



THE RISE OF VIRTUAL HIRING-A STUDY ON EMERGING TOOLS OF EMPLOYEE RECRUITMENT

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ABSTRACT

In the pre-pandemic time, the term 'interview' was synonymous with a nightmare for most people. It used to be a common sight of an interviewee walking into the interviewer's room with a rushing pulse, jelly legs, tensed temples, and profuse perspiration – so much so that their faces used to convey all about that anxiety and nervousness. However, the past year has been the year of change, and the change is there to stay in 2021 and hopefully in the next few years as well. The COVID-19 pandemic has brought a series of transitions on the personal and professional front for all. Paving their way through the challenges, organizations have reacted to them with a resilient attitude. The ever-increasing digitalization in today's business processes and incredibly fast-growing markets have created a more competitive business environment. And, this more competitive business environment has led companies to be more demanding regarding the employee qualifications as well as the quality of tasks carried out by these employees. Moreover, this change process has rendered the traditional human resources management methods inadequate, further digitizing the field of human resources. In this study, the author examines the handling of recruitment functions within human resources management and the digitization process. Furthermore, they discuss both the basic dynamics of the e-recruitment processes, the tools of e-recruitment, as well as its advantages and disadvantages.

Key words: Interview, COVID-19, Employees, e-recruitment, Human resources.

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1. INTRODUCTION

Companies are reevaluating their talent acquisition and recruiting strategies for 2021. Many began to adopt newer and more engaging ways of recruiting and onboarding virtually to navigate fast-changing trends. Digital hiring technologies such as artificial intelligence and automation are moving to the forefront. Online screening of a person's candidature with digital tools has become easier for hiring companies. In this prolonged period of uncertainty, they have

created a more expansive space of acceptance and demand for contingent workers. This changing landscape of recruitment and selection is a great relief for the interviewees for more than one reason. They no longer need to take full-day leaves from their offices to commute to far-off places, compete in their minds with other candidates while evaluating the crowd in the waiting room, or stress about meeting an acquaintance. This has even limited the recruiting timeline for organizations, as successive rounds of interviews can be scheduled at the earliest. With many interviews being conducted online now, most such first-world-seeming issues are to be resolved. Amazingly, in the last few decades, and primarily as a result of developments in the digital age, significant changes in the business environment have taken place, and been experienced both in the technological environment and information technology. International competition and the globalization process direct working norms, while management and human factors direct us towards new targets and policies. The new needs created by industrialization and technological changes have necessitated enterprises to renew themselves, to adopt new working and production techniques, and to apply modern business and personnel principles. These changes have not merely influenced the tasks related to information management but also caused important developments in many other unrelated areas. Among these managerial areas that have been affected by these developments, human resource management processes have lived through noteworthy transitions, as well, new technological trends have gained enormous importance in human resource management processes. While companies try to adapt to changing conditions and a new global order, the concept of human resources management, which is based on the principles of meeting and developing the capabilities, knowledge, creativity and needs of individuals, has started to be used instead of the narrow concept of personnel management, a principle which expresses all activities related to employees. E-human resources management has gained momentum due to the increased use of in-house computers and communication technologies and the accumulation of knowledge in in-house networks. In addition, rapid changes in communication technologies, new regulations, and an increasingly competitive environment in our economic lives have led enterprises to seek new solutions. These developments in the business environment enabled the creation of real-time and interactive business technologies that had not existed before the 1990's when classical methods of recruitment were prevalent. Especially, web based technologies and online business processes have become popular among both practitioners and academicians- especially after the 1990s with the popularity of e-trade that had increased in the markets. Owing to the developments in IT processes, the last few decades have witnessed the intense and dynamic development of IT and its impact in various human resource jobs. Electronic Human Resource Management, namely, e-HRM have come about as a process that involves the use of web-based technologies for providing services regarding human resource management. Generally, the concept of e-HR refers to the application of strategies, policies, and practices related to human resources in organizations with support or full reliance on web technology. The application of IT technologies and its innovative solutions changed the manners that HR professionals carry on within their different HR activities. Mostly activities such as collection, keeping, and updating of employees' data, employee training, and performance management underwent changes and, activities in the field of recruitment and the selection of candidates are among the activities that drastically changed, attracting the attention of modern companies of the digital era. E-HR technology has begun to be used by multiple sectors including employees of the HRM department and other employees in the organization, potential employees, and as well as the management of the organization. In fact, the term e-HR has its origin in the 1990's, with the idea of the emergence of e-commerce. As in the case with e-commerce, the prefix "e" was used in HRM, which resulted in the name of e-HR or in some usages e-HRM concept. Later it become popular to use e-HR in explaining all HRM functions involving the use of internet and the latest technologies. In fact, E-HR can be explained as a way of conducting HR strategies in

companies through a willing, conscious, and direct support of full use of internet based technologies. As in the case in the term e-commerce, e-HR refers to conducting human resource transactions with the help of the Internet. The use of the Internet ensured human resources would function with the ease to reach and use information at any time and as an important function of HRM, the recruitment function has experienced many changes in this period. Technologically speaking, the antecedent of e-HR was human resource information systems. These systems were focused on automating the human resources management systems. Although, Human resources information systems were not successful in creating the ideal internal virtual value chain. Indeed, E-HR has evolved in three stages. The first stage was the most primitive and widespread one including implementation of e-HR in publishing information, routine reports, and news related to all kinds of human resources activities. It is both the simplest form of e-HR activities and also the most restricted one since it includes one-way communication and a top-down information flow from human resources management department professionals to the rest of the employees in the organization. And, companies mostly prefer their intranets as the basic information delivery tool. In this method, generic content information is published from HR to employees like policies, procedures, and daily company news etc. The second stage encompasses the automation of human resources processes that encompasses the simultaneous use of intranets with extranets. Different digital applications are combined in this human resources mode and paperwork is replaced by mostly digital input. In the third stage, the transformation of human resources to a fully electronic mode is seen. In addition, this fully electronic mode is largely composed of online tools used with the help of online web applications that are useful in tracking tasks for recruitment, performance management, wage management, and career management. In this paper we have discussed recent trends that have become popular as a result of the changes in working habits of the HR professional within the modern digital era. First of all, one of the latest trends, namely outsourcing of recruitment processes, will be explained in detail since it has come about as a new dimension- workforce management for recruitment and selection in modern era and then, we will focus on e-recruitment, as well as its benefits and different mechanisms that e-recruitment can be applied through. We will focus on the web-based recruitment process as one of the most prominent novel recruitment methods of the 21st century. In the last five years, it has not only become quite normal to collect information about candidates via Yahoo or Google but also through social networks such as Instagram, LinkedIn, Facebook, and Twitter- based on the networking of individuals. In these social media networks, people often place information about their personal and professional information that many Human resources managers find valuable in evaluating candidates. Mostly, this information is the kind of information that is impossible to detect during the selection processes, such as job interviews, exams and reference controls. As in the examples mentioned above, in this paper, a comprehensive analysis of new employee recruitment methods will be covered. In the design of this paper, the benefits of the latest technology, digital trends, and the effects of these trends on modern employee recruitment processes have been taken into consideration. In the study, we have adopted an approach that views recruitment as a purposeful practice activity wherein modern scientific and technological achievements are applied in modern enterprises. Additionally, confirming the effects of new digital habits, new technological tools, and modern methods of attracting and selecting potential candidates has been targeted by showing both their advantages and disadvantages for candidates and enterprises.

2. E-RECRUITMENT

In addition to radically changing our social and economic life, the Internet has significantly influenced the governance of institutions. According to Tong and Sivanand (2005), due to the increase in global competition, business life has become more skill intensive, and recruiting

and attracting the right applicants at the right time has also become more important and tougher than ever. In fact, the conventional recruitment processes cannot meet the needs of timely and effectively attracting qualified candidates (Yoon Kin Tong, 2009). Thanks to the integration of the developments in communication technologies and computer architectures, data transfer and sharing studies have revealed the structures, called networks by computer networks or working networks, are widespread use in business applications. With the development of information technologies, great changes have occurred in business and technology, and job applications and human resources recruitment processes are affected by these changes. An important human resources function that institutions use effectively from communication technologies is recruitment. As mentioned before, e-recruitment mechanisms started to become more and more popular owing to their advantages in allowing human resources professionals to target a great number of candidates at a small cost. The use of technology has taken an important place in the recruitment and selection of personnel. The development of the number of users on the internet has been reflected in the number of companies that provide parallel personnel selection services. The increase in the number of CVs in the candidate database is one of the important reasons for this development (Peters, 2001). Nowadays, many corporations are using online platforms such as job-boards, corporate recruitment sites, and social media websites in their recruitment practices. Online recruitment is preferred since it is both cheap and flexible but also can be utilized as a tool for image management. Without a doubt, organizational websites help form first impressions for applicants, and the information provided on these websites are effective for candidates' attitudes regarding the firms. If the job seekers come across as neat, transparent, and appealing they tend to react more positively towards the employers and their demands. The first contact with the company for many employees is the recruitment process and the interview process. Moreover, recruitment portals used for many companies (as intermediaries for catching new CVs) are also helpful in saving time and money for the applicants. They can get in touch with the employers without spending much money, compared to the cases wherein classical methods of job search are preferred by the applicants. Moreover, they do not spend money for transportation, they are often user-friendly, and they give enough information which is convenient for reaching a bigger pool of candidates. In fact, e-recruitment refers to an umbrella term involving all kinds of recruitment activities carried out by using various electronic means and the Internet (Holm et al., 2014). It implies publishing job posts (namely open positions online), having an online fill-in form available for applicants, and a web-based database existing to store the resumes of applicants (Brandão, Silva, & dos Santos, 2019). E-recruitment encompasses three main stages: attracting, sorting, and contacting applicants. The first stage covers all the processes regarding the suitable design of online portals and tracking potential candidates. The next stage encompasses screening candidate profiles through sophisticated online mechanisms and tests. In the last stage, in getting in touch with applicants, e-recruitment tools are quite successful, owing to the fact that they provide efficient communication mechanisms to be automated (Holm et al., 2014). In fact, e-recruitment allows candidates to have contact with more job opportunities and reach a greater flow of information (Sylva & Mol, 2009). They can learn more details about the vacant position and the job characteristics of that position through job ads. With the help of e-HR systems, organizations can be seen in myriad career portals and can attract astronomical quantities of applicants with a myriad number of qualifications. In most e-recruitment processes, companies use an automated system wherein candidates are ranked according to the scores they get after being evaluated by a set of objective and credible criteria. Moreover, in the e-recruitment process, specialized selection tests, such as knowledge tests and personality tests that can be applied through internet, provide online feedback to the recruitment professionals about the qualifications of the candidates. That is to say, in e-recruitment, myriad preliminary online procedures can be utilized ensuring the elimination of candidates that do not fit the demands of the vacant position (Brandao, Silva,

& dos Santos, 2019). For example, computer-based tests, the design of technology-based assessments, multivariable feedback with computers, design of descriptive interviews for the Internet, use of technology for supplying and eliminating candidates, are all important applications. In the development of tests and evaluations, interpersonal correct decision-making scale, situational decision-making inventory, personality assessments and measurement of their validity are included. In fact, for many organizations, utilizing the internet in administering job applications is very beneficial in comparison to traditional methods, owing to lower costs, reduced hiring cycle period, and non-stop access for job seekers to the related job advertisements- despite their physical location (Sylva and Mol, 2009). In companies using e-recruitment, the location of applicants and the company become irrelevant in the recruitment process. Most businesses incorporate e-recruitment technologies into their bodies through recruitment sites or human resources pages on corporate websites. However, as recruitment sites attract more attention from the candidates, many enterprises prefer to use the candidate pool of these sites. They can easily reach members of career websites, online job seekers, and people from different locations. Although the internet is a good source of choice for those who are just starting out, it brings with it a number of problems in finding executive candidates. Since the number of applicants is too high in e-recruitment, sometimes it becomes more difficult for a unique job seeker to be chosen for a face- to- face interview after they surpass filters. The people who are in managerial positions use their friends, consultants or private recruitment agencies such as headhunters instead of online recruitment portals when they are looking for work (Mornell, 2000: 262). It is regarded as a prestigious way of looking for jobs in upper-hierarchical positions, and it becomes a matter of ego to be compelled to apply for a job as a newly graduated or unexperienced candidate.

2.1. Advantages of E-Recruitment

Doherty (2010) claims that as an indirect effect of e-recruitment for companies we should take into account the positive perception created by the company as a modern and technology-friendly organization. With the help of adoption of e-recruitment, the company can create an image wherein e-recruitment creates an image that the company is innovative and open minded. That perception helps the organization to attract young talent, high potential, successful candidates with high expectations from their organizations. Namely, companies gain prestige through the use of the latest technology. With the help of e-recruitment systems, companies may utilize their job ads to create a favorable brand and company image in the eyes of their potential candidates. Typically, during job searches, job seekers are often curious about who they can work for and what are the properties of these potential employers. That is why an elaborate job advertisement will positively shape the candidates' decisions (Kaur, 2015). In companies, mostly applicant tracking systems are used by companies in order to manage the recruiting process. Through these systems, job seekers' job applications and companies' vacant position openings are held electronically. And, these systems are often provided by web-based applications. Job openings from companies' applicant tracking systems are often aggregated by "job board" services tracking millions of job advertisements, and these services let candidates perform simple keyword searches for finding vacant positions. Job seekers typically apply for vacant positions by uploading CVs that are mostly manually examined and evaluated by expert human resources professionals (Faliagka et al., 2012). And unfortunately, only a small fraction of all candidates receive an offer for a one-on- one job interview. Sector leaders, such as Jobsites and Monster, have added a degree of automation in their candidate screening process that is integrated with the widely known applicant tracking functions (Faliagka et al., 2012). This automation makes it a bit easier for human resources professionals to track the applicants and to filter the most suitable candidates. The automated version also makes it easier for candidates to come across the kind of job advertisements that are most suitable to their

qualifications. Applicant personality traits are crucial for applicant selection in many job positions but are generally overlooked in existing e-recruitment systems. Normally, applicant personality and individual characteristics are evaluated during the face-to-face interview, which is only applied to the applicants that can pass the online pre-screening stage (Faliagka et al., 2012). But, in the automated version of e-recruitment, clues from all applicants' personality can be obtained through their online applications. By using web mining techniques, these automated systems gather preliminary data regarding an applicants' personality that can be important in the pre-screening stage. Previously, this task has been undertaken by human resources professionals manually, which both time and effort is consuming. Recruiters, which are widely acclaimed to perform background checks on prospective employees, take advantage of their web presence. However, in the automated e-recruitment processes, it is much quicker and easier. For instance, in these systems the candidate can be asked to share a link to his personal blog, owing to the fact that personal blogs encompass a wide range of information and linguistic characteristics reflecting the realities of the blogger's personal characteristics. JobVite (2012) claims that social media can also be considered a very significant tool for employee referrals, reducing time spent in this process and an important part of costs incurred during hiring. Since potential applicants of a certain company can reach the related job post without, we can talk about a greater number of applicants. And, the applicants can access the related job post via many different kinds of electronic devices including smartphones, tablets, laptops, and computers- enabling them to apply for the job. Moreover, e-recruitment processes serve as an enhanced user experience allowing an entire recruitment process which can be managed from one central point, allowing recruiters to post vacant positions, accept CVs, search and screen applicants, filter CVs, and contact applicants when necessary (Kaur, 2015). In the same way, applicants can track their applications' progress at each step of the recruitment process from their own personal account. They can manage their own account and they can update it whenever it is necessary. Thus, this enhanced user experience creates satisfaction for both the employer and job seeker, encouraging quicker and more satisfying recruitment process. Furthermore, the employer or the recruiter full control during e-recruitment. He/she can contact job seekers directly, does not need a middleman for searching, filtering, assessing or selecting the most suitable applicant (Kaur, 2015). And, the recruiter can give instant feedback regarding the updates made by the job seeker. For example, when an update is made on a job seeker's CV, the recruiter can easily get the newest version of the CV and can reevaluate the CV instantly.

2.2. Disadvantages of E-Recruitment

During the e-recruitment process, job seekers generally upload their CVs in a loose format to the related e-recruitment portal, making it necessary to be considered by an experienced and qualified recruiter; thus, creating a great asymmetry of resources needed by job seekers and e-recruiters and mostly increasing the quantity of unqualified job applicants (Faliagka et al., 2012). It is so easy to apply for a job via this online system that many people apply to several jobs without much considering the details of the job advertisement. Sometimes, they even apply to jobs without even reading the details of the job advertisement, or even worse, people sometimes apply to the ads they even would not prefer to go to its if they were invited. The fact that most of the career sites do not request membership fees from the candidates, the applicants do not pay any fees for the application, and there is no sanction for the applications made with a serious intent can lead candidates to apply for jobs that they do not really want. This means unnecessary confusion for the recruiter, as many CVs are incongruent with the position and a lot of candidates are eliminated after they are filtered. Thus, less serious applicants are also a problem in the e-recruitment system. Owing to easy and free access to job ads, many job seekers apply to a lot of irrelevant job ads in order to learn their own market value since it is nearly

impossible to test whether the job seeker is serious or not. That is why, only if the job seeker is invited to the interview can the recruiter understand whether he really wants the position or not. But, if it turns out that the job seeker is not serious; unfortunately, it means some serious ones have been missed and have not been invited to the interview (Kaur, 2015). And, this is something very difficult to prevent due to the general working principles of e-recruitment sites. However, people, especially elderly employees who are not accustomed to using technological tools may avoid providing applications via internet due to their technology bias. That is to say, an e-recruitment applicants' reactions to the online system and job advertisements in this systems are affected by the perceived efficiency and perceived user-friendliness of the e-recruitment system. Namely, it is affected by whether or not the applicant views the job advertisement as easy to conceive and apply for. On the other hand, related research indicates that use of social media, internet, and web based information search techniques that are generally preferred in e-recruitment may sometimes create bias in the recruitment and selection process. Unfortunately, drawing conclusions based on web-based information, social media comments, or photos- making deductions from unrelated data- may mislead possible job performance or person-organization fit expectations. On the other hand, in today's technology, corporate information is served to job seekers at lower costs that can cause misleading or negative information from company-independent information sources that are impossible to control. Furthermore, the candidate might come to the interview with all inaccurate knowledge about the company that may result in a negative impression on both sides. Furthermore, since the user-friendliness of the recruitment portal creates a positive or negative impression about the professionalism of the company and the importance of the job in the related ad, it is important to build a positive image through corporate web sites and online recruitment pages. A sloppy corporate web page, a job posting with erroneous information, or oversimplification can lead the candidate to underestimate the job and decide whether the company is a very attractive place to work. Similarly, problems such as continuous errors in the online recruitment portal, or corrupted data can hinder the progress of the user, and may cause the job seeker to stop applying from this portal. When the related websites are designed properly, candidates can perceive the company as a much more attractive one (Turban et al., 2001). Possible outdated job ads are another possible disadvantage of e-recruitment. Sometimes, recruiters forget to remove old job posts that have already been filled by a candidate- sometimes by mistake or miscommunications between the human resources manager and the recruiter. And, job seekers continue to apply for this position and the company gets flooded with unnecessary CVs (Kaur, 2015) making things unnecessarily complicated and problematic. The job seekers applying to this nonexistent vacant position become more anxious in time and start to embrace negative emotions regarding the company. This makes it risky for the company to attract CVs of these applicants for real vacant positions in the future.

3. EMERGING TRENDS IN RECRUITMENT

Currently the recruitment and selection approach is undergoing tremendous changes fueled by technological innovations and changes in strategic outlook. The following section examines some of the key trends impacting recruitment and selection process.

3.1. Corporate Talent Network

Corporate "talent networks" are online platform for promoting the company brand name. Its main objective is to attract new talent from a variety of sources which includes job candidates, fans, employees, alumni, partners, suppliers and even customers. It is very popular among the big firms and are increasingly being adopted by smaller and medium size firms as well. A talent network serves as an advertising and promotional hub for the company brand name. It is used

to communicate job openings, career information, and other company information. The contents are usually tailored and targeted for each specific candidate.

3.2. Building an end-to-end Talent Brand

More and more companies today are focusing on building end to end talent brand. A talent brand refers to how the company is being perceived by its current employees, past employees and prospective employees. It is a method for communicating and showcasing the company corporate culture in real time. Companies today are developing strong talent brand strategy to reduce their cost per hire and lower turnover rates. A talent brand is something that is created via the joint efforts of the marketing department and the HR department.

3.3. Use of Applicant Tracking Software (ATS)

One fast emerging trend is rapid adoption of Applicant Tracking Software (ATS). ATS are designed specifically to meet the recruitment needs of a company. These software focus on managing the entire recruitment process, monitoring ad campaigns, and creating an excellent candidate experience. ATS can be used to post job openings, screen resumes, and generate interview requests to potential candidates by e-mail. Other features include individual applicant tracking, requisition tracking, automated resume ranking, customized input forms, pre-screening questions and response tracking, and multilingual capabilities.

3.4. Develop Mobile Recruitment Strategy

Recent surveys indicate that increasingly large number of prospective candidates use mobile devices to access the internet and carry out personal tasks including job search. Hence, a growing trend among large firms is to create a mobile career site built specifically to meet the needs of the mobile device users. The aim is to use mobile recruitment to post jobs and create postings that can be easily shared on social media and readily responded to.

3.5. Growing Emphasis on using Social Networks

Over the past few years, social networking sites such as LinkedIn and Facebook have rapidly gained prominence amongst internet users. These sites provide wealth of information on prospective candidates. Sites such as LinkedIn, and to an extent Facebook, provide specific recruitment related tools and analytic software to improve the recruitment process. Their aim is to help companies identify and locate the right talent for their company. Not surprisingly many firms have actively started using social networking sites for soliciting and recruiting new talents. The top preferred site is LinkedIn followed by Facebook and others.

3.6. Increased Focused on Passive Candidates

Traditionally recruiters have focused on active candidates-those actively seeking new jobs. However, research has shown that vast majority of prospects (as high as 73%) are passive candidates, that is they are not actively seeking jobs but are open to new opportunities and offers. This was found to be especially true in the case of social networking sites such as LinkedIn where vast majority of prospects were passive candidates. Hence, firms today are providing more and more emphasis on passive candidates. Indeed, much of the mentioned trends are aimed at attracting passive candidates.

3.7. Corporate Websites

Corporate websites are important arenas for self-expression of companies and useful in reaching the exterior and interior customers of a company. Corporate websites have become an important source of information in the job application process and, they are significant communication

channels between companies and job seekers (Araujo & Ramos, 2002). Sometimes companies prefer using merely their corporate websites to attract new applications. Corporate websites are important tools in E-recruitment applications in both reaching a large area of workforce and informing candidates about the institution. In the job advertisements published on websites, institutions give many messages about themselves, as well as the job, and the characteristics of the candidates to be placed in this position. All information in the advertisements gives important clues about what kind of employee can be employed. These clues can significantly affect the candidates' application to an institution. On the one hand, corporate websites have the function of representing the organization. Therefore, the content of the web site should be prepared in accordance with the values, norms, and goals of the company and should be constantly updated so that possible problems can be easily resolved. Corporate websites have the potential to provide applicants with real-time feedback about person-organization fit. Namely, job seekers can effectually compare their own properties, job characteristics, and demands of the employer company through the information given in online job ad and through their examinations of the related corporate websites.

3.8. Private Employment Agencies

Private employment agencies are also important vehicles for online recruitment. They attract millions of candidate resumes through their websites and online employment platforms. And, through these portals and their own websites, thousands of employers are announced for vacant positions. Special employment bureaus use all the HR services: telephone and face-to-face interview techniques (which are traditional methods), collecting the resumes of the candidate, sending emails to the candidate for email applications, and applying to the employer. Candidates earn many advantages in job searches with the help of private employment agencies. Through these agencies, it is possible for vacancies to be offered automatically by the site; in addition, the vacancies can be searched according to various criteria, the job application and evaluation process can be taken continuously, and candidates can get consultancy services. Private employment agencies function in almost all sectors in employee recruitment, they have a mediating role in the recruitment staff in many sectors. And, these offices are involved in recruitment at all levels and positions by submitting ads through the online employment platform- or through their websites in lower and mid-level recruitment. Finally, they use headhunting methods for recruiting candidates for upper-level positions. This "third-party" e-recruitment companies have become the second most popular online traders in both the United States and Europe (Tong, 2008). They act as intermediaries between job seekers and employee seekers. These third-party recruiter companies give services to organizations that prefer to utilize online job advertisements for attracting and screening potential candidates' CV's at lower costs compared to more conventional recruitment techniques. In fact, in most countries e-recruiter companies serve the job seekers free of charge in posting their CVs online (Galanaki, 2002). Owing to free CV sending opportunities, it is inevitable that job seekers freely send their CVs to different intermediary e-recruiters; thus, creating bigger and bigger candidate pools for organizations, and making it more advantageous to work with these intermediary e-recruitment firms. Therefore, the rapid growth of the third-party e-recruitment web sites has altered the way jobseekers are looking for jobs.

3.9. Use of Social Media

In human resources management, social media, its structure based on advanced internet technology, and its many different and new features have had an ever increasing effect. In the recruitment processes, social media has become an important alternative for attracting applicants. Social media can be considered an important tool for recruiting new employees. It is a proper baseline for presenting the newest job opportunities, information regarding

companies, vacant positions, and challenging alternatives for candidates. With the help of social media, companies can adopt speedier, efficient, and strategic recruitment processes. Social media increases the ability of companies to target the most meaningful and congruent candidates from a wide range of job seekers. For example, in the United States, 98% of companies control the social media profiles of their applicants in their personnel selection processes. According to this research data, Twitter ranked third with 49%, while Facebook ranked second with 51%, and LinkedIn had the highest rank at 98%. This is why companies also look at social media profiles as well as normal resumes. Social media acts a supplementary tool in the recruitment process. For instance, LinkedIn is also an alternative channel for professionals who are not actively looking for work but are open to new opportunities. Seeing social media as just a resume repository means insufficiently using this channel. Most businesses can also use social media to check their CVs with candidates. This is considered a more effortless method of reference control but is sometimes considered to be more reliable. On the one hand, search robots such as Google, Yahoo, and Yandex also provide the opportunity to get extra information about candidates that can be added to the information already given by the candidate in his/her CV. The increasing use of social media in a person's life has reached a level where human resources units must deal with this reality. First of all, merging the career pages of the institutions with social media pages should be listed as the first steps towards socialization. The fact that corporate career videos are given to YouTube is one of these examples. In social media and networks, organizations not only use the brand identity as a user, but also actively use and follow these sites. At this stage, organizations have started to manage new communication platforms by creating a new team or using external sources (Bora, 2011). At this point, there are also scholars studying different methods to evaluate candidates according to their social media data. For example, Faliagka et al., (2012) developed a method of ranking candidates by utilizing machine-learning algorithms for evaluating applicants that makes linguistic analysis of candidates' blogs and creates objective criteria that draw data from a candidates' LinkedIn account. For example, in Cares and Castellan's (2011) study, the recruitment and selection habits of Belgian human resources professionals have been examined with an aim of understanding whether LinkedIn and Facebook are important tools in making selections, regarding candidates. In the study, about 393 human resources professionals were examined from various sectors and organizations and an online questionnaire concerning the use of Facebook and LinkedIn in recruitment processes has been applied. The results of the study showed that both Facebook and LinkedIn act as supplementary tools in understanding applicants and are used for finding additional information about applicants in order to decide whether it is meaningful to invite them for the interview. However, sometimes the data received from social media may not be so clear or may not realistically reflect the candidate. When creating these data, users of the social networking site mostly do not have an initial intention of preparing knowledge about themselves for recruiters, so this data may not ensure necessary information has been productively portrayed for the recruitment process. And sometimes, it may cause unlawful discrimination since the recruiter can find out information about the applicant's race, ethnic identity, age, political identity, sexual orientation, religion, and disabilities (Pate, 2012). Since this type of searching occurs without the knowledge of the job seeker, the recruiter can freely discriminate without the applicant's knowledge, thus deteriorating the fairness of the process and relevance of the search with the recruitment process.

4. RECOMMENDATIONS

The modern era necessitates more technologically friendly and more proactive players in the market. As a result, demanding employers and employees created new ways for dealing with job searches and the recruitment process. In order to keep up with their rivals, companies should

engage in e-recruitment processes to attract more demanding, younger, proactive, and qualified candidates who are more prone to use technological applications and portals in their job searches. And similarly, in order to reach a greater number of employers with higher prestige and recognition.

5. FUTURE RESEARCH

This study focused to make a comprehensive conceptual examination of the novel recruitment style, namely, e-recruitment. In further research, the advantages and disadvantages of the e-recruitment process can be examined with the help of an empirical study. And in the research model, the effects of the e-recruitment process can be analyzed for the efficiency and effectiveness of the recruitment process. As well candidate satisfaction or employer satisfaction can be analyzed with the help of this model. And, the extent of technology adoption in the e-recruitment process should be analyzed regarding its effects on positive organizational outcomes.

6. CONCLUSION

E-recruitment is defined as the actions and practices of the institution by using various electronic tools to fill open positions effectively and efficiently. It is a technology-based process wherein many recruitment applications such as online job vacancies, online interviews, and online tests are utilized. E-recruitment provides speed and cost advantages for organizations to design their websites, not only to receive job applications but also to make evaluations online. For example, online business interviews and online tests are some of the applications that can be included in this process. Despite all the positive results achieved through e-recruitment, some companies are still hesitant to adapt to these new practices. Lack of expertise, the high costs of adoption, lack of knowledge of the system, and reluctance to leave traditional approaches are among the reasons for hesitation. However, beyond the above, the fact that many organizations have prevented e-path tracking prefer to continue manual candidate tracking results in e-recruitment system avoidance. Of course, there are some points that cause both applicants and recruiters pause about e-recruitment. First of all, social profile screening used by most companies during e recruitment process, is a debated issue. Some experts claim that it should be illegal to pursue information this way. And, it can result in problems that end up in lawsuits. Applicants can feel disturbed and they may be uncomfortable if they find out that their social media accounts are secretly followed. This can be perceived as a violation of privacy. For example, if a recruiter figures out some private aspects of an individual, like his ideological preferences, and during the interview if he implies that he knows something about his ideological preferences, the candidate could be disturbed and choose to sue the company as a result. On the other hand, it is also possible that the information derived from social media is false or outdated. In fact, analyzing and reviewing applicants' social network profiles, their posts, comments, and photographs on the internet can both help to understand the persona attributes of applicants and figure out if they fit the company culture or not (Kluemper & Rosen, 2009). But, these attempts may also mislead the recruiter as Solvency and Ross (2012) suggest, as social network activities may sometimes distort reality. Individuals may behave differently in social media and they may behave differently in the work environment. They may willingly comply with the values, norms and regulations of the company they are working for, despite their own personal realities. In spite of its disadvantages, e-recruitment has positively affected the job search process and the recruitment process and revolutionized the modern business life. Thanks to the time, space, and money saved it has become a preferred recruitment method for many companies and has made the recruitment processes of companies more modern. And it has made things easier for many job seekers to reach their potential employers more cogently.

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