is how one company's e-recruitment process is different from other companies and whose process yields better results. The rapid growth of E-HRM reflected upon college/university campuses all over leading to a paradigm change on how campus placements were conducted with a futuristic online approach [1]. The concept of green campus is spread even in campus placement process of students for which E-HRM or Online Recruitment or E-Selection is a major contributor [2]. Online or E-Training Frameworks are being implemented at college/university campuses in line with E-HRM to prepare the job aspiring students to give E-Interviews [3]. Therefore with a view to understand what industry online recruitment, E-HRM or e-recruitment means from e-campus recruitment viewpoint, an attempt is being made to document the case of well-known Berger Paints Ltd to know how this company conducts its campus online hiring. Forbes India has quoted how Berger Paints rose as India's second largest paints company mentioning its automation efforts [4]. The company has ensured steady efforts in gaining market share and has a well-established staff training and development policy ensuring good benefit, health and safety of staff [5-6]. Berger Paints Ltd. has also been a steady visitor to Srinivas Institute of Management Studies SIMS for recruitment adopting online process for selecting the candidates. Familiar with their practical process in the campus as faculty placement co-ordinator of SIMS, this case study therefore documents in detail the actual e-process of the organization, records response from student views, institutional challenges and perspectives plus a detailed scholarly level analysis of the procedure adopting the ABCD Framework for analysis and interpretation. ABCD Framework of Model Analysis was invented by (Aithal et al. 2015) which became a rapidly emerging methodology to analyse work flow modules, systems and processes, strategies and functionalities in the line of Balanced Score card, SWOT Analysis, Porter's

Five Forces Model, Competitive Profile Matrix (CPM) analysis, EFE & IFE Matrices, BCG analysing frameworks and PESTLE Analysis [7]. The Framework is also applied to analyse Academic Administrative System Implemented at Srinivas Institute of Management Studies SIMS [8].

## **2. OBJECTIVES**

Primarily, this case study is undertaken to document the response of career aspiring students towards online or e-campus interviews. The study also aims to obtain the perspectives of perfection and improvement by the company and how their online process is relevant in realizing their objectives of E-HRM. The research also focuses to educate the stakeholders on the advancements presently taking place in e-recruitment domain. The paper is also researched to determine the credibility of company's e-cruiting process thereby in turn understand its viability or fungibility from futuristic perspectives. Finally, the case also serves as a platform to advance recommendations to the company based on process analysis on any adding any new features or eliminate resource wastages taking place apparently.

## **3. RESEARCH DESIGN**

Data for this case study is collected through direct focus group interaction with (a) Company HR/Consultant : [www.freshersworld.com](http://www.freshersworld.com), (b) data collected from experimented process as a real implementation of the company's actual online campus recruitment program for student focus group by the faculty placement in-charge, and final student focus group direct interview who underwent the procedure of e-campus recruitment selection of Berger Paints Ltd. for study analysis. Gathered Data from focus group is analysed and interpreted through ABCD Analysis (Aithal et al. 2015) for making meaningful findings. The study structure for this case study is also undertaken through referring a well-known work of Shenoy & Aithal (2016) [9]. Analysis and Interpreted information is further displayed through tabular representation for making inferences and conclusions.

## **4. ABOUT ABCD FRAMEWORK**

ABCD Model is an analysis technique to understand various work flow models and study its value provision effectiveness for stakeholders. ABCD abbreviation denotes A for Advantages, B for Benefits, C for Constraints and D for Disadvantages. ABCD Framework was developed by Aithal et al. (2015) whose utilization results in a detailed analysis of prime advantages, benefits, constraints, and disadvantages in a structured format [10]. The analysis is further categorized under various issue/focus sectors and various operating characteristics affecting the domain or functionalities. The recognized concepts are then researched and studied under each item by locating their critical features. ABCD analysing framework being very simple gives efficient guidelines to locate and identify the applicability and effectiveness of any work flow models and new logics developed. In ABCD qualitative analysis, the concept, system, strategy, model, technology, and idea or plan is further scrutinized by identifying critical constituent factors. In the ABCD quantitative framework, the relevant weightage of scores is allocated to each constituent critical factors under each construct, through adopting statistical, mathematical or empirical analysis, whereby the total score weights are calculated under each construct and by evaluation of the scores, the concept or plan, system, idea or technology, strategy can be accepted or rejected. Therefore, ABCD analysis framework can be used as a prime examination technique in various areas or sectors and is a simple but structured analysing tool for business or operating models, systems, concepts, ideas, plan, technology, and strategic analysis. In proof of submission here on to a study entitled ABCD Framework Analysis for Business Models, Strategies, Operating Concepts & Business Systems [11], the author briefly presented a detailed methodology for quantitative methods and elucidated how the model can be used for four specific business areas namely Business model, Business strategy, Operational concept and Functional systems. Quantitative ABCD Analysis was also adopted by Shenoy & Aithal (2017) who invented IEDRA Model of Job Placement determination [12]. The author also proposed an Industry ABCD Analysis through his research work entitled "Industry Analysis – The First Step in Business Management Scholarly Research" from which primary elements have also been incorporated to

research this case for Berger Paints Ltd [13]. To Summarize, ABCD Analysis methodology is extensively applied to research various areas of higher education like academic models, functional areas, universities and their regulatory authorities [14-27].

## **5. SYSTEM OR PROCESS IDENTIFIED IN BERGER PAINTS' ONLINE RECRUITMENT PROCESS AT SIMS**

Participating students register their profile online with a link provided by company's recruitment process consulting partner [www.freshersworld.com](http://www.freshersworld.com) for screening and CV plagiarism checking shared by institution placement cell. The qualified students are advised to refer company profile, role and management information online through company websites, blogs and social media pages. Post this step; the qualified students attend a fully automatic proctored employment test in consulting partner fresher world platform. Selected Students in the test will undergo a Group Discussion and face to face or panel round in nearest company facility. Final Shortlisted candidates in this process will attend a video-conferencing round online with Berger Paints senior management team who make final decision on candidate selection. The automated effort discussed here is also reflected in review published by Shenoy and Aithal (2018) explaining how E-HRM is extended to graduate campuses via Online or E-Campus Placement [28].

## **6. ABCD LISTING FOR BERGER PAINT E-CAMPUS RECRUITMENT PROCESS**

The advantages, benefits, constraints, and disadvantages of Berger Paints' online e-recruiting model are listed below:

### **1. Advantages:**

#### **1.1 Advantages to Company**

- Online arrangement is trouble free as date/day arrangement of the interviews can be easily executed by Berger Paints' recruitment service provider [www.freshersworld.com](http://www.freshersworld.com).
- Resource mobilization savings can be reaped by the company through online set-up.
- Online interview process ensures serene and conducive process since less manpower oriented.
- The objectives of E-HRM can be realized by Berger Paints through Online Campus Recruitment.

#### **1.2 Advantages to Students**

- Students can give interviews at their own individual personal space based on their computer availability.
- Through this exercise, students will be introduced to the functional domain of online recruitment & selection knowledge wise.
- Students are relieved from noisy congestion on campuses otherwise seen during in any mega job-fairs or events otherwise.
- Students can also explore any freelance, part-time jobs, internships or projects at regular intervals since their profiles are recorded in the company database entitled to receive updates.

#### **1.3 Advantages to Institutions**

- Trouble-free date/day arrangement of the interviews is facilitated for institutions since minimized efforts in arranging staff labour and other hospitality facilities.
- Anytime/Anywhere process empowers the institution with the flexibility in adjusting placement commitments against their tight academic schedules.
- E-Campus Interview ensures serene and conducive interview process without much use of campus staff or infrastructure arrangement.
- Online placement arrangement facilitates effective student to company alignment for recruitment agreement & relationships.

### **2. Benefits:**

#### **2.1 Benefits to Company**

- Alignment of people requirements anytime anywhere to the campus interview process is ensured for the companies due to quick student profile sharing facilities at E-Portals.

- E-Interviews can be executed anytime/anywhere as well per business requirements.
- Online interview set ups facilitate easy monitor, governance and control for overall recruitment administration.
- Company can easily scrutinize the proceedings of interview even from their remote or offshore offices.
- Easy provision of manpower for business through part-time employment, projects and internships can also be made by the company in the online portal.

## 2.2 Benefits to Students

- Easy alignment of practiced skills to apply on-line is facilitated in electronic interviews.
- Less arduous schedule of online interview will ease stress on student mind and physique.
- Students can better know their employability factor in an online recruitment set up.
- Student profile is recorded for better career opportunities with the company for also part-time work, internships and projects.
- Online interview facilitates easy access and user friendly experience for students to give the interview.

## 2.3 Benefits to Institutions

1. Online recruitment process ensures easy alignment of student requirements anytime/anywhere in the interview process to the company requirements.
2. E-Campus Recruitment facilitates easy student mobilization for the placement office.
3. Institutions are ensured with minimal supervision as online recruitment ensures a system monitored proctored process.
4. Online campus recruitment processes ensures safety and security by creating recordings of the interview process online.

## 3. Constraints:

### 3.1 Constraints to Company

- Internal Resistance in fully automating recruiting process with scepticism of losing manual touch is a constraint in the implementation process of e-interviews.
- The recruiting campus may not have the relevant IT infrastructure matching that of the company to execute the process.
- High costs and expenditures may be involved in managing the recruitment software and its applications.
- Manual overseeing of the interview proceedings for flow determination is less possible due to online proctored process.
- Technical failure possibilities of on-line process would be tedious in deriving solution due to dependency on the third party service provider.

### 3.2 Constraints to Students

- Lack of manual invigilation may leave aspiring students confused while navigating online in the interview portal.
- Students bound to take the interview schedule easy and light as they believe they will have better access and control over the process anytime anywhere.
- IT or Technical inability of the student to access internet, applications and system may lead to their innocence and ignorance on interview proceedings.
- Students tend to procrastinate in absence of physical corporate environment as compared to the virtual online process.
- The system does not allow late comers or absent students for another shot post the designated time in the system.

### 3.3 Constraints to Institutions

- Motivation lack in students towards participating further at automated recruiting process along with fear of interviews could be strenuous for the institutions in implementation of E-Campus Recruitment Process.
- The Institutions are also constrained to change the operating system as per the company

requirement for the online interview process causing conflicts on licenses and accesses.

- High energy & power consumption is involved in managing on-line interview causing burden on college cost centres.
- Absence of personal interaction by company personnel in guiding the online interview process puts onus on institution placement staff to serve as a mediator to link to company for clarification of arising doubts during the process.
- The presence of company's third party service provider for the recruitment process pose challenge for the institution to raise any direct escalation to company HR.

**4. Disadvantages:**

**4.1 Disadvantages to Company**

- Installation and implementation of process would be tedious as institution or student may not necessarily possess the updated IT Platform for running the online procedure.
- Any system lag or technical snag can delay the entire e-recruitment process.
- The online selection procedure may not be adopted by stakeholders due to various reasons.
- The quality of manpower obtained post the process may not be satisfactory as compared with manual recruitment.

**4.2 Disadvantages to Students**

- Confusion at any stage of the process may lead to demotivation among students.
- Inherent Lethargy may lead the students to lose control on administering at company on-line portals.
- Students at times may admit helplessness to understand the technicalities of the model.
- IT issues at institution or company side is a hindrance to the morale of students.

**4.3 Disadvantages to Institutions**

- Implementation and installation of process may become rigid and tedious if the institution's IT infrastructure is incompatible with that of company's or their third party service provider.
- System lag or technical error at either party can delay the recruitment process to be completed on time.
- Any technical snag or application downtime in e-recruiting tools during the e-process causes restlessness leading to student disorder posing controlling challenges in law and order situation.
- The online interview set up at institution computer lab or student laptop increases the risk of data leak to third party.

**Table 1:** Issues and Factors identified for Stakeholders involved in Berger Paints On-line Recruitment Model adopting above ABCD framework listing:

<b>I. Determinant Issues identified for Company</b>				
<b>Key Attributes</b>	<b>Advantages</b>	<b>Benefits</b>	<b>Constraints</b>	<b>Disadvantages</b>
Online Process Schedule	Easy Implementation	Organized and Methodical	Casual Takes	Unavailability of spot technical support
Online Process Flexibility	Highly Adaptive	Ensures E-HRM	System Time Restrictions	Lack of HR Personal Intervention
Online Process Administration	Anytime/Anywhere	Self-Supervision	Apathy & Prejudices	Lack of Adoption
Online Process Usage,	Functionally Conducive	Easy Alignment to Business	Process Comprehension	Lack of Initiative

Relevance and Applicability			Challenges	
<b>II. Determinant Issues identified for Students</b>				
<b>Key Attributes</b>	<b>Advantages</b>	<b>Benefits</b>	<b>Constraints</b>	<b>Disadvantages</b>
Online Process Schedule	Comfortably Convenient	Less Laborious	Student Causal Take	Lack of Motivation
Online Process Flexibility	Personal Space	Career Suited	Lack of Interest	Lack of Acceptability
Online Process Administration	Conducive & Serene	Easy Alignment	Student Absence	Access Failure
Online Process Usage, Relevance and Applicability	User-Friendly	Candidate Focused	Navigation Confusion	Inability to comprehend the Model
<b>III. Determinant Issues identified for Institutions</b>				
<b>Key Attributes</b>	<b>Advantages</b>	<b>Benefits</b>	<b>Constraints</b>	<b>Disadvantages</b>
Online Process Schedule	Minimized Efforts	Secured & Safe	Third Party Bound	Student Behaviour
Online Process Flexibility	Effective student to company alignment	System Monitored	Student Understandability	Lack of user access
Online Process Administration	Easy Supervision	Smooth Student Mobilization	Electricity & Power Consumption	Technical or Network Issues
Online Process Usage, Relevance and Applicability	Serene Ambience	Reduced Congestion	Operating System Issues	Vulnerability of Information Leak

**7. CRITICAL CONSTITUENT ELEMENTS DERIVED FOR BERGER PAINTS ONLINE PROCESS AS PER ABCD MODEL**

**Table 2 :** Advantageous Factors of online recruitment process and their critical constituent elements :

Focus Sector	Key Attributes	Advantageous Factors Affecting Determinant Issues	Critical Constituent Elements
Company	Online Process Schedule	Easy Implementation	Free of Trouble set-up
			Hassle Free Usage
			Extension of E-HRM
	Online Process Flexibility	Highly Adaptive	Easy Correspondence
			Perfect System Networking
			Ideal Digital Platform

	Online Process Administration	Anytime/Anywhere	Conducive and Serene
			Simple Connectivity
			Flexible Operation
	Online Process Usage, Relevance and Applicability	Functionally Conducive	Domain Supportive
			Ideal Process Execution
			Tech Savvy
Student	Online Process Schedule	Comfortably Convenient	Personal Comfort
			Less Chaotic
			Learner Friendly Portal
	Online Process Flexibility	Personal Space	Usage Convenience
			Attendance Presence Flexibility
			Ease of Understanding
	Online Process Administration	Conducive & Serene	Anytime/Anywhere
			Self-Navigation Oriented
			Simple Comprehension
	Online Process Usage, Relevance and Applicability	User-Friendly	Easy Executing Convenience
			Less Laborious
			Mobile and Adaptable
Institution	Online Process Schedule	Minimized Efforts	Adaptable and Mobile
			Minimal Process Control
	Online Process Flexibility	Effective student to company alignment	Overall Stakeholder Satisfaction
			Ensure Student Delight
	Online Process Administration	Easy Supervision	Facilitates Resource Mobilization
			Hassle Free Set-up
	Online Process Usage, Relevance and Applicability	Serene Ambience	Ensures Campus Discipline
			Ensures Green Campus



**Table 3 :** Beneficial Factors of online recruitment process and their critical constituent elements :

Focus Area	Key Attributes	Beneficial Factors Affecting Determinant Issues	Critical Constituent Elements	
Company	Online Process Schedule	Organized and Methodical	Easy Communication	
			Multi-Campus Reach	
	Online Process Flexibility	Ensures E-HRM	Facilitates Data Analysis	
			High Candidate Mobilization	
	Online Process Administration	Eased Supervision	User Self-Supervision	
			Technical Control	
	Online Process Usage, Relevance and Applicability	Easy Alignment to Business	Better Risk Management	
			Better Network and Control	
	Student	Online Process Schedule	Less Laborious	Convenient Operations
				Computer Based
Online Process Flexibility		Career Suited	Gain Online Industry Knowledge	
			Receives E-HRM Practical Knowledge	
Online Process Administration		Easy Alignment	Better Self-Evaluation	
			Efficient Mapping of Skills	
Online Process Usage, Relevance and Applicability		Candidate Focused	Fast & Efficient Process	
			Feedback & Review	
Institution		Online Process Schedule	Secured & Safe	Password Protected
				Safe Sign in & Sign off
	Time Bound			
	Ordered Atmosphere			
	Online Process Flexibility	System Monitored	Controlled Surveillance	
			Alignment to Institution Academic Software	
	Online Process Administration	Smooth Student Mobilization	Better Candidate Registrations	

			Better Student Satisfaction
	Online Process Usage, Relevance and Applicability	Reduced Congestion	Supports Online Placement Initiative
			Integral part of E-Campus Recruitment Service
			Data Receipt & Analysis

**Table 4 :** Constraining Factors of online recruitment process and their critical constituent elements :

Focus Area	Key Attributes	Constraining Factors Affecting Determinant Issues	Critical Constituent Elements
Company	Online Process Schedule	Casual Takes	Team De-motivation
	Online Process Flexibility	System Time Restrictions	Stakeholders Time Alignment Challenges
	Online Process Administration	Apathy & Prejudices	Lethargy to implement
	Online Process Usage, Relevance and Applicability	Process Comprehension Challenges	Challenges in Teaching Operating Procedure
Student	Online Process Schedule	Student Causal Take	Inherent Laziness and Lethargy
	Online Process Flexibility	Lack of Interest	Negative Thinking
	Online Process Administration	Student Absence	Inevitable Leave
	Online Process Usage, Relevance and Applicability	Navigation Confusion	Web-Portal Complexities Technicality Comprehension Hurdles Online Process Fear
Institution	Online Process Schedule	Third Party Bound	Integrating Campus IT to Third Party
	Online Process Flexibility	Student Understandability	Ensuring Process Training
	Online Process Administration	Electricity & Power Consumption	Resource Usage
	Online Process Usage, Relevance and Applicability	Operating System Issues	Challenges in aligning to Campus IT

**Table 5 :** Disadvantageous Factors of online recruitment process and their critical constituent elements :

Focus Area	Key Attributes	Disadvantageous Factors Affecting Determinant Issues	Critical Constituent Elements
Company	Online Process Schedule	Unavailability of spot technical support	Technical Communication Barriers
	Online Process Flexibility	Lack of HR Personal Intervention	Absence of Human Element
	Online Process Administration	Lack of Adoption	Apathy at HR Department/Recruitment Partner
	Online Process Usage, Relevance and Applicability	Lack of Initiative	Personnel Inertia Control Concentration with Recruitment Partner
Student	Online Process Schedule	Lack of Motivation	Procrastination
	Online Process Flexibility	Lack of Acceptability	Technical Discomfort
	Online Process Administration	Access Failure	Forgetting Access Keys
	Online Process Usage, Relevance and Applicability	Inability to comprehend the Model	Mental Capacity Issues
Institution	Online Process Schedule	Student Behaviour	Cynicism towards online recruitment
			Student Absence
	Online Process Flexibility	Lack of user access	No Institutional Access
			Third Party Dependability on Company Recruitment Partner
	Online Process Administration	Technical or Network Issues	Resource Drain
Solution Communication Challenges			
Online Process Usage, Relevance and Applicability	Vulnerability of Information Leak	Data Security Information Risk	

**8. FINDINGS**

A total of over 90 critical constituent elements derived above from Berger Paints Online Recruitment Process as per ABCD framework brought out certain key quantifiable criterions for determination on the efficiency and success of the model. These 90 elements are derivative out of the various factors affecting determinant issues pertaining to the key attributes endorsed by the focus group. The extracted critical constituent elements above could be carefully considered by the company as well as

their recruiting partner [www.freshersworld.com](http://www.freshersworld.com) to take ideal decisions further on future implementation and performance flow of the actual process.

## 9. SCHOLARLY SUGGESTIONS AND OPTIMUM SOLUTIONS FOR FURTHER PROCESS EXCELLENCE

However, based upon above derivation and references, as a educative outcome to stakeholders from the process analysis, following suggestions has also been advanced to the company for further perfecting the online process:

- (a) The proposed suggestion would be even to have the group discussion GD online through group video conferencing to make it fully automated.
- (b) An appeal is also forwarded here to include a pre-placement lecture video by company HR or consulting partner to guide and motivate the placement seeking students at the initial stage.
- (c) It is also suggested to allow upload of a video resume for a better identity of student job applicants.
- (d) Recorded videos of earlier interview with job nature and type, currently working employee feedback on the offered role on organizational atmosphere to motivate the job applicants.

## 10. CONCLUSION

As concluding remarks, we have studied the determinant issues and various key factors affecting Berger Paints' online campus recruitment process at SIMS using ABCD analysis framework. The analysis identified certain key affecting attributes for various determinant issues under four constructs advantages, benefits, constraints, and disadvantages. The analysis brought about 90 critical constituent elements under the constructs which satisfied the objectives of Berger paints, students and institution. The study also revealed a positive equation of 59 constituent elements brought out under key attributes for advantages/benefits as compared against to 31 constituent elements under constraints and disadvantages which satisfies the trust and confidence of the process towards its successful existence.

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