

The Digital Revolution In Recruitment: Unraveling The Impact And Challenges Of E-Recruitment

Mr. Malaykumar Dineshbhai Solanki^{1*}, Dr. Prakash Gujarati²

¹Department of CS & IT, Atmiya University, Rajkot, India. mdsit2007@gmail.com

²Department of CS & IT, Atmiya University, Rajkot, India. prakash.gujarati@atmiyauni.ac.in

Citation: Mr. Malaykumar Dineshbhai Solanki, Dr. Prakash Gujarati, (2024) The Digital Revolution In Recruitment: Unraveling The Impact And Challenges Of E-Recruitment, *Educational Administration: Theory and Practice*, 30(6)(s) 238-246

Doi: 10.53555/kuey.v30i6(S).5362

ARTICLE INFO

ABSTRACT

Nowadays, the Internet's influence has completely changed the way that hiring is done. Thus, the use of the Internet has significantly altered HR recruitment over the past ten years, as well as how organizations view recruiting strategies. Online hiring and candidate recruitment will continue to grow and explode in the upcoming years. Numerous businesses use e-recruitment to post job openings, accept resumes, and email applicants. The primary drivers of e-recruitment success are the value-added services offered by the job sites, which include cost-effectiveness, speed, customized solution provision, relationship building with HR managers, and ease of company branding. Another unique aspect is cost-effectiveness, which lowers the initial expenses associated with traditional marketing strategies while reaching a more targeted audience. The hiring process is streamlined by the ability to quickly sort through a large pool of applicants using advanced search and filtering tools, which increases the efficiency of e-recruitment. In addition to its associated benefits, e-recruitment has certain drawbacks. The main objective of this study is to examine the different variables that could affect e-recruitment.

Keywords— e-recruitment; e-recruitment trends; Internet; factors;

I. INTRODUCTION

E-recruitment, also known as online recruitment or internet recruiting, has transformed the typical hiring process by utilizing the internet's power. Both big and small businesses are implementing it as a result of its notable rise in popularity over the last ten years [1]. Nowadays, a lot of businesses use e-recruitment to advertise job positions, collect resumes online, and email candidates [2]. It is practice of using technology and the internet to attract and hire potential employees. It involves posting job vacancies on corporate websites or online recruitment platforms, allowing applicants to submit their resumes electronically. E-Recruitment has gained popularity in recent years and is widely used by both recruiters and job seekers. Recruitment aims to ensure that the organization has a pool of qualified candidates to choose from and that the selected individuals are the best fit for the job and the organization's goals [3]. Effective recruitment processes can help organizations find the right talent, enhance their workforce, and contribute to their overall success [4]. The recruitment process involves motivating individuals to join the movement and encouraging higher levels of participation after recruitment [5]. Since its initial introduction in the middle of the 1990s, it has significantly changed the field of human resource (HR) recruitment. E-recruitment allows organizations to connect with prospective applicants through online channels like emails and Short Message Service, providing more flexibility to the recruitment management [6]. Recruitment is the process of attracting, identifying, and selecting suitable candidates for job positions within a company. It involves finding and attracting potential candidates, evaluating their qualifications and skills, and ultimately hiring the best fit for the job [7]. E-recruitment is considered to be the fastest growing group of recruitment methods and is becoming increasingly widespread, even in countries with limited access to new technologies.

II. RECRUITMENT PROCESS

The actions and procedures an organization takes to find, evaluate, and employ qualified applicants for open positions are collectively referred to as the recruitment process. There are several steps involved, including

posting jobs, finding candidates, reviewing resumes, holding interviews, and extending employment offers. Finding and employing the best those who fit the job description and share the organization's values is the aim of the recruitment process [8]. The difficult task of recruiting entails locating and choosing qualified applicants for a position or job. .. Usually, it includes bringing in possible applicants, interviewing and evaluating them based on their qualifications, and making the ultimate decision. The goal of the recruitment process is to save time and money by finding and choosing the best applicants for a position or job [9]. The collection of steps and practices used by a company to find, entice, and hire new workers is known as the recruitment process. A few steps are usually involved in the recruitment process: job analysis and planning; candidate sourcing and attraction; candidate screening and selection; and onboarding and integration of newly hired personnel into the company. Traditionally, recruitment has involved methods such as advertising job vacancies in newspapers or on job boards, receiving applications and resumes, and conducting interviews and reference checks [10]. The ability of a company to identify and select applicants with the appropriate skills is greatly impacted by the recruitment process. The recruitment process can be made more efficient and less expensive while guaranteeing that the best candidates are chosen with careful planning, preparation, and application of the resources at hand [11].



Fig. 1. Recruitment Process

A. Identify Skills Gaps and Hiring Needs

First, speak with various departments in the organization to determine what skill gaps exist in the workforce. Be aware of upcoming employees exits because you will need to replace their roles. Build your understanding of the needs for recruitment on this information.

B. Formulate Job Descriptions for New Job Openings

Have conversations with recruiting managers to understand the skills and experience needed for each role.

Since such positions are the first people to hear about your business, provide thorough job descriptions for individuals. The summaries should include:

- Job title;
- Duties and explanation of the position;
- Company mission;
- Experience and qualifications required;
- Type of employment (full-time or part-time);
- The beginning date of the position;
- And compensation and other benefits

C. Advertise Job Openings to Attract Ideal Applicants

To attract top personnel, use skillfully prepared job descriptions and appealing corporate culture promotion.

To draw in a varied candidate pool, use a variety of advertising channels, including newspapers, employment websites, and job boards on social media. When posting job openings, think about outsourcing the recruitment process, and don't forget to encourage internal applications from current staff members.

D. Review Job Applications

Review each job application and evaluate it based on the specified criteria for the position. When evaluating whether an applicant is a good fit for the position, take into account their past experience and qualifications.

E. Make a Shortlist

Review each applicant to see if they are a good fit for your team or organization and qualified for the position they are applying for. Consider if they fit the job description or if their relevant experience and qualifications qualify them to be potential applicants.

F. Interview Potential Candidates

Contact the shortlisted candidates and arrange interviews, whether in-person or virtually. Maintain a standardized interview process, which enables you to gauge their personality and communication skills as

they relate to the job and company. Ask questions about qualifications, experience, skills, interests, and salary expectations. Have their resume and any relevant documents on hand.

G. Select the Most Suitable Candidates

Based on the interview and references from prior jobs, evaluate each candidate for a position. To make a final decision, do not rush the selection process and, if necessary, conduct a follow-up interview.

H. Make a Job Offer

After determining who is the best fit, work with the candidate to negotiate a job offer and explain the terms of employment. Start your new employee's onboarding process as soon as the candidate accepts.

III. TRADITIONAL METHODS VS E-RECRUITMENT

Headhunting, newspaper ads, and recruitment agencies are examples of traditional methods of hiring. Because these techniques have been around for a while, they are considered traditional. Conventional approaches include executive searching and reaching out to friends or coworkers for recommendations. These strategies were successful in drawing applications, but given the speed at which technology is developing and the shifting nature of the labor market, they are insufficient to draw in a large enough pool of competent applicants [12]. Online recruitment, or e-recruitment, is the process of using web-based technologies and the internet to find and hire possible employees for a company. E-recruitment involves using websites and online platforms to assess, interview, and select candidates for job positions [13]. E-recruitment has revolutionized the traditional recruitment process, leading to the emergence of the online recruiter role. This role requires new skills and qualifications to effectively navigate the virtual recruitment environment [14].

IV. THE SOURCES OF E-RECRUITMENT

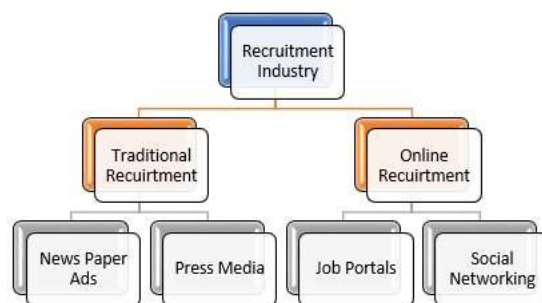


Fig. 2. Sources of e- Recruitment

A. Employer's Website

The website's section on job opportunities should be both easily navigable and educational. A thorough description of the position, including duties, requirements, and possible career paths within the organization, should be included in every job posting. To improve user experience, include features like a simple search bar, filters for quick navigation, and a streamlined application process. Provide a special area on the website for showcasing certifications, honors, and awards received at work. Use this space to not only enumerate the accomplishments but also to explain the background and significance of these awards. Add statements or quotes from important business leaders expressing their pride in these achievements. Provide a thorough page about employee benefits that goes beyond the essentials to include details on healthcare plans, retirement plans, chances for professional growth, and special benefits. To make it as easy as possible for potential recruits to navigate and find the information they need, the website should prioritize having a well-organized and user-friendly layout. Provide engaging and dynamic content to enable potential employees to connect with the organization's values and culture [15]. Employers and job seekers use the website as a virtual first point of contact to promote their talents and services and start a relationship. Employers can utilize the website to display their accomplishments, industry expertise, and unique selling propositions. This could contain case studies, success stories, and relevant data that demonstrate the organization's influence and market leadership. A well-designed and instructive website can attract top personnel by clearly communicating what makes the organization distinctive. This includes promoting the company's commitment to innovation, employee development, and a safe working environment. It evolves into a tool for attracting people, drawing those who share the company's values and objectives. Those looking for work: Visitors to the company's website, which serves as its first point of contact, can learn about the company's culture and prospects. It enables candidates to learn about job openings, corporate culture, and values without having to submit an application. Most prospective employees perform thorough research before applying for a job. The website is a comprehensive resource for learning about the organization's history, core principles, and working circumstances. This information can also be used by job seekers to determine if a company aligns with their values and professional aspirations. [16].

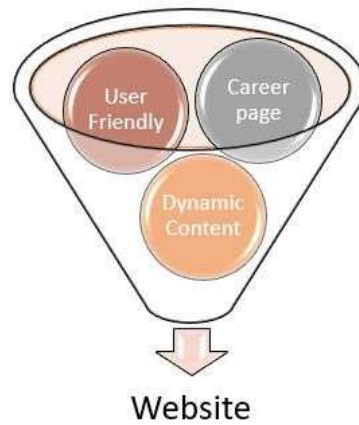


Fig. 3. Employer's Website

B. Job Portals

Job portals play an important role in today's job market, as they act as a digital bridge between employers and jobseekers. Indeed, portals such as Monster, Times Job, and others have become essential tools in the rapidly-evolving field of career development. They serve as a valuable resource for both employers looking to fill roles and job seekers looking for work. One of the primary advantages of a job portal is its ability to aggregate a wide variety of job opportunities from different companies and industries. Our large database enables job searchers to search for and apply for positions that match their skills, credentials, and career goals. This means that job seekers have access to a wide range of opportunities. Through these platforms, employers can reach a broader pool of candidates, boosting their chances of finding the ideal candidate for open positions. One of the primary reasons for the popularity of employment portals is their ease of use and accessibility. Job searchers can look for work from anywhere in the world, which speeds up the application process and eliminates regional limits. Because these platforms are virtual, they are always open, allowing job seekers and employers to communicate regardless of time zones or typical office hours. Employers benefit from these portals' accelerated application processes, which aid in better candidate management. Employers and potential applicants may communicate fast and easily because the platforms are digital. This improves everyone's experience by speeding up the hiring process and enabling for rapid responses and updates. Furthermore, most job boards provide comprehensive search and filtering features that allow users to tailor their searches based on parameters such as area, industry, level of skill, and type of work. This application improves the precision of job searches, saving time for both businesses and job seekers. [17]. Beyond simple job postings, job portals actively improve the overall job-search experience. The resume-creation recommendations are a noteworthy feature that offers helpful suggestions on building resumes that catch the attention of potential employers. These guidelines frequently provide advice on organizing, underlining, and structuring vital talents to assist job seekers in developing a solid professional profile. This improves the experience for everyone involved by accelerating the hiring process and allowing for timely answers and updates. Furthermore, employment portals usually offer advanced search and filtering tools that allow users to customize their searches based on criteria such as geography, industry, level of expertise, and type of work. This tool enhances the precision of job searches, saving both businesses and job seekers time. [17]. Beyond simple job postings, job portals actively improve the overall job-search experience. The resume-creation recommendations are a noteworthy feature that offers helpful suggestions on building resumes that catch the attention of potential employers. These guidelines frequently provide advice on organizing, underlining, and structuring vital talents to assist job seekers in developing an effective professional profile. Furthermore, salaries are often made public on job boards, offering a level of transparency that was previously difficult to achieve. This information can help job searchers make more educated decisions regarding job offers and bargain more effectively. Candidates must have a good awareness of the salary range connected with a certain position in a given industry or geographic location in order to evaluate the equality of compensation packages. [18].

D. Social Networking

Fig. 4. Job Portals



Fig. 5. Social Networking



Professional networking and job searching have shifted dramatically as a result of social media platforms such as Facebook, LinkedIn, and Twitter. These platforms provide users with dynamic, interactive environments in which they may actively communicate with peers in the industry and future employers, all while presenting their experiences and skills. Social media has a tremendous impact on job possibilities and benefits both businesses and job seekers. These platforms are powerful tools for establishing and expanding business networks. LinkedIn, for example, is designed exclusively for business networking, linking users with mentors, colleagues, business executives, and potential jobs. Despite their informal nature, Twitter and Facebook encourage socializing by providing a space for people with similar professional interests to communicate and share ideas. Social networking platforms are increasingly an important part of the employment and job-search procedures in today's workplace. They speed up contact between companies and candidates, increase networking, and serve as a platform for job advertisements, all of which improve the effectiveness and efficiency of employing new employees [19]. Social media has evolved into a useful tool for businesses, acting as a platform for job postings as well as a means of building and communicating corporate culture and values. This proactive use of social media platforms is critical for recruiting applicants that align with the organization's basic principles, in addition to attracting highly qualified individuals. This ability to highlight business culture—a unique characteristic of social media—is a critical component of this strategic application. Postings, videos, and other forms of multimedia content can be used by businesses to provide a personal look at their day-to-day operations, relationships at work, and employee experiences. This straightforwardness is critical since it permits imminent representatives to decide if the organization's way of life lines up with their own perspectives and work inclinations. For instance, a technology company might use social media to showcase its cutting-edge initiatives and collaborative work environments, giving potential employees a taste of the innovative and dynamic work environment in which they will be employed. On the other hand, a non-profit organization might use social media to highlight initiatives and activities that involve community involvement in order to demonstrate its commitment to achieving social change. Candidates with the required skill set are drawn to the organization by its real social media representation of its culture and the people who share its goals and fundamental principles. It provides context for a genuine narrative that extends beyond job descriptions and allows employees to see themselves as characters in the story of the firm. Overall, using social media to highlight business culture is a sound and effective strategy. It goes beyond the transactional aspect of job advertisements, allowing businesses to create an engaging story that attracts people who are truly aligned with the company's values and culture while also possessing the necessary skills. [20].

V. RELATED WORK

The paper is titled E-Recruitment: Trends, Opportunities and Challenges and it was published in the European Journal of Business and Management. The use of e-recruitment in the contemporary labor market and its effects on the hiring process are examined in this paper. The first section of the paper discusses how the internet has revolutionized traditional recruitment methods. The definition of e-recruitment is then covered, along with how both large and small businesses have embraced it. The article outlines the advantages of e-recruitment, including its speed, cost-effectiveness, and ability to provide customized solutions. It also discusses how e-recruitment has aided in the development of relationships with HR managers and the facilitation of company branding. The difficulties with e-recruitment are also covered in the paper, including the need for line management and HR to adopt new cultural and behavioral norms, the need for ongoing improvement in the way that e-recruitment-related technological issues are taken into account, and the necessity of good communication with job seekers. The study concludes that e-recruitment has proven to be a significant component of recruitment strategy and that it is strongly advised to continue improving the way in which technological concerns pertaining to e-recruitment are taken into account. In order to improve the staff recruitment process as technology advances, the paper highlights how important it is to embrace e-recruitment. In *Recruiting Trends 2018-2019*, Michigan State University and the Collegiate Employment Research Institute offer a complete analysis that provides insightful information about the current status of recruiting, the issues companies face, and the critical hiring outlook. The study's foundation is a nationwide poll of 3,370 employers from various industries and businesses. The importance of work experience, the use of technology in recruitment, and the difficulties companies have in attracting and retaining top talent are just a few of the various recruiting-related subjects covered in this study. It also contains data on the prospects for hiring in the coming year, such as the skills that are anticipated to be in high demand and the industries and businesses that are anticipated to expand at the fastest rates. According to one of the main findings of the report, businesses place a higher value on job experience and practical ability than do academic majors when hiring new employees. This is expected, to a limited extent, to the way that numerous new alumni erroneously accept that a degree and some work experience will get the job done to get a new line of work, however enterprises require considerably more. The review underlines the need of competitors having a reasonable reason and a momentary vocation plan, as well as the convenience of earlier work history in showing hard working attitude and worth to an organization. *Enrolling Patterns 2018-2019* can help organizations, selection representatives, and occupation searchers in fathoming the present status of enlisting as well as the most liked encounters and ranges of abilities.

The paper E- Recruitment written by Vinash S. Kapse, Vishal S. Patil, Nikhil V. Pat provides an overview of the advantages and disadvantages of e-recruitment. The advantages include wider access and geographical spread, larger audience, quicker and time-saving, relatively cheap, better match of workers to vacancies, efficiency gains, cost savings, and access to passive job seekers. The disadvantages include screening and checking the skill mapping and authenticity of millions of resumes, low internet penetration and lack of awareness of the internet in many locations across India, and the inability of organizations to be dependent solely on online recruitment methods. The Paper also references other sources of information on e-recruitment, including academic journals and reports. These sources provide additional insights into the benefits and challenges of e-recruitment, as well as best practices for implementing e-recruitment strategies. The paper also addresses how e-recruitment has evolved and how this has influenced the creation of new tools and technologies to aid in the hiring process. It also emphasizes how e-recruitment has affected HR hiring and how it is probably going to keep expanding in the years to come. All things considered, this paper offers a thorough analysis of e-recruitment and how it affects HR hiring. It is an invaluable tool for anyone looking to learn more about this subject and investigate the advantages and disadvantages of e-recruitment.

The research paper on e-recruitment and four ways of using its methods By Jacek Woźnia presented at the 8th International Scientific Conference on Business and Management in 2014. This paper centers on e-recruitment and its diverse approaches, along with the significance of a favorable company image for effective e-recruitment. The paper starts off by going over the difficulties in comprehending e-recruitment and the necessity of having a theory-based understanding of its intricacies. After that, a typology of e-recruitment techniques is presented, consisting of four tiers: basic, intermediate, advanced, and expert. The report continues by thoroughly outlining each level and offering instances of real-world applications. The use of e-recruitment techniques in Poland and the USA is then compared in the paper. It shows that the USA employs higher levels of e-recruitment techniques more frequently than Poland. The significance of a favorable company image for effective e-recruitment and how it influences prospective employees' perceptions are also covered in the paper. The paper culminates by suggesting an alternative methodology for conducting e-recruitment research and emphasizing the obstacles inherent in the existing comprehension of the employee-company dynamic. It highlights the necessity of conducting independent research on the veracity of the data the company transmits and offers recommendations for further studies in this field. Overall, this paper offers a thorough analysis of e-recruitment, its numerous approaches, and the significance of a favorable company image for effective e-recruitment. It also identifies areas for further research and emphasizes the necessity of a theory-based understanding of e-recruitment.

The paper *The Evolution of E-Recruitment: The Introduction of Online Recruiter* written by Benjamin G.

BOŞCAI explains how the rise of e-recruitment and the creation of the online recruiter position have changed the hiring process. It offers a thorough examination of how hiring practices have changed, how technology has affected hiring, and how the duties and credentials needed for an online recruiter have changed over time. The first section of the paper highlights the development of e-recruitment historically, tracing its beginnings to the mid-1990s, when the Internet first became popular as a tool for hiring. It goes over the many interchangeable terms used in e-recruitment, including electronic resumes, web-based recruiting, and online recruiting, as well as how these terms have changed over time. the value of social media recruiting and the growing trend of businesses using social media pages for recruiting. They cite research showing the widespread use of social media in recruiting and the preference of employers and recruiters for sites such as LinkedIn, Facebook and Twitter. This article focuses on the shift from traditional to e-recruitment and the related rise in the role of the online recruiter. It highlights the importance of building a good online recruitment brand, providing a virtual recruiting venue, and convincing employees to participate in the recruitment process, as online recruiters require additional tasks, skills, and certifications. This article highlights the differences between the duties and responsibilities of online recruiters and conventional recruiting analysts by comparing and contrasting their job descriptions. It features the significance of refreshing enrollment strategies and tackling web channels for candidate enlistment and determination. Additionally, the report offers suggestions for improving online recruitment strategies and procedures. It examines the benefits and hindrances of different strategies, for example, corporate business gateways, administrative center capabilities, and ability pool improvement. To draw in quality applicants, the creators underline the significance of directing people to organization sites, utilizing innovation to smooth out enlistment cycles, and reinforcing manager marking. Finally, the study emphasizes the importance of the online recruiter in adapting to the changing recruiting environment brought about by e-recruitment. It underlines the importance of continual study and improvement of online hiring techniques in order to effectively attract and select candidates while satisfying the demands of companies. Overall, the study presents a thorough examination of the growth of e-recruitment, the introduction of the online recruiter job, and the consequences for digital-age recruiting methods and practices.

VI. CHALLENGES IN E-RECRUITMENT

E-recruitment has seen limited utilization, with only a few major companies and multinational corporations experimenting with posting job positions on their corporate websites [21]. This also has the difficulty of attracting passive job seekers, who are not actively seeking new possibilities. Convincing organizations to use e-recruitment strategies may be difficult. E-recruitment might result in a huge number of applications due to the simplicity of applying online, making the screening and selection process more difficult [22]. The need to address demographic challenges related to aging, diversity, and gender in recruitment and selection. there may be lack of strategic recruitment methods and their impact on organizational outcomes, such as resource allocation, business growth, turnover, team performance, and diversity [23] Another challenge in e-recruitment is the difficulty jobseekers face in searching for job vacancies on corporate websites. With the large number of companies listed online, jobseekers may find it frustrating to navigate through numerous websites to find suitable job opportunities [24].

VII. CHALLENGES IN E-RECRUITMENT

Future research can focus on examining the impact of Internet recruiting in different business sectors, beyond just computer-related industries. This can assist companies in understanding the possible advantages and disadvantages of online hiring as well as its applicability across a range of industries. Further studies can be conducted to evaluate and compare alternative recruitment testing methods, in addition to interviews. can focus on exploring innovative strategies for attracting and retaining talented individuals. This can help organizations address the challenge of finding and keeping talented people, which is a common concern for leaders and talented individuals alike. Future studies could examine how online recruiting affects the hiring process, including the efficacy of various online recruiting techniques and the difficulties companies encounter in building trustworthy relationships with candidates. Further explore the cultural and legal differences that impact on-line recruiting practices in different countries and regions, and identify strategies for effectively navigating these differences. e-recruitment, allowing organizations to make informed decisions about its implementation. Additionally, future research could explore the impact of e-recruitment.

Overall, future research in recruitment should aim to explore new approaches, evaluate existing methods, and address the challenges of talent attraction and retention in today's competitive landscape.

VIII. CONCLUSION

In conclusion, E recruiting offers several benefits for companies, such as the capacity to market oneself and gather data on possible recruits. E-recruitment is now a crucial component of human resource administration. Both tangible and intangible benefits have an impact on potential employees when they choose a potential employer. It has many benefits, such as reduced hiring cycles, worldwide coverage, and financial savings. It

does, however, come with certain drawbacks, including heightened competition and the requirement for efficient screening procedures. Employing online recruitment can help businesses find and hire exceptional employees, improve operational skills, and create cutting-edge resources and capabilities. Explore how e-recruitment systems can incorporate cutting-edge technology like blockchain, AI, and machine learning. What changes are these technologies bringing to the processes of matching, verification, and even candidate evaluation. Explore the ways that e-recruitment helps businesses to connect with a more diversified and international talent pool in light of the worldwide trend toward remote labor. In what ways does it help with hiring across borders, and what opportunities or obstacles does this bring. However, before divulging personal information online, it's crucial to think about security and privacy concerns. In general, the study highlights the necessity for businesses to adopt online hiring practices and take into account the different aspects that impact its effectiveness.

REFERENCES

1. "E-Recruitment Avinash S. Kapse, Vishal S. Patil, Nikhil V. Patil," 2012.
2. U. Chuks Okolie and I. E. Irabor, "E-Recruitment: Practices, Opportunities and Challenges," Online, 2017. [Online]. Available: www.iiste.org
3. P. Dhamija, "E-RECRUITMENT: A ROADMAP TOWARDS EHUMAN RESOURCE MANAGEMENT INTRODUCTION," *Science & Commerce International Refereed Research Journal* ■ www.researchersworld.com ■, vol. 3, no. 2, 2012, [Online]. Available: www.researchersworld.com
5. "INTERDISCIPLINARY JOURNAL OF CONTEMPORARY RESEARCH IN BUSINESS," 2012. [Online]. Available: <http://ssrn.com/abstract=2325900> www.webs.com [5] S. E. Barkan and S. F. Cohn, "Recruitment," 2013, doi: 10.1002/9781405198431.wbespm444.
6. Y. A. Alsultanny, Y. A. Alsultanny, and M. F. Alotaibi, "Evaluating the Factors Affecting on Intension to Use of E-Recruitment," 2015.
7. [Online]. Available: <http://www.aiscience.org/journal/ajisce> <http://creativecommons.org/licenses/by-nc/4.0/>
9. P. Cappelli, "Making the Most of On-Line Recruiting," 2018. [Online]. Available: <https://www.researchgate.net/publication/12085275>
10. N. Nawaz, "How Far Have We Come With The Study Of Artificial Intelligence For Recruitment Process," *INTERNATIONAL JOURNAL OF SCIENTIFIC & TECHNOLOGY RESEARCH*, vol. 8, p. 7, 2019, [Online]. Available: www.ijstr.org
11. A. Visa, J. Einolander, and H. Vanharanta, "New Tools to Help in the Recruitment Process," *Procedia Manuf*, vol. 3, pp. 653–659, 2015, doi: 10.1016/j.promfg.2015.07.297.
12. A. Broughton, B. Foley, S. Ledermaier, and A. Cox, *SETA survey of representatives in Tribunal cases 2008 2013*. [Online]. Available: www.acas.org.uk/researchpapers
13. S. Kot and Ł. Pigoń, "Recruitment process optimization: chosen findings from practice in Poland," *Journal of International Studies*, vol. 9, no. 3, pp. 217–228, 2016, doi: 10.14254/2071.
14. M. S. Malik and M. A. ul Mujtaba, "Impact of E-Recruitment on Effectiveness of HR Department in Private Sector of Pakistan," *International Journal of Human Resource Studies*, vol. 8, no. 2, p. 80, Mar. 2018, doi: 10.5296/ijhrs.v8i2.12869.
15. K. Ghazzawi and A. Accoume, "Critical Success Factors of the ERecruitment System," 2014.
16. B. G. Boşcai, "The evolution of e-recruitment: the introduction of online recruiter," in *Management and Organization: Concepts, Tools and Applications*, Pearson, 2017, pp. 161–170. doi: 10.18515/dbem.m2017.n02.ch13.
17. P. Cappelli, "Making the Most of On-Line Recruiting," 2018. [Online]. Available: <https://www.researchgate.net/publication/12085275> [16] H. Abed and & Muath Asmar, "E-Recruitment in Palestine: A study into applicant perceptions of an online application system التوظيف الإلكتروني عبر التقدي م لنظام المتقدمي ن تصورات في دراس ة: فلسطين في اللكترون ي".
18. Kusmiyati, S. Keman, M. Amin, Suwarno, and H. S. W. Nugroho, "The role of Moringa oleifera leaves against oxidative stress and chronic inflammation: A review," *Indian Journal of Public Health Research and Development*, vol. 9, no. 6. Institute of Medico-Legal Publications, pp. 257–262, Jun. 01, 2018. doi: 10.5958/0976-5506.2018.00560.0.
19. M. Rahman and A. Patra, "Shared Values of E-Recruitment Portal: Determinant Factors of Job-Seekers' Intention to use Job Portals".
20. H. Khlebarodava and R. Remeikiene, "OPPORTUNITIES OF ERECRUITMENT THROUGH SOCIAL MEDIA PLATFORMS AND ITS DEVELOPMENT IN LITHUANIA," *Social sciences Vadyba Journal of Management*, vol. 34, no. 1, pp. 25–35, 2019.
21. N. Sharma, "Recruitment Strategies: A power of E-Recruiting and Social Media," 2014.
22. C. (Claire) Tyers, S. Perryman, L. Barber, and Institute for Employment Studies., *Measuring up : benchmarking graduate retention*. Institute for Employment Studies, 2003.

30. S. Ahmed, H. Tahir, and S. W. Warsi, "E -Recruitment Transforming the Dimensions of Online Job Seeking: A case of Pakistan," *International Journal of Human Resource Studies*, vol. 5, no. 1, p. 96, Feb. 2015, doi: 10.5296/ijhrs.v5i1.6161.
31. K. Potočnik, N. R. Anderson, M. Born, M. Kleinmann, and I. Nikolaou, "Paving the way for research in recruitment and selection: recent developments, challenges and future opportunities," *European Journal of Work and Organizational Psychology*, vol. 30, no. 2, pp. 159–174, 2021, doi: 10.1080/1359432X.2021.1904898.
32. D. Y. K. Tong, X. F. Tong, and S. Luo, "Corporate Website Job Recruitment Platform: A Moderated Mediation Model of Organisational Image," *Asian Academy of Management Journal*, vol. 27, no. 1, pp. 105–127, Jun. 2022, doi: 10.21315/aamj2022.27.1.5.
33. <https://www.staffingsoft.com/ssblog/the-recruitment-process-flowchart/>