IMPACT OF E-RECRUITMENT ON THE EFFECTIVENESS OF HR DEPARTMENTS IN PRIVATE SECTOR

Murugan P[1], Dr. Nagalakshmi M[2]

[1]BBA Student, School of Arts, Humanities and Management, Jeppiaar University, Chennai, India.

[2]Associate Professor, School of Arts, Humanities and Management, Jeppiaar University, Chennai, India.

[1]murugan9952141381@gmail.com, [2]nagaishu124@gmail.com,

DOI: https://www.doi.org/10.58257/IJPREMS40563

ABSTRACT

A modern company would be irresponsible without a human resources (HR) division. Many studies show that the HR department is crucial for a company's performance. Emphasising "integrating people into the organisation," the HR department's primary role is recruitment. Emphasising their support of HR managers' responsibilities in modern environments, this study paper intends to examine how E-recruiting and current technological developments affect the recruiting process. Given that the private sector is a major economic contributor and one of the fast growing industries in the country, it is generally assumed that private companies in India have robust human resources departments that efficiently use technology to maximise the recruiting process. Looking at the private sector in India is the only sensible way to judge how well this technology works. It is a study of causality. Causal research aims to determine the kind and degree of cause-and-effect links. Human resources professionals in cities including Bhubaneshwar, Cuttack, and Raurkela ran surveys to get the data. Coordinators, deputy managers, assistant managers, executives, and human resources directors. Using statistical tests like descriptive analysis, sample adequacy, normality, reliability correlations, and regression analyses to show the findings, the goal is to determine how E-recruitment affects the efficiency of HR departments. The findings show that E-recruitment significantly affects the performance of the HR Department in India's private sector.

Keywords: India, private sector, human resource management, E-recruiting

1. INTRODUCTION

Major companies in industrialised nations started to transfer authority from the chief executive to department heads in charge of operations including production, marketing, procurement, and, most crucially, human resources (HR). This was a response to the nation's shifting economic situation. According to Armstrong (2006), the goal of creating distinct HR departments was to hire skilled people for these open roles. The extraordinary volatility in the corporate sector causes every day to bring fresh changes in the character of work. The main responsibility of human resources is to hire new staff members (Chapman & Webster, 2003). Finding and using qualified people is first importance. The method is a set of firm actions meant to find and draw a pool of competent people using several different recruiting techniques (Fisher et al., 2014). In the modern market, "skill development" is the main driving force. More and more companies are understanding the need of using the best people for the right jobs at the right times. Historically, though, as Sills (2014) points out, conditions were quite different. In the 1990s, corporate recruiting techniques started to change towards more civility. Many companies have started using recruiting services to control their staffing needs. For these companies, these agencies employed both technical and non-technical staff. Holm (2010) claims that as companies started to generate new roles daily, labour market demand drove recruitment. For these companies, the daily pay was the favoured way of working. Still, businesses started to seek more technically skilled people throughout the industrial revolution of the 1990s in order to improve manufacturing efficiency and product quality.

Traditional ways of recruiting include using media advertising, tapping personal and professional networks, and conducting executive searches. Holm (2012) provides this information. The workforce's addition, upkeep, or adjustment is a continuous activity happening routinely whenever regulations, technology, location, mergers, acquisitions, or employee departures affect the company. As businesses need more knowledge and worldwide rivalry grows, the hiring of qualified labour becomes more and more important. Still, finding the right people at the right time has grown more and more difficult. Traditional hiring techniques are out of date and insufficient to find a sufficient pool of suitable applicants. In their search for these people, several companies have embraced complex recruiting policies or a mix of several different recruitment approaches (El-Gohary, 2012). The fast development of technology has caused major changes in many aspects of a company (Awang et al., 2013). Many companies are using current recruiting and selection methods to find the most qualified applicants (Ensher et al., 2003). According to Bartram (2006), modern recruiting methods depend on the word "internet." In the early 2000s, the employment market was exposed to the idea of "job

boards." Monster.com started in the same year as the first recruiting site (Ensher et al., 2003). The newest approach in hiring is e-recruitment. The main tool for finding new people is the internet. For companies as well as job seekers, it denotes a significant technological development. According to a 2009 book by Parry and Wilson. Commencing in the mid-1980s, HR journals-initiated discussions around the concept of electronic recruiting. Enhancements in HR efficacy stem from forthcoming technical advancements. The term "e-HRM" was first introduced in the business in 2000. Like other developing countries, India struggles with a similar problem. In light of technological advancements, major corporations in this sector have prioritized E-recruitment (Ahmed, et al 2023). Several "job boards" are functioning in India, including job.com, Mustakbil.com, Rozee.pk, and LinkedIn, among others. Posts on these employment forums disseminate information to job seekers. Therefore, it is essential to examine if HR departments in these firms have enhanced their efficiency due to e-recruitment programs in a less developed country like India, and to assess the impact of these programs on HR supply chain equilibrium. This work is a unique undertaking due to the limited number of scholars who have explored this topic to date. Human resources divisions in private companies may leverage the study's findings to enhance the development and implementation of e-recruitment platforms. This research will assess the efficacy of these systems and their potential for future advancement.

2. REVIEW OF LITERATURE

The term "human resource management" covers all three ideas: management, resources, and people. Management is the practice of maximising the efficient and effective use of limited resources; a resource is defined by a finite supply (Malik, 2013). Dealing with problems connected to employees is the basic skill of human resource management. The three main responsibilities of human resource management (HRM) are recruitment, selection, and training. following job requirements (Chapman & Webster, 2003). Moreover, it evaluates the candidate's ability in relation to the needs of the post. Evaluating staff performance and setting appropriate pay rates falls to the Human Resources department. In 2008, Parry and Tyson released a study. Human resource management's main duties include job definition and design, staffing, and compensation and perks. 2011, Demirkaya, H et al. A basic component of human resource management, recruitment is responsible for creating organisational human capital. Company success depends on the effectiveness of its staff members (Fisher et al., 2014). From a pool of qualified people, recruitment is the process of finding, drawing, and selecting the most suitable candidates. Lockyer and Scholars, 2004. Job needs analysis, position advertising, resume gathering, candidate interviews, final hiring decisions, and new employee orientation make up the recruiting process (Furtmueller, 2012).

Recruiting is the process of finding, interviewing, and finally hiring qualified people (Oliver, 2015). Sources of recruitment fall into two categories: Internal Source" recruitment includes methods including internal promotions or transfers, employee recommendations, and dependents of former employees. Recruitment from "external sources" encompasses various channels, including advertisements, educational institutions, placement agencies, job boards, labor contractors, and employment exchanges, as noted by M. Badger et al. (2014). Similar to all facets of business operations, the recruitment process is crucial for the success of any industry (Chauhan et al., 2013). Originally used in a 1990s paper, the term "e-recruitment" Bodea et al. (2014) assert that E- recruitment gained prominence in the 20th century, as indicated in a 2003 study. Electronic recruitment consists of two parts. E stands for "Electronic"; recruitment refers to the procedures followed to ensure qualified people are assessed for open positions. The most recent approach to recruiting that makes great use of the internet is E-Recruitment. Many companies look for, recruit, evaluate, interview, and finally hire new staff members using their own websites or job boards. Oliver filed a legal paper in 2015. Many companies are finding that e-recruitment helps them save money as well as time. Employers might use the program to effectively choose applicants and keep application data (Chapman & Webster, 2003). E-recruitment's rise has changed the operational dynamics between companies and people, hence improving their income and production (Sharma, 2010). Digital resources are easily available radio stations, social media platforms, employment sites, and newspapers. Companies have interviewed using Skype, Viber, and other web-based tools. Marler and Fisher published in 2013. E-recruitment lets companies find and hire outstanding people. Electronic recruiting has increased the pool of candidates (Parzinger, M. et al., 2013). The two main benefits of internet recruitment are cost savings and the draw of a significant number of people. Many academics contend that, for candidates, e-recruitment has more benefits than conventional recruiting methods (Sills, 2014) Internet recruiting techniques have helped to allay worries about people's credentials, skills, and professional history (Parry & Tyson, 2008). E-recruitment plans have greatly lessened the burden on hiring companies and HR managers (Galanki, 2002). E-recruitment lowered stress levels and cast. Gouda et al. (2024) found that e-recruitment leads to higher job satisfaction. The hiring process can be greatly accelerated using e-recruitment. Written by Gopalia, (2011) E-recruitment has simplified the process of narrowing the pool of possible technical applicants (Wang et al., 2013). Companies must have database administration in order control staff profiles and the

related data and information. These databases will hold candidates' contact details, credentials, and references. Comprising their schooling, driving history, criminal background, and prior work experience, the database will confirm the candidates' eligibility. El- Gohary (2012) claims that this will improve the consistency and efficiency of the employment process. For job seekers, online recruitment is more efficient than conventional approaches to candidate sourcing. Therefore, the electronic system's quick update is absolutely necessary. Ramaabanu and Srinivasa According to Shah et al. (2013), E-recruitment is a relatively new idea in India. Modern technology points to progress. Teo, 2012, "Innovative Technologies for Enhancing Productivity" Technology assessment techniques are enhancing the efficiency and longevity of the product (Agenyi, 2013).

An organization's performance depends on the E-Recruitment process and HR system's careful design and implementation (Pin and Co., 2001). Research by Subhani, M. Et al. (2012) reveals that candidates have been found to include phoney credentials and experience in their applications. Therefore, in developing nations the preferred recruiting method is personal assessments of prospects. Kerrin and Katley (2003) underlined that outdated job postings create a significant problem for companies as well as applicants using the E-Recruitment system. Outdated postings and poorly designed websites that restricted user access to employment portals caused problems for job seekers (Khan, et al., 2013). If used and carried out wisely, online recruiting could benefit businesses (Charfeddine, & Nasri, W. 2012). According to Ahmad et al. (2023), correctly integrating and using E-systems is absolutely vital to improve organisational efficiency and staff performance. The private sector's contribution to India's progress is considerable. Many business sectors have moved their hiring procedures to online platforms since a company's staff (human capital) is its foundation. In a study by (Khan et al. 2013), Indians can concurrently apply for several job openings because to the broad availability of internet connection. Following a successful trial in India, Kazi, A.K., & Mannan, M.A. (2013) Indian companies show a similar eagerness for E-recruitment as their Western equivalents. About eighty to ninety percent of big companies have their own website and use it for hiring as it is affordable and quick to respond. Imam & Batool, 2013 According to Amin Mohamed et al. (2002), most of the private sector entities in India—including banks, telecom companies, multinational corporations, NGOs, and universities—have started using online job boards or their own websites for electronic recruitment.

3. RESEARCH METHODOLOGY

Meticulously reviewing the relevant literature, a researcher could build a theoretical framework for a study. Many authorities on research say that theoretical frameworks constitute its basis. Revealed using techniques like interviews, observations, and literature studies, it is a carefully organised and thorough network of relationships among the elements considered relevant to the problem. This question is based on the evolution of the next model.

Development of Hypotheses

The suggested theories are based on the conceptual framework created for this work:

H1: In India's private sector, e-recruitment notably affects the efficiency of HR departments..

H2: E-recruitment in India's private sector is strongly tied to the effectiveness of HR departments in drawing a higher quality and more varied candidate pool.

H3: E-recruitment in India's private sector is rather related to how well HR departments run the hiring process in terms of efficiency and cost-effectiveness.
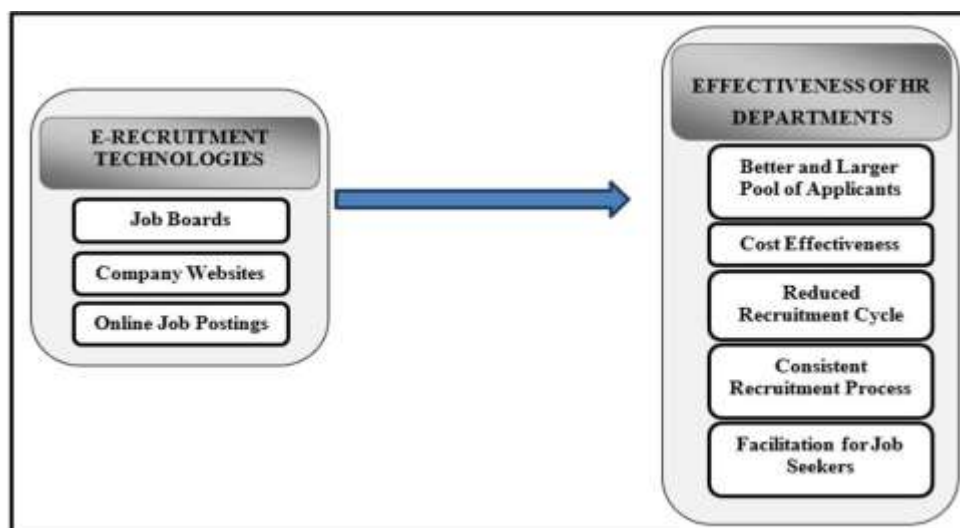
In terms of the shortening of the hiring cycle, e-recruiting is closely linked to the efficiency of HR departments in India's private sector. This research effort, therefore, is characterised as causal since it seeks to identify the kind and degree of the relationship between interactions. Causal research is studies that try to "investigate" particular problems. A causal study looking at how particular changes affect current standards. Systematic, quantifiable, and based on prior preparation, causal research is The presence of statistics and other statistical tests qualifies this study as "Quantitative." Survey questionnaire responses provided by participants yielded data.

4. FINDINGS AND ANALYSIS

Grounded in the behavioural sciences, this study used Cronbach's Alpha to guarantee the instrument's dependability. A tool is said to be dependable if its Cronbach's Alpha value nears 0.8. The Cronbach's Alpha coefficient for the whole number of components in the tool is 0.89. It is about 0.7. The survey used to gather information for this study may be considered trustworthy.

H1: E-recruitment significantly impacts the efficiency of HR departments in India's private sector.

E-recruitment is a key element affecting how well HR departments work. This forces us to support the hypothesis. Though the expected EHRD is modest, the independent variable (E-Recruitment) has significant predictive power over outcomes as seen by the T-value of 14.279. With a P value of 0.000, the beta coefficient of 0.73 suggests that a one-unit rise in the independent variable (E-Recruitment) results in a 0.723 unit increase in the dependent variable (EHRD). A tolerance value close to one and an adjusted R^2 of 0.621 point to multicollinearity not being an issue in this dataset.

H2: E-recruitment in India's private sector is strongly tied to the effectiveness of HR departments in drawing a better quality and more varied candidate pool.

Acquiring better candidates is intimately related to recruitment. Therefore, we support the hypothesis. With a good predictive power of 11.019, e-recruitment proves to be an effective independent measure for evaluating application quality. The beta coefficient is 0.666 with a p-value under 0.000, meaning that for every unit rise in the independent variable (E-Recruitment), the dependent variable (the identification of higher quality candidates) rises by 0.666 units. Through computerised recruitment, companies and organisations can find better people. An adjusted R^2 score of 0.401 and a tolerance value approaching 1 show lack of multicollinearity data.

H3: E-recruitment in India's private sector is strongly related to the performance of HR departments in terms of the efficiency and cost-effectiveness of the hiring process.

E-recruitment and cost-effectiveness are closely related. Therefore, we support the hypothesis. The expected cost-effectiveness is very great and the independent variable (E-Recruitment) shows significant predictive power (T.value: 13.119). At a p-value under. 000, where 636 is the beta coefficient; this indicates that the dependent variable, cost effectiveness, rises by 0.636 units for every unit increase in the independent variable (E- Recruitment). Multicollinearity is not an issue in the data given a tolerance close to 1 and an adjusted R^2 of 0.521. A reasonably priced and efficient method is electronic recruiting.

H4: E-recruiting shows a major link with the performance of HR departments in India's private sector on the shortening of the recruiting cycle.

Shortened recruitment cycles are closely related to e-recruitment; thus, we embrace the theory. A T-value of 13.727 shows that the computed Reduced Recruitment Cycle has good predictive power for the independent variable (E-Recruitment). Indicated by a beta coefficient of 0.785 with a p-value of less than 0.000, the dependent variable (Reduced Recruitment Cycle) rises by 0.785 units for every unit increase in the independent variable (E-Recruitment). Electronic recruitment has hastened the hiring process. The adjusted R^2 is 0.569 and the tolerance value is approximately 1, suggesting no multicollinearity in the data. Indian private companies providing services are working to improve human resources. The HR team is excited to use sophisticated digital features. The tendency seen in Indian companies matches the findings of Budhwar and Sparrow (1997) and Abel, S. in 2011; both writers noted that the internet mostly drives communication in the service sector. Their preferred means of communication with both internal and external connections is via this media. Service companies are spending more and more on HR IT solutions, as Ngai et al. (2008) demonstrate. They are building unique databases equipped to handle large amounts of data. Inviting applications from all across the world, this program could draw top talent worldwide. According to Martins, C., e- recruiting software's "auto-screening" features are particularly relevant for service-oriented industries. The findings show a notable link between E-recruitment and the draw of better quality applicants (r = 0.664). E-recruitment is known to greatly improve the calibre of candidates. This is consistent with the results of Galanki (2002) as well as Katou and Budhwar (2006). Many people are finding work thanks to electronic recruiting. Internet users are multiplying and its accessibility is expanding quickly both ways. There are almost 10 billion internet users in India. Broadband's spread has made online

access more simple and affordable. Many applicants therefore turned to internet recruiting since it was faster and easier than more traditional methods. Studies by Awan, Ghouri, and Khan (2013) and Carrillat, F. Et al. (2014) support this pattern, claiming that online recruiting is the only way for a candidate to apply at any time, free of time constraints. Indian job seekers are starting to regard online recruitment as a great deal. The results show a strong correlation between E-recruitment and cost-effectiveness: $(r = 0.613)$ for internal recruitment and $(r = 0.471)$ for external recruitment. E-recruitment lowers operational and administrative expenses as compared to conventional employment practices. A study by Carrillat et al. (2014) and one by Chuhan et al. (2013) both came to same findings. A correlation coefficient of 0.748 suggests that e-recruitment significantly shortens the time frame for hiring. E-Recruitment hastens the job process. E-recruitment is generally agreed to speed up the hiring cycle. Should everything go as planned, we might finish the hiring process in one day. The strategies are significantly quicker than conventional hiring practices. Faliagka et al. (2012) and Feldman & Klaas (2002) came to same findings. The findings show a notable link between computerised recruiting and consistency in the hiring process. E-recruitment will affect the consistency of the hiring process, many believe. The findings of this hypothesis fit the research done by Ventura, M. G. G., and Bringula, R. P. (2013) and Pin, Laorden, and Diez (2001). E-recruitment is directly related to helping people find work. E-recruitment is known for its enabling of job seekers. Awang, M., Ghouri, A. M., & Khan, N. R. (2013) & Ahmed, S., Tahir, H., & Warsi, S. W. The two research from 2015 produced same results.

Suggestions for Human Resources Departments

Given that technological adoption does not moderate the association between HRSCM and e-recruitment, this study implies the following suggestions for the HR departments of private sector companies in India: Indian companies have to work together in a "coordinated" way to create, carry out, and use technological solutions. Executives supposedly "impose" digital solutions, including an online recruiting tool, on their staff members. Intermediate and first-level managers see this approach as a "burden" since they cannot grasp the advantages of technology. Using a system unwillingly will surely lower its efficacy. Not all technical solutions have to be carried out simultaneously. Systems should all be installed one after the other. The aim should be to educate staff members on new systems. In Indian companies, a frequent cause of poor technology adoption is the misallocation of large resources towards solutions that prospective consumers find undesirable.

Scope for Future Research

The results of the study could affect other industries as well, including a possible examination of India's public sector entities as a future research path in this subject. It is also possible to conduct thorough studies looking at the possibilities of Indian companies using total HR Management Information Systems. It would be fascinating to evaluate how e-recruitment affects the effectiveness of HR departments across different business types, including public and private sectors, service and manufacturing sectors, as well as large and small companies. Company behaviour in the adoption of new technology needs more study. An enlarged sample size could be used to repeat this study.

5. REFERENCES

[1] Abel, S. (2011). The role of social networking sites in recruitment: Results of a quantitative study among German companies. Dissertation: University of Twente, Netherlands.

[2] Agenyi, B. (2013). Mobile Banking and Entrepreneurship in Developing Countries: A case study of Nigeria.

[3] Ahmad, S. R., Prasad, K. D. V., Bhakuni, S., Hedau, A., Narayan, P. S., & Parameswari, P. (2023). The role and relation of emotional intelligence with work-life balance for working women in job stress. The Scientific Temper, 14(01), 233-237.

[4] Ahmed, S., Tahir, H., & Warsi, S. W. (2015). E-Recruitment Transforming the Dimensions of Online Job Seeking: A case of India. International Journal of Human Resource Studies, 5(1), Pages-96. https://doi.org/10.5296/ijhrs.v5i1.6161

[5] Amin, M. A., Orife, J. N., & Wibowo, K. (2002). The legality of key word search as a personnel selection tool. Employee Relations, 24(5), 516-522.

[6] Armstrong, M. (2006). Human Resource Management. In M. Armstrong, A Handbook of Human Resource Management Practice (p. 3). London: Kogan Page Limited.

[7] Awang, M., Ghouri, A. M., & Khan, N. R. (2013). Impact of e-recruitment and job-seekers perception on intention to pursue the jobs. Management and Marketing Criova, (1), 47-57.

[8] Badger, J. M., Kaminsky, S. E., & Behrend, T. S. (2014). Media richness and information acquisition in internet recruitment. Journal of Managerial Psychology, 29(7), 866-883. https://doi.org/10.1108/JMP-05-2012-0155

[9] Bartram, D., & Hambleton, R. K. (2006). Computer-based testing and the Internet. Issues and advantes.England: John Wiley and Sons.

[10] Bodea, C., Bodea, V., & Zsolt, M. (2003). Human Resource Management in the Internet Age: e-Recruitment and e-Selection Methods. Economy Informatics, 3(3), 5-7.

[11] Budhwar, P., & Sparrow, P. (1997). Evaluating levels of strategic integration anddevolvement of human resource management in India", International Journal of HumanResource Management, 8, 476-494. https://doi.org/10.1080/095851997341568

[12] Carrillat, F., d"Astous, A., & Morissette, G. E. (2014). Leveraging social media to enhance recruitment effectiveness: A Facebook experiment. Internet Research, 24(4), 474-495. https://doi.org/10.1108/IntR-07-2013- 0142

[13] Chapman, D., & Webster, J. (2003). The Use of Technologies in Recruiting, Screening, and Selection Processes for Candidates", International Journal of Selection and Assessment, 11(2/3), 113-120. https://doi.org/10.1111/1468-2389.00234

[14] Chauhan, R. S., Buckley, M., & Harvey, M. (2013). Facebook and personnel selection: what"s the big deal? Organizational Dynamics,42(3), 126-134.

[15] Demirkaya, H., Özcüre, G., & Eryiğit, N. (2011). An application on the impacts of human resource management in technology management of the companies. Procedia-Social and Behavioral Sciences, 24, 474-486. https://doi.org/10.1016/j.sbspro.2011.09.045

[16] El-Gohary, H. (2012). Factors affecting E-Marketing adoption and implementation in tourism firms: An empirical investigation of Egyptian small tourism organizations. Tourism Management, 33(5), 1256-1269. https://doi.org/10.1016/j.tourman.2011.10.013

[17] Ensher, E. A., Nielson, T. R., & Grant, V. E. (2003). Tales from the hiring line: effects of the internet and technology on HR processes. Organizational Dynamics, 31(3), 224-244. https://doi.org/10.1016/S0090-2616(02)00111-0

[18] Faliagka, E., Tsakalidis, A., &Tzimas, G. (2012). An integrated e-recruitment system for automated personality mining and applicant ranking. Internet research, 22(5), 551-568. https://doi.org/10.1108/10662241211271545

[19] Feldman, D. C., & Klaas, B. S. (2002). Internet Job Hunting: A Field Study of Applicant Experiences with On-Line Recruiting", Human Resource Management, 41(2), 175-192. https://doi.org/10.1002/hrm.10030

[20] Fisher, R., McPhail, R., You, E., & Ash, M. (2014). Using social media to recruit global supply chain managers. International Journal of Physical Distribution & Logistics Management, 44(8/9), 635-645. https://doi.org/10.1108/IJPDLM-07-2013-0179

[21] Furtmueller, E. (2012). Using technology for global recruitment: why HR/OB scholars need US knowledge? Dissertation: University of Twente, Netherlands

[22] Galanaki, E. (2002). The Decision to recruit Online: A Descriptive Study, Career International Development, 7(4), 243-251. https://doi.org/10.1108/13620430210431325 Gopalia, A. (2011). Effectiveness of online recruitment and selection process: a case of Tesco.

[23] Gouda, S. K., Patro, Y. S. S., & Mishra, S. (2024). A Study of E-recruitment technology adoption in India. Educational Administration: Theory and Practice, 30(5), 11804-11812.

[24] Holm, A. (2010, May). The effect of e-recruitment on the recruitment process: Evidence from case studies of three Danish MNCs. In Proceedings of the 3rd European academic workshop on electronic human resource management (pp. 91-111).

[25] Holm, A. B. (2012). E-recruitment: Towards an Ubiquitous Recruitment Process and Candidate Relationship Management. ZeitschriftfürPersonalforschung - German Journal of Research in Human Resource Management, 26(3), 241-259.

[26] Imam, H., & Batool, S. N. (2013). Organizational Perception Regarding Specific Information about Job and Organization: An Approach to E-Recruitment. International SAMANM Journal of Business and Social Sciences, 1(1), 26-33.

[27] Katou, A. A., & Budhwar, P. S. (2006). Human Resource Management Systems andOrganizational Performance: A Test of a Mediating Model in the Greek Manufacturing. Context", The International Journal of Human Resource Management, 17(7), 1223-1253. https://doi.org/10.1080/09585190600756525

[28] Kazi, A. K., &Mannan, M. A. (2013). Factors affecting adoption of mobile banking in India: Empirical Evidence. International Journal of Research in Business and Social Science, 2(3), 54.

[29] Kerrin, M., & Kettley, K. (2003), E-recruitment: Is it Delivering? Institute of Employment Studies.Report 402.

[30] Khan, N. R., Awang, M., &Ghouri, A. M. (2013). Impact of E-Recruitment and Job-Seekers Perception on Intention to Pursue the Jobs. Khan, NR, Awang, M., &Ghouri, AM(2013). Impact of E-Recruitment and Job-Seekers Perception on Intention to Pursue the Jobs. Management & Marketing, 11(1), 47-57.

[31] Khan, N. R., Taha, S. M., &Ghouri, A. M. (2011). Bridging the gap through e-recruitment: Evidences from private employment sector in Karachi. Indian Journal of Commerce & Management Studies, 2(6), 40.

[32] Lockyer, C., Scholarios, D. (2004). Selecting hotel staff: why best practice does notalways work", International Journal of Contemporary Hospitality Management, 16(2), 125-136. https://doi.org/10.1108/09596110410520016

[33] Malik, Z. (2013). The Role of E-recruitment Towards Attraction of Workforce: A Case of Telecom Sector Organization. Abasyn University Journal of Social Sciences, 6(1).

[34] Marler, J. H., & Fisher, S. L. (2013). An evidence-based review of e-HRM and strategic human resource management. Human Resource Management Review, 23(1), 18-36. https://doi.org/10.1016/j.hrmr.2012.06.002

[35] Nasri, W., & Charfeddine, L. (2012). Factors affecting the adoption of Internet banking in Tunisia: An integration theory of acceptance model and theory of planned behavior. The Journal of High Technology Management Research, 23(1), 1-14.

[36] Ngai, E. W. T., Law, C. C. H., Chan, S. C. H., & Wat, F. K. T. (1971). Importance ofthe internet to human resource practitioners in Hong Kong, Personnel Review, 37(1).

[37] Oliver, D. C. (2015, August). Recruitment Sources and Natal Dispersal of Catfishes in the Middle Mississippi and Lower Ohio River Inferred from Otolith Chemistry. In 145th Annual Meeting of the American Fisheries Society.Afs.

[38] Parry, E., & Tyson, S. (2008). An analysis of the use and success of online recruitment mehtods in the UK. (C. S. Management, Éd.) Human Resource Management , 18(3), 257-274.

[39] Parry, E., & Wilson, H. (2009). Factors Influencing the Adoption of OnlineRecruitment, Personnel Review, 38(6), 655-673. https://doi.org/10.1108/00483480910992265

[40] Parzinger, M. J., Ward, S. G., & Langford, M. (2013). Web Recruitment: Impact of Aesthetics and Playfulness on User"s Initial Affective Reactions as it Relates to Applicant Attraction. In Proceedings of the Conference for Information Systems Applied Research ISSN (Vol. 2167, p. 1508).

[41] Pin, R. J., Laorden, M., & Sáenz, D. I. (2001). Internet Recruiting Power: Opportunities and Effectiveness, IESE Research Papers D/439, [online]) Available from http://www.iese.edu/research/pdfs/DI-0439-E.pdf

[42] Ramaabaanu, R., &Saranya, M. (2014). Importance and Problems of E-Recruitment. International Journal of Research, 1(9), 445-450.

[43] Shah, G. U. D., Bhatti, M. N., Iftikhar, M., Qureshi, M. I., & Zaman, K. (2013). Implementation of technology acceptance model in e-learning environment in rural and urban areas of India. World Applied Sciences Journal, 27(11), 1495-1507.

[44] Sharma, V. (2010). Impact of e-recruitment on Human resource Supply chain Management: An Empirical Investigation of service industry in Indian Context (Doctoral dissertation, Jaypee Institute of Information Technology, Noida).

[45] Sills, M. (2014). E-recruitment: A comparison with traditional recruitment and the influences of social media: A qualitative and quantitative review.

[46] Subhani, M. I., Joseph, S., Osman, A., & Hasan, S. A. (2012). Contribution of Linkedin on Recruitment and Selection. South Asian Journal of Management Sciences (SAJMS), Iqra University, 6(2), 23-34.

[47] Teo, T. (2012). Examining the intention to use technology among pre-service teachers: an integration of the Technology Acceptance Model and Theory of Planned Behavior. Interactive Learning Environments, 20(1), 3-18. https://doi.org/10.1080/10494821003714632

[48] Ventura, M. G. G., &Bringula, R. P. (2013). Effectiveness of Online Job Recruitment System: Evidence from the University of the East. IJCSI International Journal of Computer Science Issues, 10(4), 152-159.

[49] Wang, Y., Sun, S., Drake, J. R., & Hall, D. (2013). Job Applicants" Information Privacy-Protective Response: Exploring the Roles of Technology Readiness and Trust.