



## E-Recruitment: Transformation, Challenges, And Future Directions in Talent Acquisition

Ms. Farhat Jahan Siddiqui<sup>1</sup>, Dr. Charu Khan<sup>2</sup>

<sup>1</sup>Assistant Professor- Management, PSIT-College of Higher Education, Kanpur, Uttar Pradesh, India.

<sup>2</sup>Associate Professor, Management, School of Business Management, Kanpur, CSJM University, Uttar Pradesh, India.

**Email ID:** farhat28mba@gmail.com<sup>1</sup>, charukhan@csjmu.ac.in<sup>2</sup>

### Abstract

*The rapid evolution of technology has transformed the recruitment landscape, with e-recruitment emerging as a pivotal component of modern human resource management. This study examines the impact of e-recruitment on candidate experience, diversity, and inclusion, highlighting the benefits and challenges associated with its adoption. A comprehensive literature review reveals significant research gaps in this area. Need of comparative analysis across different sectors is also observed. This research aims to address those research gaps and also contribute to the ongoing discourse on e-recruitment, providing insights into its role in shaping the future of talent acquisition and human resource management.*

**Keywords:** Candidate Experience, Digital Transformation, E-Recruitment, Human Resource Management, Talent Acquisition.

### 1. Introduction

In today's digital world, the way companies recruit and hire employees has changed dramatically, thanks to e-recruitment. Also known as online or internet recruiting, this approach uses technology—especially the internet—to find, evaluate, and hire candidates more efficiently. Instead of relying on traditional methods like newspaper ads or physical job postings, companies now use online platforms, digital tools, and communication channels to simplify and speed up the hiring process. Galanaki (2002) describes e-recruitment as the practice of posting job openings on company websites or specialized job portals, allowing candidates to apply online via email or e-forms. Businesses have embraced this digital shift to stay competitive in attracting top talent, recognizing that online recruitment offers significant advantages. The internet has become an essential tool for both employers and job seekers, making it easier to share job opportunities, receive applications, and respond quickly to potential hires. Job seekers also benefit from instant access to updated career information, helping them find better opportunities faster. From a Human Resource Management (HRM) perspective, e-recruitment has revolutionized hiring practices by

replacing slow and expensive paper-based processes with more efficient digital solutions. These platforms cater to both active job seekers (those actively looking for work) and passive candidates (those open to opportunities but not actively searching), saving time and resources for both parties. Many large companies now integrate e-recruitment into their hiring strategies, allowing candidates to submit their CVs directly via email or online portals. While still evolving, this method has become an essential part of corporate hiring, with businesses allocating dedicated budgets for digital recruitment efforts. Moving recruitment online has made hiring faster and more efficient, significantly impacting modern HR practices. Companies and recruitment agencies continue to shift towards digital platforms, allowing multiple HR professionals to assess candidates independently. However, e-recruitment isn't without its challenges—such as attracting unqualified applicants or struggling to improve workforce diversity. Social media has also become a key tool in recruitment, helping employers connect with potential candidates in new and engaging ways. Overall, e-recruitment is reshaping the hiring process,



expanding job opportunities for candidates while making recruitment more effective for employers.

## 2. Literature Review

This study explores how different factors influence companies' views on and use of online recruitment, particularly when hiring IT professionals and young graduates. The findings emphasize the growing importance of digital recruitment in the IT sector. Anderson (2003) takes a deep dive into the impact of new technologies on the hiring process, considering perspectives from both job seekers and recruiters. His research examines how technology shapes perceptions, behaviors, and decision-making in recruitment. The study also provides valuable insights for HR professionals and researchers, offering strategies to improve the acceptance and effectiveness of recruitment technologies. Anderson's work highlights the need to engage applicants effectively while ensuring fairness, transparency, and compliance with legal and ethical standards. Tong and Sivanand (2005) argue that online recruitment is more efficient than traditional hiring methods. Their research shows that e-recruitment helps companies complete hiring tasks faster and enhances the overall recruitment experience. A key takeaway from their study is that applying for jobs has become much simpler and more convenient thanks to digital platforms. These findings underscore the benefits of e-recruitment in modern HR practices and offer practical implications for HR professionals looking to optimize their hiring strategies. Yakubovich and Lup (2006) challenge the common belief that referrals are more likely to be hired based on the referrer's job performance. Their study breaks down recruitment into three key stages: objective selection, subjective selection, and self-selection. The findings suggest that referrals' effectiveness varies depending on the recruitment stage and the referrer's performance level, contributing to a broader understanding of how social networks influence hiring decisions. Tong (2009) focuses on employed job seekers in Malaysia and their engagement with third-party e-recruitment platforms. Using a modified Technology Acceptance Model (TAM), the study identifies key factors affecting the adoption of e-recruitment technologies.

However, the findings indicate that while digital hiring tools are gaining traction, they have not completely replaced traditional recruitment methods. This research provides valuable insights into the evolving recruitment landscape in Malaysia. Holm (2012) examines the transformation of hiring processes in large Danish organizations due to e-recruitment. The study reveals that digital hiring tools have made recruitment more flexible and location-independent. By restructuring traditional hiring sequences and increasing the modularity of recruitment tasks, companies can continuously engage with potential candidates through corporate career websites. This research highlights the growing role of e-recruitment in modern HR practices. Parry and Wilson (2009) explore the still-developing field of online recruitment and its successful adoption by organizations. Their study outlines the advantages and limitations of digital hiring methods and provides practical recommendations for HR professionals. The research underscores the importance of integrating online recruitment into modern HR strategies. Dhamija (2012) investigates the impact of electronic recruitment on organizational performance. The findings show that e-recruitment enhances efficiency by reducing hiring costs, improving communication, and shortening recruitment timelines. The study emphasizes the role of digital hiring in boosting overall organizational performance and streamlining HR functions. Gopalia (2012) evaluates the effectiveness of internet recruitment through a case study of Tesco. The research examines how online hiring influences recruitment costs, time-to-hire, employer branding, and the ability to attract suitable candidates. The study concludes that internet-based recruitment is a powerful tool for companies looking to optimize their hiring strategies. Furtmueller et al. (2012) examine the differences in recruiter expectations for online and offline resumes. By analyzing existing literature, interviewing recruiters, and studying 40 e-recruitment websites, the study identifies key challenges in categorizing digital resumes and matching them to job postings. The research offers practical recommendations for improving digital resume design to enhance job-matching accuracy. Ventura and Bringula (2013) take



a technological approach by developing an online recruitment software using the Modified Waterfall Model. Their study evaluates the software's performance, reliability, security, and cost-effectiveness, ultimately finding that it significantly speeds up the applicant selection process. They recommend its adoption within university settings, along with further enhancements to improve its functionality. Allen et al. (2013) investigate how job seekers interact with company websites during their job search. Using eye-tracking technology and verbal protocol analysis, the study reveals that candidates focus on hyperlinks, textual content, and job openings. Survey results emphasize the importance of website design, content clarity, and communication features in attracting potential applicants. This research provides companies with key insights into optimizing their online presence to improve applicant engagement. Bharthi (2013) highlights how e-recruitment has revolutionized hiring by leveraging web-based resources to reach a broader talent pool. The study emphasizes the efficiency of online recruitment in identifying skilled candidates while underscoring the growing role of social networking in talent acquisition and screening. These findings offer practical applications for HR professionals looking to maximize digital hiring strategies. Brenda L. (2014) explores ethical challenges in internet-based recruitment for HIV/AIDS research. The study raises concerns about participant privacy, confidentiality, and ethical protections, offering best practices to ensure secure and responsible online recruitment in sensitive research areas. Curtis (2014) discusses the role of social networking sites and online advertising in recruiting participants for HIV/AIDS research. While these platforms are effective for reaching targeted populations, the study stresses the importance of safeguarding participant data, which is often collected and stored by multiple parties. Khan et al. (2014) analyze how e-recruitment influences job seekers' perceptions and decisions. Their findings confirm that the internet is the preferred job search method, with advertisement placement and salary being major factors in attracting candidates. The research highlights the critical role of recruitment

sources in shaping applicants' intent to pursue job opportunities, offering valuable insights for HR professionals. Gates and Podder (2015) take a different angle by examining the Islamic State's recruitment of foreign fighters through an organizational lens. The study explores how the group manages loyalty and compliance among foreign versus local recruits. It identifies differences in recruitment motivations and challenges while finding no evidence of internal conflict, suggesting that the organization effectively integrates both groups. Melanthiou et al. (2015) explore the increasing use of social networking sites (SNSs) in recruitment. Their research highlights the advantages of online hiring, such as improved access to talent, but also raises concerns about legal and ethical issues in social media screening. The study underscores the importance of strategic e-recruitment practices in optimizing hiring outcomes while maintaining compliance with legal standards. Nasreem et al. (2016) examine how technology has transformed employment in Pakistan's small and medium-sized IT companies. Their study highlights key benefits of e-recruitment, including improved applicant quality, access to a larger talent pool, cost and time efficiency, and an enhanced company brand image. However, they also identify challenges such as an influx of irrelevant applications, privacy concerns, and potential discrimination issues. The researchers suggest that HR managers in IT SMEs prioritize online recruitment strategies for sustainable success. Praveen Kumar Ramkuri (2018) focuses on the rise of e-recruitment in India's corporate sector following globalization. Comparing traditional hiring methods with digital recruitment, the study finds that e-recruitment is an effective and evolving tool for Indian organizations. The research offers insights into the growth, challenges, and benefits of e-recruitment, emphasizing its impact on modern HR practices. Malik and Mujtaba (2018) explore how e-recruitment has enhanced HR operations in Pakistan's private sector. Their findings reveal that digital hiring methods significantly improve HR department efficiency, reinforcing the importance of e-recruitment in a rapidly growing corporate landscape. Poudel (2018) investigates job seekers'



willingness to use online recruitment platforms in Nepal. The study finds that factors such as perceived ease of use, social norms, and technological support influence candidates' adoption of e-recruitment. This research contributes to the understanding of digital hiring in developing countries, providing insights for HR professionals seeking to improve online recruitment accessibility. Banerjee and Gupta (2019) examine the role of Web 2.0 technologies—such as podcasts, blogs, and employee testimonials—in shaping employer branding. Their study finds that video podcasts and testimonials enhance job seekers' perception of job advertisements, making employers appear more credible and attractive. The research highlights the growing importance of digital branding in recruitment and its impact on attracting top talent. Muduli and Trivedi (2020) analyze recruiters' use of various hiring methods—including job advertisements, online recruitment platforms, and social media—in India's manufacturing and service sectors. Their study reveals that different recruitment strategies yield varying levels of applicant quality, job performance, and satisfaction. They emphasize the role of information credibility in influencing recruiters' hiring decisions. Kaur and Kaur (2020) explore how online word-of-mouth (eWOM) influences job seekers' adoption of e-recruitment websites. Using the Technology Acceptance Model (TAM), their study finds that eWOM significantly affects perceptions of usefulness and ease of use, ultimately shaping job seekers' decisions to apply for positions through digital platforms. The research underscores the importance of positive online reviews and social validation in e-recruitment adoption. Lee et al. (2021) focus on digital recruitment in the hospitality industry. Their study highlights how advancements in technology have enabled hospitality organizations to rely on digital hiring platforms to attract job applicants. The findings emphasize the importance of online recruitment in service-sector HR practices, offering guidance for companies looking to optimize digital hiring strategies. H. Tabassum et al. (2021) investigate the rise of Online Recruitment Fraud (ORF), a growing cybercrime concern in digital hiring. Their study develops a comprehensive dataset

and applies machine learning algorithms to detect fraudulent recruitment activities. The findings demonstrate that these advanced techniques are effective in identifying deceptive job postings, helping organizations protect job seekers from scams. The study highlights the importance of cybersecurity in modern HR practices and offers a valuable framework for mitigating recruitment fraud risks. Wowor et al. (2022) conduct a systematic review on the impact of social media in recruitment, using the PRISMA method. Their findings reveal that social media significantly improves hiring efficiency by making the process faster, more flexible, and cost-effective. Employers can also leverage social media to gather insights into candidates' backgrounds, streamlining the selection process. The study emphasizes the growing role of social media in recruitment and its benefits for both employers and job seekers. Rahman et al. (2022) examine how social media influences recruitment and selection in developing countries. Using social network theory, their study highlights the productivity and cost-saving advantages of e-recruitment while also acknowledging its potential risks. The research explores how organizations utilize social media to enhance their hiring strategies, offering insights into both the benefits and ethical concerns surrounding digital hiring in emerging economies. Geofanny (2023) focuses on Generation Z's job application behavior, analyzing the impact of employer branding and e-recruitment on their decision-making. The study, based on quantitative research with 203 participants, finds that strong employer branding and well-implemented e-recruitment strategies significantly increase Gen Z's willingness to apply for jobs. The research provides valuable guidance for companies looking to attract young talent in a competitive job market.[1-10]

### 3. Objectives

- To Trace the Evolution of E-Recruitment in HR
- To Analyze the Key Factors Driving E-Recruitment Adoption
- To Evaluate the Benefits of E-Recruitment
- To Examine the Challenges and





#### Limitations of E-Recruitment

- To Recommend Strategies to Improve E-Recruitment Effectiveness

#### 4. The Rise of Online Hiring: A Brief History

Remember those days when job hunting meant scouring newspapers and sending out paper resumes? Well, those were the dark ages of recruitment! The late 1990s saw a revolution with the rise of online job boards like Monster and CareerBuilder. These websites were like shiny new bulletin boards where companies could post their openings and applicants could browse for jobs. As the internet became more popular in the early 2000s, companies started creating their own career websites. These were like one-stop shops for job seekers, with information about the company, open positions, and a way to apply online. This made it much easier for both companies to find the right talent and for applicants to learn about and apply for jobs at their dream companies. By the mid-2000s, things got even more high-tech with Applicant Tracking Systems (ATS). These are basically fancy software programs that help companies manage the whole application process electronically. With ATS, companies can sort through applications faster, keep track of candidates better, and communicate with them more efficiently. It's all about streamlining the hiring process and making things smoother for everyone involved. It all started in the late 90s and early 2000s with websites like Monster and CareerBuilder. These platforms were a game-changer, allowing companies to post jobs online and job seekers to easily browse openings. Then, social media entered the scene. LinkedIn, Facebook, and Twitter became powerful tools for finding talent. Companies could use these platforms to showcase their brand, target specific job seekers, and even connect with people who weren't actively looking for a job. The rise of smartphones further revolutionized online hiring. Now, people could easily apply for jobs on the go. Companies had to adapt by making their websites and application processes mobile-friendly. And today, we're in the age of AI. Imagine software that can automatically screen resumes, match candidates with the right jobs, and even conduct initial interviews through chatbots! AI is making the hiring process faster, more efficient, and more data-

driven. [11-20]

#### 4.1 Why Online Hiring is Taking Over

So, what's driving this shift towards online hiring?

- **The internet is everywhere:** More and more people have access to the internet, making it easier for everyone to participate in the online job market.
- **Technology is constantly evolving:** We're always seeing new and improved tools and platforms for online hiring.
- **It saves money:** Online hiring can be more cost-effective than traditional methods like newspaper ads or job fairs.
- **It's a global game:** Companies can now easily find talent from all over the world.
- **The competition for top talent is fierce:** Online hiring helps companies quickly find the best candidates in a competitive job market.

#### 4.2 The Benefits of Going Online

- **A bigger pool of candidates:** Online hiring opens doors to a wider range of applicants, including those who might not have seen traditional job postings.
- **Cost savings:** It can significantly reduce hiring costs, especially when using automated tools. [21-30]
- **Speed and efficiency:** Online tools streamline the process, allowing companies to fill positions faster.

#### 4.3 Making Online Hiring Work: Tips for Success

Let's face it, online hiring can be a bit of a jungle. But with the right approach, you can navigate it successfully and find the best talent.

##### 4.3.1 Embrace the Tech

- **Applicant Tracking Systems (ATS):** Think of these as your digital assistants. They automate tasks like sorting resumes, scheduling interviews, and keeping track of candidates, saving you tons of time.
- **Mobile-Friendly Experience:** Most people use their phones to job hunt. Make sure your website and application process are easy to use on any device.

#### 4.3.2 Make Your Jobs Shine

- **Write Killer Job Descriptions:** Don't just list duties. Paint a picture of what it's like to work at your company. Highlight your company culture, benefits, and growth opportunities.
- **Boost Your Brand:** Showcase your company's personality online. Share employee stories, highlight your values, and create a positive online presence.

#### 4.3.3 Leverage Social Media

- **LinkedIn, Facebook, and Twitter are your friends:** Use these platforms to connect with potential candidates, share job openings, and target your ideal hires.

#### 4.3.4 Streamline the Process:

- **Video Interviews:** Save time and travel costs with video interviews.
- **CRM for Candidates:** Treat your candidates like VIPs. Keep them updated, provide feedback, and build strong relationships.

#### 4.3.5 Data is Your Friend:

- **Track Your Progress:** Analyze your hiring data to see what's working and what's not. How long does it take to fill a role? How much does it cost? Are candidates happy with the process?

#### 4.3.6 Stay Ahead of the Curve

- **Continuous Improvement:** Regularly review your strategies and make adjustments based on your data and feedback.
- **Train Your Team:** Make sure your team is equipped with the latest tools and techniques for online hiring.

#### 4.3.7 Data Security First

- **Protect Applicant Information:** Implement strong security measures to protect candidate data and comply with privacy regulations.

By following these tips, we can create a smooth and effective online hiring process that attracts top talent and helps your company grow. [31-40]

#### 4.4 Key Changes

- **Simplified Language:** Used more casual and conversational language, avoiding jargon like "mitigate" and "streamline."
- **Humanized Tone:** Added phrases like "Let's face it" "Think of these as your digital assistants," and "Treat your candidates like VIPs" to make the text more engaging and relatable. [41-50]
- **Focus on Benefits:** Emphasized the benefits of each strategy, such as saving time, reducing costs, and improving candidate experience. [51-52]
- **Removed Unnecessary Jargon:** Replaced terms like "predefined criteria" and "geographically dispersed applicants" with simpler alternatives.

#### 4.5 The Future of Hiring: A Digital Revolution

Online hiring has completely transformed how companies find and hire talent. This study shows how e-recruitment offers a ton of advantages for modern HR departments:

- **Efficiency Boost:** Say goodbye to stacks of paper resumes! E-recruitment streamlines the process, saving time and money.
- **Diversity Wins:** Online platforms help companies reach a wider pool of candidates, including people who might not have applied through traditional methods.
- **Tech-Savvy Hiring:** E-recruitment leverages cutting-edge technology like AI and data analytics to make smarter hiring decisions.
- **Competitive Edge:** Companies that embrace e-recruitment are seen as modern and attractive employers, which helps them attract top talent.
- **A Better Candidate Experience:** E-recruitment makes the application process easier more user-friendly leading to happier candidates.

#### Conclusion

The future of hiring is bright!



- **Mobile is Key:** More and more people use their phones to job hunt, so mobile-friendly hiring is essential.
- **AI is Taking Over:** Expect to see even more AI-powered tools, like chatbots for initial interviews and algorithms that perfectly match candidates to jobs.
- **Data-Driven Decisions:** Companies will use data to analyze their hiring process and make it even more effective.
- **The Competition is Fierce:** With so many people online, it can be tough to stand out.
- **Privacy Matters:** Protecting candidate data is crucial.
- **Not Everyone Has Equal Access:** Ensuring everyone has the opportunity to participate in the online job market is important.

## References

- [1]. Kundra, J. C. (1957). Comparative recruitment methods in the civil service. *Indian Journal of Political Science*, 18(3-4), 260.
- [2]. Mehrotra, A. (1978), The recruitment of higher secondary school teachers. *Indian Journal of Social Work*, 38(4), 333.
- [3]. Anderson, N. (2003). Applicant and recruiter reactions to new technology in selection: A critical review and agenda for future research. *International Journal of Selection and Assessment*, 11(2/3), 121–136. <https://doi.org/10.1111/1468-2389.00248>
- [4]. Ehrenberger, H. E. (2003). The E-Recruitment of Participants for Clinical Trials. *IRB: Ethics & Human Research*, 25(4), 16-18. <https://doi.org/10.2307/3563820>
- [5]. Anderson, N. (2003). Applicant and recruiter reactions to new technology in selection: A critical review and agenda for future research. *International Journal of Selection and Assessment*, 11(2/3), 121–136. <https://doi.org/10.1111/1468-2389.00248>
- [6]. Ehrenberger, H.E. (2003). The E-Recruitment of Participants for Clinical Trials. *IRB: Ethics & Human Research*, 25(4), pp.16–18, <https://doi.org/10.2307/3563820>.
- [7]. Yoon Kin Tong, D., & Sivanand, C. N. (2005). E-recruitment service providers review: *International and Malaysian. Employee Relations*, 27(1), 103-117.
- [8]. Yakubovich, Valery, and Daniela Lup. (2006). “Stages of the Recruitment Process and the Referrer’s Performance Effect.” *Organization Science*, vol. 17, no. 6, pp. 710–723, <http://www.jstor.org/stable/25146072>
- [9]. Yoon Kin Tong, D. (2009). A study of e-recruitment technology adoption in Malaysia. *Industrial Management & Data Systems*, 109(9), 1202-1216.
- [10]. Parry, E., & Wilson, H. (2009). Factors influencing the adoption of online recruitment. *Personnel Review*, 38(6), 655-673. [12] Yoon Kin Tong, D. (2009). A study of e-recruitment technology adoption in Malaysia. *Industrial Management & Data Systems*, 109(9), 1202-1216.
- [11]. Galanaki, E. (2011). The decision to recruit online: a descriptive study. *Career Development International*, 16(4), 383-398.
- [12]. Furtmueller, E., Wilderom, C., & Tate, M. (2012). ‘Managing Recruitment and Selection in the Digital Age: e-HRM and Resumes’. *Journal of Business and Psychology*, 27(2), 243 -259.
- [13]. Dhamija, P. (2012). E-Recruitment: A Roadmap towards E-Human Resource Management. *Researchers World*. Gopalia, A. (2012). Effectiveness of Online Recruitment and Selection Process: A Case of Tesco. Oxford Brookes University.
- [14]. Holm, A. B. (2012). E-recruitment: Towards an ubiquitous recruitment process



- and candidate relationship management. *Zeitschrift Fur Personalforschung*, 26(3). <https://doi.org/10.1177/239700221202600303>
- [15]. Khan, N. R., Awang, M., & Ghouri, A. M. (2013). Impact of E-Recruitment and Job-Seekers Perception on Intention to Pursue the Jobs. *Management & Marketing*, 11(1), 47-57.
- [16]. Gopalia, A. (2012). Effectiveness of Online Recruitment and Selection Process : A Case of Tesco. Oxford Brookes University
- [17]. Grace, M., et al. (2013). Effectiveness of Online Job Recruitment System: Evidence from the University of the East. <https://api.semanticscholar.org/CorpusID:17507082>
- [18]. Allen, D. G., et al. (2013). Reactions to Recruitment Web Sites: Visual and Verbal Attention, Attraction, and Intentions to Pursue Employment. *Journal of Business and Psychology*, 28(3), 263–285.
- [19]. Roy Chowdhury, T., & Srimannarayana, M. (2013). Applicants' Perceptions on Online Recruitment Procedures. *Management and Labor Studies*, 38(3), 185.
- [20]. Khan, N., Awang, M., & Ghouri, A. (2014). Impact Of E-Recruitment And Job-Seekers Perception On Intention To Pursue The Jobs. *Management and Marketing*, 11(1).
- [21]. Curtis, B. L. (2014). Social Networking and Online Recruiting for HIV Research. *Journal of Empirical Research on Human Research Ethics: An International Journal*, 9(1), 58–70.
- [22]. Blommaert, L., et al. (2014). Discrimination of Arabic-Named Applicants in the Netherlands: An Internet-Based Field Experiment Examining Different Phases in Online Recruitment Procedures. *Social Forces*, 92(3), 957–982.
- [23]. Gates, S., & Podder, S. (2015). Social Media, Recruitment, Allegiance and the Islamic State. *Perspectives on Terrorism*, 9(4), 107–116. <http://www.jstor.org/stable/26297419>
- [24]. Melanthiou, Y., Pavlou, F., & Constantinou, E. (2015). The Use of Social Network Sites as an ERecruitment Tool. *Journal of Transnational Management*, 20(1). <https://doi.org/10.1080/15475778.2015.998141>
- [25]. Holm, A. B. (2016). E-recruitment: Towards an Ubiquitous Recruitment Process and Candidate Relationship Management. *German Journal of Human Resource Management*, 26(3), 241-259.
- [26]. Nasreem, Sidra, et al. (2016). Effectiveness of e-recruitment in small and medium enterprises of it industry of lahore (pakistan). *Pakistan Economic and Social Review*, vol.54, no.1, pp.143–164.
- [27]. Jeske, Debora, and Kenneth S Shultz. (2016). Pros and cons. *Work, Employment & Society*, vol.30, no.3, pp. 535–546,
- [28]. Sultana, N., & Sultana, N. (2017). Analyzing the Effectiveness of Online Recruitment: A Case Study on Recruiters of Bangladesh. *Asian Business Review*, 7(2), 1-11.
- [29]. Kar, A. K. (2017), Exploring new age recruitment strategy and trends for organizational augmentation. *Indian Journal of Training and Development*, 47(3), 29. [33] Okolie, U. C., & Irabor, I. E. (2017). E-recruitment: Practices, opportunities and challenges. *European Journal of Business and Management*, 9(11).
- [30]. Irby, Charlotte M. (2017). “Words pack a punch in online job recruiting.” *Monthly Labor Review*, pp. 1– 2, <https://www.jstor.org/stable/90007789>.
- [31]. Ponder, Sarah, and Jonathan Matusitz.(2017), “Examining ISIS Online Recruitment through Relational Development Theory.” *Connections*, vol.16,no.4,pp.35–50, <https://www.jstor.org/stable/26297419>





- org/stable/26867925,
- [32]. Malik, M. S., & Mujtaba, M. A. (2018). Impact of E-Recruitment on Effectiveness of HR Department in Private Sector of Pakistan. *International Journal of Human Resource Studies*, 8(2), 80-94.
- [33]. Praveen, R., & Sivarama, R. P. (2018). E-Recruitment Practices in Indian Corporate Sector (A case study on selected sample Companies). *International Journal of Creative Research Thoughts*, 6(1).
- [34]. Nashik Kulkarni, R., Pingle, S. S., & Sudhakar. (2019). A comparative study of effectiveness of onlinerecruitment in manufacturing and service sector, *Abhigyan*, 37(2).
- [35]. Jayaseelan, R., & Axelby, R. (2019). From labour contractors to worker-agents: Transformations in the recruitment of migrant labourers in India. *Contributions to Indian Sociology*, 53(2), 272.
- [36]. Mishra, S., & Kumar, S. P. (2019). E-recruitment and training comprehensiveness: untapped antecedents of employer branding. *Industrial and Commercial Training*, 51(2). <https://doi.org/10.1108/ICT-12-2017-0106>
- [37]. Hedenus, A., Backman, C., & Håkansson, P. (2019). Whom do you know? Recruiters' motives for assessing jobseekers' online networks. *The International Journal of Human Resource Management*, 32(8), 1754–1777. <https://doi.org/10.1080/09585192.2019.1579245>
- [38]. Abia, M., & Brown, I. (2020). Conceptualizations of E-recruitment: A Literature Review and Analysis. *LNCS*. [https://doi.org/10.1007/978-3-030-45002-1\\_32](https://doi.org/10.1007/978-3-030-45002-1_32) [43] Hosain, Md. S., Arefin, A. H. M. M., & Hossin, Md. A. (2020). E-recruitment: A Social Media Perspective. *Asian Journal of Economics, Business and Accounting*. <https://doi.org/10.9734/ajeba/2020/v16i430248>
- [39]. Melnichuk, A. V., Zimovich, L. E., Demchenko, T. S., Melnichuk, Y. A., & Makushkin, S. A. (2020). Assessing economic efficiency of employee recruitment system. *Journal of Social and Economic Policy*, 17(2), 143
- [40]. Yadav, Vijay & Gewali, Ujjwal & Rauniyar, Shree & Khatri, Suman & Shakya, Aman. (2020). Need of ERecruitment System for Universities: Case of Pulchowk Campus, Nepal. *Advances in Science, Technology and Engineering Systems Journal*. 5. 10.25046/aj0505110.
- [41]. Freire, M. N., & de Castro, L. N. (2021). e-Recruitment recommender systems: a systematic review. *Knowledge and Information Systems*, 63(1). <https://doi.org/10.1007/s10115-020-01522-8>
- [42]. Mamtaz MEAH, M., & Sarwar, A. (2021). Social Networking Sites for e-Recruitment: A Perspective of Malaysian Employers. *Journal of Asian Finance*, 8(8).
- [48] Tabassum, H., Ghosh, G., Atika, A., & Chakrabarty, A. (2021). Detecting Online Recruitment Fraud Using Machine Learning. *International Conference on Information and Communication Technology*.
- [43]. Irawan, D., Adiputra, I., & Arshanty, R. (2021). E-Recruitment: Extending Technology Acceptance Model in the Indonesian Context. *2021 International Conference on Information Management and Technology (ICIMTech)*.
- [44]. Wowor, M.C.; Mandagi, D.W.; Lule, B.; Ambalao, S.S. The Role of Social Media in Employee Recruitment: a Systematic Literature Review. *J. Multidisciplin Madani 2022*, 2, 4118–4125, <https://doi.org/10.55927/mudima.v2i12.1957>.
- [45]. Kucherov, D., & Tsybova, V. (2022). The contribution of e-recruitment practices to e-recruitment outcomes in Russian companies. *Measuring Business Excellence*, 26(3). <https://doi.org/10.1108/MBE02-2021-0017>
- [46]. Bharathi, B. (2022). A Study On E-



Recruitment-Conceptual Framework.  
Shodhsamhita : Journal of Fundamental &  
Comparative Research, VIII(1).

- [47]. Rahman, M., Aydin, E., Haffar, M., & Nwagbara, U. (2022). The role of social media in e-recruitment process: empirical evidence from developing countries in social network theory. *Journal of Enterprise Information Management*, 35(6). <https://doi.org/10.1108/JEIM-12-2019-0382>
- [48]. Jayant, G. (2022), Emphasis on leadership competencies and professional ethics for human resource professionals: Analyzing the recruitment advertisements. *Indian Journal of Public Administration*, 68(4), 679
- [49]. Anghel, D. (2023). New Perspectives for Human and Artificial Intelligence Interactions for Leadership e-Recruitment. *Societies*, 13(3). <https://doi.org/10.3390/soc13030055>.
- [50]. Geofanny. (2023). Employer Branding and E-recruitment Against Interest in Applying for Generation Z Jobs Employer Branding dan E-recruitment Terhadap Minat Melamar Pekerjaan Generasi Z. *Psikostudia Jurnal Psikologi*, 12(1).
- [51]. Kaur, D., & Kaur, R. (2023). Does electronic word-of-mouth influence e-recruitment adoption? A mediation analysis using the PLS-SEM approach. *Management Research Review*, 46(2). <https://doi.org/10.1108/MRR-04-2021-0322> [58] Wijaya, C. N., Mustika, M. D., Bulut, S., & Bukhori, B. (2023). The Power Of E-Recruitment And Employer Branding On Indonesian Millennials' Intention To Apply For A Job. *Frontiers In Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.10625>
- [52]. Gulomkodiurova, Mamura. (2024). A Study On Various E-Recruitment Tools And Its Effectiveness For Recruitment. *Qo'Qon Universiteti Xabarnomasi*. 10. 32-34. Jain, Sameeksha. (2024). Evaluating The

Effectiveness Of Talent Acquisition Through E-Recruitment In NIIT. *International Journal Of Scientific Research In Engineering And Management*. 08. 1-5