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Theoretical Framework on Effectiveness of E-Recruitment on Human Resource Management

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Abstract
This paper aims to explore the emergence and the evolution of traditional recruitment methods into electronic recruitment or called in different literatures as an online recruitment. The electronic recruitment strategy derives from the human resources management in the organization which defines the main goals of the recruitment process. The advancement of information technologies has influenced the transformation of traditional recruitment into electronic recruitment; the challenges that followed this process were determinants of the development of this sector.

E-recruitment is a relatively new phenomenon in the modern recruitment process, which changes the nature of the traditional recruitment process (Dragusha et al., 2019). Therefore, we believed it would be helpful to elaborate on the traditional recruitment by transferring it to modern recruitment, because traditional recruitment methods such as job panels still remain successful and important for the recruitment process. Additionally, word of mouth and references were found to be successful and ongoing in traditional recruitment. The personal connection between the candidate and the recruiter is still essential to the success of an application.

The purpose of this paper is to examine whether the traditional recruitment process has been reduced due to the impact of electronic recruitment. Therefore, our research empirically examines the impact of electronic recruitment on the wider choice of qualitative applicants, the cost and time spent on the recruitment process.

Keywords: recruitment, electronic recruitment, human resource management, ICTs.

1. Introduction

The digital world has brought a new dimension to recruitment. Internet innovation in Web 2.0 has changed the current recruitment process (Dragusha et al., 2019). This phenomenon is known as "electronic recruitment." Electronic recruitment as the most used trend in the recruitment process and an excellent method to reach the potential job seeker quickly and significantly, advanced the recruitment process. E-recruitment has enjoyed rapid and explosive growth since the late 1990s when the economy created high demand for skilled workers (Thomas, Ray, 2000).

E-recruitment has improved the efficiency and effectiveness of recruitment but the limitation is that it does not allow face-to-face communication. E-recruitment is a good technique for effective use of the Internet, as it improves recruitment skills by enabling postings and job applications.

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Research into the evolution of electronic recruitment systems has clarified many dilemmas that have emerged during its implementation.

E-recruitment has essentially changed the recruitment process since the traditional recruitment had higher costs, prolonged the recruitment cycle and had low geographical coverage.

E-recruitment has experienced a high development for a short period of time. Finding a talented job-fit candidate has always been difficult. In this case, electronic recruitment is a solution for companies trying to find the ideal job candidates. Dhamija (2012) said that electronic recruitment revolutionized the recruitment process "whereas the Internet acts as a link between the job seeker and the employer."

We are particularly focused on the duties and responsibilities of the recruiter that emerge during the development of electronic recruitment.

Prospective candidates must be prepared "for the new era of social recruitment" (Faliagka et al., 2012); they must have a profile on LinkedIn which implies investing time in gaining a long list of contacts; they must also participate in discussions on community-based internet sites or blogs, which can give them greater visibility and thus increase job offers.

Electronic recruitment suggests new skills and qualifications for the traditional recruiter that defines the scope, tasks and responsibilities of this new job, with the sole purpose of transforming traditional recruiting from a simple online recruitment function.

E-recruiting is part of a job marketing process in which the job seeker is cast as a potential job consumer and that the recruiting manager's goal is to create within the employer's website a variety of job marketing materials and information designed to influence job consumer decisions and search behavior (Maurer, Liu, 2007).

2. Discussion

The traditional recruitment methods have been an official part of the recruitment for decades and continue to be, yet there is room for improvement. Russo et al. (1995) stated that after gathering all relevant information, the content of the information should be made available to the job seekers using the recruitment channels. Lievens and Harris (2003) stated that electronic recruitment significantly changed the way in which the entire recruitment process was developed and considered as the last hiring tool (Sharma, 2010). Noe et al. (2007) stated that the Internet recruitment has shown steady growth in recent years as all 500 global enterprises use some form of Internet recruitment. Kumar (2003) had recruitment declarations practiced as a reactive art. According to Barber (1998), many firms had new and innovative recruitment adapters to draw attention to.

Agarwala (2003) stated that recruitment is the process of discovering the potential candidate by encouraging qualified candidates to apply. According to Edwards and Rees (2011), recruitment involves identifying the recruitment needs with respect to the position to be filled by attracting qualified candidates. Conrad and Ashworth (1986) believe that enterprise sources use formal market intermediaries to determine future workers. Breaugh (2008) also discusses the recruitment process model. Breaugh et al. (2000) suggest that before the decision is made, the process of differentiation between applicants will be identified and those most likely to succeed in a job will be identified. Changing the hiring process to auto-manual methods saves time and increases productivity by leaving vacancies for shorter periods of time. R. Heinl (2001) believes that chain management is another logic in the human resources management. Annappindi (2001) also adds that people and products cannot be reconciled. Common adaptation principles can be applied. Smith (1999) found a job by electronic recruitment channel and hence concludes that the Internet helps prospective employees.

Ahmed (2009) identifies the significant impact of the electronic recruitment on the business processes. The following suggestions include cost, shorter cycle and achieving a wider range of applicants (Khan et al., 2011). Collins and Han (2004) found that organizational advertising was the only predictor that had direct effects on measures of applicant quantity and quality of the applicant. According to Mooney (2002), E-recruitment has become a more effective recruiting tool by creating a way to build relationships between job seekers and the organization. Frost (1997) suggests that the Internet has the potential to bring about rapid change in recruitment for the applicant and facilitates employment.

Barber (1998) defines E-recruitment as something that "includes those practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees."

Maurer et al. (1992) define E-recruitment as the way human resources manage the external developments and internal resources of qualified applicants.

E-recruitment includes those practices and activities carried out by the organization through the Internet with the primary purpose of identifying and attracting potential employees. (Online recruitment is another name for E-recruitment).

Deillon (2014) states that E-recruitment is a new technological means for selecting one of the companies' most crucial resources, i.e. the human resource.

According to KeyNote (2012) research, 43.9 percent of the respondents across UK had used the internet to search for a job, whereas in 2006, the Chartered Institute of Personnel and Development (CIPD) found that 64 percent of the UK organizations used E-recruitment (Parry, Tyson, 2008). Cappelli (2001) declares that 90 percent of US companies were already doing Internet recruitment at that time. However, most of the data is not updated but it is enough to find out that this approach is overwhelmingly being accepted and used by companies. Yet, the proportion obviously varies in different countries based on the social infrastructure; or in terms of the size and functions of some companies this approach may not be favorable.

3. Results

There is a great lack of research on the use of electronic recruitment in the field of human resource management, especially in the selection process. This makes it difficult to directly compare the results of this study with those conducted in other countries. However, the findings are presented below.

Based on the literature review on the electronic recruitment impact on recruitment process, we found that this is a strong factor on effective and efficient on recruitment process. But many norms of verification and accuracy of information must be respected in order for the impact to be as strong as possible. Therefore, we recommend the employers of the companies that the platforms of electronic recruitment for employment should be prepared by the professionals from the respective field, because the content of the information determines the final decision.

During pandemic years, it has been strong recommendation form authorities and governments on using internet platforms for different services. So we can say that e-recruitment will be more acceptable in the present and future of recruitment process.

Electronic recruitment is unavoidable in the current era of digitalization, but not all of the advantages can be realized since the reduction in time or cost of recruitment may be somewhat offset by the high number of applicants that need to be evaluated.

Over time, some disadvantages of this method have been mitigated, such as access to the Internet, access to user-friendly platforms, high fees for third-party application or data transparency.

The use of electronic recruitment in the recruitment process prior to employment has become commonplace because it is an important source of information for applicants and has big potential to grow even more. Our study focuses mainly on the need to explore the use of electronic recruitment and its impact on the recruitment process by carefully managing the high ethical and professional challenges that this process faces.

E-recruitment can be most used type of recruitment method whose main benefits are: low cost, time-efficiency, effectively and convenience recruitment process for recruiters and job seekers.

Internet innovation in Web 2.0 technologies done by Sir Tim Berners Lee has changed the current recruitment process. Future Internet innovation in Web 3.0 or as it called 'semantic web' will have a huge impact of change in the current E-recruitment process.

In this study we tried to explain the current situation of the recruitment process and the impact of electronic recruitment and traditional recruitment methods in advancing this important segment of human resources.

4. Conclusion

E-recruitment is one of the most important human resource management processes that is an effective solution for the right people at the right place and at the right time. E-recruitment is not only a function of human resource management but it is very important for identifying and attracting potential employees (Barber, 1998).

Companies that recruiters are directly involved in the recruitment process need to have skill in human resource management field especially on electronic recruitment so that the content of

information from internet are able to understand and interpret professionally, because this is crucial for the success of the company.

Electronic recruitment improves selection process. Electronic recruitment will not replace traditional recruitment methods but it will enhance traditional recruitment methods. Electronic recruitment and traditional recruitment methods are integral part of human resource management.

We recommend recruiters that the competitive advantages offered by information from electronic recruitment be used as much as possible not only for recruitment but also for advancing the recruitment strategy which is one of the most important challenges for companies that want to have a sufficient contingent of candidates and work envisaged in the recruitment strategy.

We recommend that should be more research on possibilities to use blockchain technology that is expected to have a major impact on the recruitment process in the future because it is expected to simplify the communication and data management.

The pandemic years show us that the future will never be the same like it was. People will hesitate to be in contact with each other especially this can affect interviews done in traditional way of recruitment by face to face. Therefore future will be rising era for electronic recruitment.

Ultimately the purpose of this study is to build a reasonable scientific basis that will enable effective predictions and recommendations for the recruitment process. We recommend organizations to consider use more electronic recruitment as a part of official recruitment process. Electronic recruitment speeds up the time that takes to recruit, enables human resource managers to filter out a large number of applicants and thus simplifies the selection process. Electronic recruitment decreases cost per hire which make a logical reason for companies to use electronic recruitment.

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УДК 33

Теоретические основы эффективности онлайн-рекрутмента в управлении человеческими ресурсами

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Аннотация. В статье изучается возникновение и преобразование традиционных методов найма в онлайн-рекрутмент. Стратегия онлайн-рекрутмента основана на управлении человеческими ресурсами в организации. Развитие информационных технологий повлияло на преобразование традиционного набора персонала в электронный формат; проблемы, которые последовали за этим процессом, были определяющими факторами развития этого сектора.

Электронный рекрутмент – это относительно новое явление в современном процессе найма, которое меняет природу традиционного процесса найма (Dragusha et al., 2019). Поэтому мы полагаем, что было бы полезно подробнее остановиться на традиционном наборе персонала, перенеся его на современный набор, потому что традиционные методы набора, такие как группы по трудоустройству, по-прежнему остаются успешными и важными в данном процессе. Кроме того, сарафанное радио и рекомендации были признаны успешными и продолжающимися при традиционном найме. Личная связь между кандидатом и рекрутером по-прежнему важна для успеха заявки.

Цель статьи – изучить, не сократился ли традиционный процесс рекрутмента из-за воздействия электронного найма. Таким образом, в нашем исследовании эмпирически изучается влияние электронного найма на широкий выбор качественных кандидатов, стоимость и время, затрачиваемое на процесс рекрутинга.

Ключевые слова: рекрутинг, онлайн-рекрутмент, управление человеческими ресурсами, информационно-коммуникационные технологии (ИКТ).

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