

Adoption of E-recruitment in the Ethiopian Banking Industry

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ABSTRACT

The main objective of this study is to assess the adoption, advantages and disadvantages of e-recruitment in the Ethiopian Banking Industry. This study will be significant to those who are in charge of performing recruitment tasks in different industries, academicians and researchers. The results of the study are presented in a brief manner here under in order of the specific objectives of the study mentioned above. 39% of the banks in the industry are applying e-recruitment methods in performing their recruitment tasks. Geographical spread, ability to reach a large audience, greater chance to find the right candidates quicker, 24/7 on line, cheaper than the traditional method, increased quality of applicants, shift from manual HRM, positive effect on company image, increased efficiency of the recruitment practice, informing vacancies in creative ways, attracting passive job seekers, access to target candidates, easiness to apply for candidates, reduced administrative tasks, wider scope, choice and opportunities are discovered as the advantages of e-recruitment in the Ethiopian Banking Industry. The result of the study revealed that difficulty to use for non-clerical, discrimination of those who do not have access to internet, involvement of user unfriendly tools, lack of personal touch, development fees for small companies, name recognition required, outdated resumes, internet may not be the first option for applicants, overwhelming number of applicants, time consuming sifting of applications, poor segmentation of the market and lack of transparency of data are the disadvantages of e-recruitment in the Ethiopian Banking Industry.

Key words: HRM, Recruitment, E-recruitment, Websites, Social Media, Job Portal

Introduction

The success of every organization depends upon a vital component that is human resource and effective and efficient practice of recruitment is crucial for success as it generates human capital. The traditional methods of recruitment have been revolutionized through the influence of internet. Many organizations have already implemented e-recruitment processes for posting jobs and accepting resumes on internet and corresponding with applicants through e-mail (Prabjot, 2015).

Development of technology has changed business environment dramatically (Elena, 2013) and this advancements have a profound impact on business practices including human resource management (Derek and Jane, 2003). Financial services industry has recently been open to historic transformation or e-developments like e-finance, e-money, electronic banking (e-banking), e-brokering, e-insurance, e-exchanges, and even e-supervision (Marjan & Zahra, 2014).

According to Marjan & Zahra (2014) e-recruiting is one of the most successful e-commerce applications as a method for quickly reaching a large pool of the potential job seekers. The internet as a recruiting tool introduced first in the mid 1990s (Handlogten as cited in Yas & Mona 2015). E-recruitment, also known within the literature as online recruitment, Internet recruitment or cyber recruiting refers to the practice of advertising job vacancies online, and the formal sourcing of information about jobs online (Mesese & Uttam, 2016). The use of the internet has dramatically changed the face of human resource recruitment and the ways organizations think about the recruiting (Yas & Mona, 2015) and the practice of using corporate websites to recruit job applicants has increased steadily (Steven & Yuping, 2007).

The capability of advanced e-recruiting tools has enabled recruiters to quickly identify and hire qualified candidates, and to build ongoing relationships with prospective employees (Marjan & Zahra, 2014). Advertising job openings, tracking the source of applications, and online enquiry forms, were the most frequently used methods for attracting candidates (Jochen, Tobias & Tim, 2005). According to Mesese & Uttam (2016), e-Recruitment can be done through corporate websites (used

for posting a job through a link for career options where the potential candidates can log in for the current openings), commercial job boards or job portals (used for posting the job advertisements and search for talented candidates) and professional websites. The use of Internet recruitment has enabled organizations to reach appropriate job seekers in wider geographical locations at any time. Furthermore, the Internet permits firms to recruit the right candidates at a much lower cost (Marjan & Zahra, 2014). E-Recruitment allows for immediate real-time interaction and 24/7 hiring/job search activity both employers and job seekers and also filtration tools that are available on the online recruitment sites are important to find a job or a recruit (Ondina & Cristina, 2016).

E-recruitment process can be adopted by and used in all types of organizations irrespective of their size and it will provide different benefits to the organizations as it gives more flexibility to the recruitment management in making contact with prospective applicants through online channels like e-mails and Short Message Services (Yas & Mona, 2015).

Statement of the Problem

Albeit the practice of recruitment is undertaking rapid transformation and changing in to e-recruitment and e-recruitment is becoming a favored medium of both employers and job-seekers (Prabjot, 2015) and e-recruitment is providing crucial benefits for organizations that are recruiting their human resource needs electronically (Helen and Sue, 2008) through e-recruitment methods; organizations in Ethiopia are not adopting e-recruitment in their operations and as a result are not enjoying the benefits of e-recruitment.

But e-recruitment can be adopted in Ethiopia as the platform and necessities are found to some extent nonetheless not sufficient and in abundance. This is for the reason that, the tools of e-recruitment; internet technology and WWW used as a platform for recruiting and testing candidates (Jochen, Tobias & Tim, 2005), online recruitment tools like LinkedIn, Facebook, video platforms such as YouTube and forums (Beniamin, 2015), corporate or commercial recruiting websites and electronic advertisements on other websites (Galanki, 2002) are available.

Notwithstanding this fact, organizations in Ethiopia are not recruiting electronically. This may be the result of lack of awareness about the advantages and disadvantages of e-recruitment. So far, no study was conducted that could identify the application level (tools and methods used), advantages and disadvantages of e-recruitment in Ethiopia Banking Industry and in Ethiopia as well.

As an upshot of this, nothing is known about the adoption, advantages disadvantages, challenges and prospects of e-recruitment in the Ethiopian Banking Industry. But, having eloquent knowledge of the above points unquestionably contributes to the adoption of e-recruitment in Ethiopia banking industry. Hence, the foremost aim of this study is to assess the level of application, advantages, and disadvantages of e-recruitment in the Ethiopian Banking Industry.

Objectives of the Research

The general objective of this study is to assess the adoption, advantage, disadvantages and identify the challenges and prospects of e-recruitment in the Ethiopian banking industry.

The specific objectives of the study were:

- To assess level of adoption of e-recruitment in the Ethiopian Banking Industry,
- To assess the advantages of e-recruitment in the Ethiopian Banking Industry,
- To assess the disadvantages of e-recruitment in the Ethiopian Banking Industry,

Basic Research Questions

1. How is level of adoption of e-recruitment in the Ethiopian Banking Industry?
2. What are the advantages of e-recruitment for the Ethiopian Banking Industry?
3. What are the disadvantages of e-recruitment for the Ethiopian Banking Industry?

Review of Related Literature

The practice of recruitment is undergoing a rapid transformation (Prabjot, 2015); and is revolutionized by the

emergence of the internet (Jochen, Tobias & Tim, 2005). This is because the mass adoption of new tools and technologies has made the process of talent acquisition rich with data and workflow friendly and we are a part of the millennial generation, who cannot imagine life without computers or smart phones (Prabjot, 2015).

The process of recruiting has changed enormously by using the internet. E-recruitment is the latest trend in the recruitment process and it has been adopted in many organizations from large to small-sized companies (Jochen, Tobias & Tim, 2005). It is increasingly being used by both large and small organizations and is becoming a favored medium of both employers and job seekers (Owusus & Kwabena, 2014) and many companies use e-recruitment to post jobs and accept resumes on the internet, and correspond with the applicants by e-mail (Jochen, Tobias & Tim, 2005).

According to Yas and Mona (2015), the use of the internet has dramatically changed the face and ways of human resource recruitment that organizations think about. And the internet as a recruiting tool was introduced first in the mid 1990s (Handlogten as cited in Yas & Mona, 2015). "Currently, e-recruiting is one of the most successful e-commerce applications as a method for quickly reaching a large pool of the potential job seekers" (Marjan & Zahra, 2014, 69).

E-recruitment is quickly becoming a prevalent human resource management practice worldwide and many organizations have witnessed the transformation of conventional recruitment methods to online recruitment, particularly since the mid 1990s. The shift was made possible by the advancement of internet technologies and the advantages generated by internet recruitment (Marjan & Zahra, 2014).

Owusus and Kwabena (2014) noted that: in terms of human resource management, internet has radically changed the recruitment function from the organizational and job seekers perspective. Conventional methods of recruitment processes are readily acknowledged as being time-consuming with high costs and limited geographic reach.

The terms online recruitment, cyber recruitment, or internet recruitment, represent the formal sourcing of job information online (Handlogten as cited in Yas & Mona, 2015).

Different authors gave different definitions for e-recruitment and the essence of all the definitions is the same. And also, some of the authors mentioned how e-recruitment evolved and emerged as the main mechanism of recruitment in replacement of the traditional recruitment method and practice.

The different definitions given for e-recruitment by different authors include: online attraction and identification of potential employees using corporate or commercial recruiting websites, electronic advertisements on other websites or an arbitrary combination of these channels including optional methods such as remote interviews and assessments, smart online search agents or interactive communication tools between recruiter and applicant (Gelanki, 2002), the practice of announcing vacant positions in an organization on corporate web site and/or the web site of online recruitment vendors so as to allow applicants send their resumes electronically via e-mail or in some other electronic format Marjan & Zahra (2014), the practice of recruitment over the cyberspace (James, 2012), the practice of advertising job vacancies online and the formal sourcing of information about jobs online (Masese & Uttam, 2016), any recruitment activity whereby the main means of correspondence and communication is over the internet (Jochen et al., 2005) and use of technology to assist recruitment function (Sidra, Mushtaq, & Tayyeb, 2016).

To these definitions different dimensions can be added in which e-recruitment is performed. The scope of e-recruitment can also involve the possibility to conduct remote interviews and assessments, like psychometric or aptitude test online, and using banner advertisements and smart agents to search the web. In addition, interactive tools can be used to link the corporate databases with the web site, like search engines, interactive application forms, e-mail auto respondents and electronic mailing lists (Handlogten, 2009 as cited in Marjan & Zahra, 2014).

The speedy integration of the internet into recruitment processes is primarily recognized due to the internet's unrivalled communications capabilities, which enable recruiters for written communications through e-mails, blogs and job portals. The use of websites such as LinkedIn, Facebook and Twitter for some aspects of recruitment is sometimes referred to as social recruiting (Prabjot, 2015).

It covers the activity of employers, recruitment agencies and prospective employees, recruiting for permanent and contract work, other recruitment-related issues, such as career management, personal development, assessment tasks and assessment sectors, and finally recruitment-related methods such as companies and individuals using social networks like LinkedIn (Jochen et al., 2005).

E-recruitment is the process of personnel recruitment using electronic resources, in particular the internet. The first references to e-recruitment appeared in articles of the mid 1980s. E-recruitment can be divided into two types of uses: corporate web site for recruitment and commercial jobs boards (such as monster.com) for posting job advertisements. Corporate websites are a company's own website with a link for job posting/career options where candidates can log into for current openings. If the company advertises its vacant positions on other website that specialize in recruitment such as naukri.com, timesjob.com, monster.com, etc., the companies would be adopting commercial job boards for recruitment (Prabjot, 2015).

Research Methodology

The study is conducted in the Ethiopian Banking Industry which comprises 18 commercial banks and it adapted descriptive study design and cross sectional survey approach. Purposive and convenience sampling techniques were used in drawing respondents from among the population. The sample size is 60.

The banks selected were, Enat Bank S.C, Lion International Bank S.C and Oromia International Bank among those who are using e-recruitment methods and Addis International Bank S.C, Abay Bank S.C and United Bank S.C among those which are not using e-recruitment methods. The first were selected purposively for they have the practice and the later were selected based on convenience sampling based on their location.

Self-administered partially closed-ended questionnaire and a semi-structured key informant interview are adopted.

Data analysis is done quantitatively and qualitatively by using SPSS version 20 data analysis software and MS-Excel application software.

Presentation, Analysis and Discussion of Findings

1. Profile of Respondents

The profile of respondents is presented below by taking the demographic characteristics; age, marital status, educational status, service year, field of study and field of business with respect to their gender. 60% of the respondents are male and 40% are female. Most of the respondents (about 93%) are below the age of 40 years.

Regarding educational status of respondents; 74.5% of them have Bachelor degree and 25.45% have Master and above degree. All the respondents were Bachelor degree and above holders. Regarding the tenure or service year of respondents in their respective banks; 50.91%, 36.36% and 12.73% have served less than 5 years, five to 10 years and eleven to 20 years respectively.

2. Level of Adoption of E-recruitment in the Ethiopian Banking Industry

All commercial banks that are found in the Ethiopian Banking Industry were asked to respond to questions regarding the adoption of e-recruitment in the industry. The questions were about the use of websites, commercial job portals and social media pages for recruitment purpose; possession of technology adoption policy and e-recruitment policy and the extent to which websites and other e-recruitment tools are being used in their recruitment practice.

Table 1: Adoption of E-recruitment in the Ethiopian Banking Industry

Banks	Tools and Methods of E-recruitment								
	Have a Website	Website has Vacancy as a Part	Posted Vacancy on Website before	Posting Vacancy on Website Currently	Not Ever Posted Vacancy on Website	Application Form on Website	Have Social Media Pages	Posting Vacancy on Social Media Pages	Use Job Portal
CBE	1	1	1	0	1	0	1	0	0
AIB	1	1	0	0	1	0	0	0	0
OIB	1	1	1	1	0	0	0	0	0
LIB	1	1	0	1	0	1	1	0	0
CBO	1	1	0	0	1	0	0	0	0
BoA	1	0	0	0	1	0	0	0	0
NIB	1	0	0	0	1	0	0	0	0
DGB	1	1	0	0	1	0	0	0	0
DB	1	1	0	1	0	1	0	0	0
UB	1	1	1	0	0	0	1	0	0
WB	1	1	0	0	1	0	0	0	0
AB	1	0	0	0	1	0	0	0	0
AdIB	1	0	0	0	1	0	0	0	0
EB	1	1	0	0	0	1	1	0	1
ZB	1	0	0	0	1	0	0	0	0
BeIB	1	0	0	0	1	0	0	0	0
DBE	1	1	0	0	1	0	0	0	0
BIB	1	0	0	0	1	0	0	0	0
Total	18	11	3	3	13	3	4	0	1
%	100	61	17	17	72	17	22	0	5.5

Source: Researcher's Own Survey, 2017

Regarding possession of technology adoption policy 9 banks have technology adoption policy, 4 banks do not have such a policy and 3 banks have not replied to the question. This means that 69.23% of the banks in the Ethiopian Banking Industry have technology adoption policy. And, only one bank has e-recruitment policy.

2.1 Websites as a Means for E-recruitment

As the above table shows all the banks in the Ethiopian Banking Industry have a corporate website. The website of 11 banks has a vacancy as its part that could be used to announce vacancies and attract potential applicants electronically. These banks are Commercial Bank of Ethiopia, Lion International Bank S.C, Oromia International Bank S.C, Enat Bank S.C, Awash International Bank S.C, Cooperative Bank of Oromia S.C, Wegagen Bank S.C, Debub Global Bank S.C, United Bank S.C, Development Bank of Ethiopia and Dashen Bank S.C. This means that about 61% of the banks have this feature on their websites that can be easily used for recruitment purpose if they decide to do so with addition of some recruitment features. Among these banks' websites that of Commercial Bank of Ethiopia, United bank S.C and Oromia International Bank S.C contain vacancies posted on it. But vacancies posted by United Bank S.C and Commercial Bank of Ethiopia are posted long time ago and currently they are not announcing vacancies on it. Oromia International Bank S.C has a recent vacancy posted on its website's vacancy part.

The websites of Lion International Bank S.C, Dashen Bank S.C and Enat Bank S.C has an application form attached to their vacancy part. But these banks' websites do not contain vacancies. This means that 6 banks out of the 11 (i.e. about 54% of the banks with vacancy on their website and about 33% of the banks in the industry) banks with vacancy part on their websites are utilizing the function to some extent.

The remaining banks whose websites contain vacancy as a part (Wegagen Bank S.C, Debub Global Bank, Cooperative Bank of Oromia, Development Bank of Ethiopia and Awash International Bank S.C): are not using their websites even to post vacancies.

Among these 11 banks most of them are not using the option appropriately to the level required. Banks that are relatively better in this regard are Lion International Bank and Oromia International Bank. Dashen Bank and Enat Bank have relatively good layout/design/ with regard to the features on it. The other banks are not actively using it.

2.2 Commercial Job Portals as a Means for E-recruitment

Only one bank i.e. Enat Bank S.C uses commercial job portal called Jumiajobs.com to announce vacancies, collect resumes from applicants and screen the best candidates. This means that about 5.5% of the banks are using commercial job portals as an e-recruitment mechanism. This practice of Enat Bank S.C can be taken as the best practice regarding e-recruitment in the Ethiopian Banking Industry.

2.3 Social Media Pages as a Means for E-recruitment

Five banks (27.7%) have social networking pages; Facebook and Twitter. These banks are Commercial Bank of Ethiopia, United Bank S.C, Enat Bank S.C, Lion International Bank S.C and Berhan International Bank S.C.

It could be concluded that the six banks that are using their websites to some extent coupled with Enat Bank S.C (39%) that is using commercial job portal called Jumiajobs.com have some experience of e-recruitment though it is in its very infant stage. The e-recruitment methods being used in the Ethiopian Banking Industry are website and commercial job portals.

3. Advantages of E-recruitment in the Ethiopian Banking Industry

Geographical spread (mean = 4.58 and SD = 0.658), ability to reach a large audience (mean = 3.91 and 1.159), greater chance to find the right candidates quicker (mean = 3.93 and SD = 1.086), 24/7 on line (4.26 and SD = 0.777), cheaper than the traditional method (mean = 4.00 and SD = 1.036), increased quality of applicants (mean = 3.87 and SD = 0.944), shift from manual HRM (mean = 4.33 and SD = 0.673), positive effect on company image (mean = 4.24 and SD = 0.744), increased efficiency of the recruitment practice (mean = 4.15 and SD = 0.870), informing vacancies in creative ways (mean = 4.16 and SD = 0.714), attracting passive job seekers (mean = 3.67 and SD = 1.139), access to target candidates (mean = 3.91 and SD = 0.976), easiness to apply for candidates (mean = 3.58 and SD = 0.956), reduced administrative tasks (mean = 4.24 and SD = 0.889) and wider scope, choice and opportunities (mean = 4.07 and SD = 0.797) are found to the advantages of e-recruitment in the Ethiopian Banking Industry.

4. Disadvantages of E-recruitment in the Ethiopian Banking Industry

Difficulty to use for non-clerical positions (mean = 4.42 and SD = 0.786), discrimination of those who do not have access to internet (mean = 3.96 and SD = 0.971), involvement of user unfriendly tools (mean = 3.78 and SD = 0.965), not the first option for applicants (mean = 3.66 and SD = 1.176), lack of personal touch (mean = 3.78 and SD = 0.965), development fees for small companies (mean = 3.44 and SD = 0.907), name recognition required (mean = 3.29 and SD = 0.944), outdated resumes (mean = 3.15 and SD = 1.161), overwhelming number of applicants (mean = 3.44 and SD = 1.013), time consuming sifting of applicants (mean = 3.21 and SD = 1.291), poor segmentation of the market (mean = 3.32 and SD = 1.140) and lack of transparency of data (mean = 3.25 and SD = 1.191) could be taken as disadvantages of e-recruitment in the Ethiopian Banking Industry.

Discussion on Findings

1. Adoption of E-recruitment in the Ethiopia Banking Industry

The six banks that are using their websites to some extent coupled with Enat Bank S.C that is using commercial job portal called Jumiajobs.com (39% of the banks in the industry) have some experience of e-recruitment though it is in its very infant stage.

2. Advantages of E-recruitment in the Ethiopian Banking Industry

As it is noted by Helen and Sue (2008) different authors identified the following points as advantages of e-recruitment; geographical spread (CIPD 2005; McDougall 2001; Mohamed et al. 2002), larger audience (Alfus 2001; Bartram 2006; Burke 1998, JWT research 1998; Laabs 1998, Pin et al. 2001; Zusman and Landis 2002), greater chance to find right candidate quicker/greater effectiveness (Galanaki 2002), 24/7, no waiting for issue dates (CIPD 2005; Pin et al. 2001), relatively cheap (Baillie 1996, Burke 1998, Fister 1999, Galanaki 2002, Kuhn 2003 Mohamed et al. 2002; Schreyer and McCarter 1998; Van den Broek et al. 1999), higher quality of applicants (Bartram 2000), shift from manual screening to using 'HRM expertise' (Bingham et al. 2002, Pin et al. 2001), positive effect on corporate image/ up-to-date image (Galanaki, 2002, Pin et al. 2001), inform in more creative ways (Frost 1997, Cober et al. 2000), access passive jobseekers (Galanaki 2002), target candidates/address niche markets (Galanaki 2002; Pin et al. 2001), reduction of unqualified candidates (Pin et al. 2001) and easier to apply (Kaydo and Cohen 1999).

The finding of this study does not deviate from but rather is the same with what has been found by the above studies.

3. Disadvantages of E-recruitment in the Ethiopian Banking Industry

As it is noted by Helen and Sue (2008) different authors identified the following points as disadvantages of e-recruitment; higher expectations regarding relocation costs (Brooke 1998), development fees for small companies, name recognition required (Baillie 1996, Galanaki 2002), outdated resumes (Sullivan 1998: cited by Hays 1998), discrimination/privacy (Bartram 2000; Dash 1999, Feldman and Klaas 2002; Pin et al. 2001; Pitturo 2000, Smith 1999), internet not the first option for applicants (Feldman and Klaas 2002; Galanaki 2002), overwhelming number of candidates (Brooke 1998; Galanaki 2002, Haley 2000;Lawrence 1999 cited by Bartram 2000), number of unqualified candidates (Kaydo and Cohen 1999; Greenberg 1998; IRS Employment review 2005), time consuming sifting of application forms (Mitchel 1998), poor segmentation of the market (Pin et al. 2001), transparency of data (Pin et al. 2001), lack of personal touch (CIPD 2005, IRS Employment review 2005; Feldman and Klaas 2002; Milman 1998, Pin et al. 2001), user-unfriendly tools (Feldman and Klaas 2002) and discrimination of those who do not have access (Pin et al. 2001). The finding of this study does not deviate from but rather is the same with what has been found by the above studies.

Conclusion and Recommendations

Conclusion- About 39% of the banks in the industry are applying e-recruitment methods (Websites: used by 6 banks and commercial job portals: used by Enat Bank) in performing their recruitment tasks. The practice of Enat Bank S.C can be taken as the best practice regarding e-recruitment in the Ethiopian Banking Industry. Many points are found to be advantages and disadvantages of e-recruitment in the Ethiopian Banking Industry and mentioned above.

Recommendations- The banks in the industry should try to devise an e-recruitment policy and exert a considerable effort to incorporate the different methods and tools in performance of their recruitment tasks to enjoy its advantages and practice the contemporary trends of recruitment. The banks in the industry should use their websites in their practice of recruitment with addition of some features for e-recruitment. Social media pages are not being used for recruitment purpose in the banking industry albeit many of the banks in the industry have social media pages.

As the integration of commercial job portals improves and enhances the effectiveness and efficiency of the recruitment practice, commercial banks in Ethiopia should employ their services. Those banks that are using their websites for recruitment should adopt the type of e-recruitment in a fully fledged manner as they are not using it in that fashion.

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