Thesis

MANAGEMENT AND LEADERSHIP

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FROM
RECRUITMENT
TO
E-RECRUITMENT
A CASE STUDY OF MOROCCO

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Chapter I: Introduction

Communication technologies and new information are multiplying in an unprecedented way. The digital transformation impacts companies and individuals, all sectors and fields of activity and leads to an internal reorganization of the transformations and even of new sectors. In the field of HR, digitalization involves processes. Since the end of the 2000s, the second revolution has created a strong craze for technologies around the world, especially for e-Recruitment.

Today, recruitment has reached an efficiency in accessibility. Its process includes several steps ranging from the recruitment strategy in a company to the integration of candidates in an organization. The candidate who used to remain passive, would deposit his CV and wait patiently for someone to contact him now has his visibility and the opportunity to show his reactivity and motivation.

Since 2005, recruitment has indeed evolved. The advent that offers the possibility to the internet user to become author and actor of the network. The real contribution of the internet lies in the ability to offer tools such as networks, professional networking platforms or online sharing, notably used by candidates to meet on the job market. But what are these tools? What interest do they have in a recruitment or job search process?

The purpose of this study is to know better the job seekers in Morocco who use the web: their strategies and their expectations towards E-recruitment. In this research, the advent of e-recruitment is discussed in comparison with the traditional recruitment process in literature review. During the last decade, e-recruitment has become a real revolution in recruitment: the real economy market like LinkedIn has developed thanks to it. Indeed, in recent years, social networks, whether specialized or not in recruitment, have become these main tools. The rapid growth of e-recruitment is mainly due to the progressive entry of generation Y or other so-called “digital natives" into the market.

This “super-connected” generation was born with NICTs, so it can master the perfectly, Thus, for companies, in a society where professional competition is increasingly fierce e-recruitment is the basic of the method for attracting young talent on the job market From professional social networks to hardware, the digital world is now omnipresent Digitalization has changed the way recruitment is done The publication of an ad is done today on Indeed, Cadremploi or Apec and no longer in the newspaper In the search for a candidate search engines and social networks are used instead of directories Video interview are getting increasingly common.

The literature review offers deep analysis of traditional recruitment vs e-recruitment that leads its way to qualitative secondary research on the current scenario of recruitment trends in Morocco. Statistical data on employment figures of Morocco in recent years from reliable public sector sources points out the not so good unemployment situation in Morocco, this leads to great deal of despair among job seekers and ultimately affects the economy of the country. These figures are predicted to get better by recent reports from the IMF that explains the increasing interest of job seekers in the e-recruitment. The benefits of e-recruitment surpass its limitations and benefits of the traditional recruitment process. Yet the sense of mistrust among job seekers regarding the credibility of e-recruitment sources still pose a somewhat challenge to it. Overcoming this challenge only would result in the utility of full potential of e-recruitment in Morocco.

The secondary search is further supplemented with primary research through contacting active job seekers of Morocco and getting their insight on the perception of e-recruitment, its utility and possible challenges. This primary research further provided a meaningful insight into the real-time recruitment situation in Morocco. This further increases the validity of this research. Both forms of research provided a very distinctive answer to the research question and helped in drawing useful conclusions which are further added with opinions and recommendations from researchers. This whole research helped in digging out the challenges faced by e-recruitment worldwide and in Morocco particularly. Knowledge about the challenges faced will provide great help to recruiters in overcoming them and penetrating the professional recruitment market of Morocco that holds a very prominent geographical location.

Chapter II : LITERATURE REVIEW

Recruitment is an important aspect of human resources management and business in general. The hiring manager/recruiter must be able to find the best match between the company's needs and the candidate's career plans and skills. In this first chapter we will discuss the history and the traditional process of recruitment before explaining its evolution with the advent of the Internet. The recruitment policy is the set of actions implemented to find a candidate corresponding to the needs and skills required to perform a given job in a given organization. So recruitment is the action by any organization to attract candidates who have the necessary skills to fill a vacancy in the present or the future. (Edwin B. Flippo, 1948)

Recruiting is an investment in a rare resource. Traditional recruitment is a costly act for the company and risky for the employee, which is why the recruitment method must be carefully defined. (Kişi, 2020). Recruitment is the process of choosing between several candidates for a job for the adequacy of the skills of the team in place to the ambitions of development and or to the real needs of the company by hiring personnel whose general profile corresponds to the defined expectations.

Recruitment has existed since humanity was formed as a society. The major stages of its history are linked to the major developments in the world of work and its processes which have therefore influenced the unemployment rate which remained at around 2-3% per year (Gordon, Clark, 1984). After the oil crisis caused mass unemployment called frictional or structural unemployment, it is often of short duration, and it is also called "adjustment unemployment" (Diamond,2013). Companies are slowly starting to run out of qualified workers. Young people and students were not yet concerned about choosing a course of study that offered real professional opportunities. At that time, the norm was to join a company at a young age to be trained and to progressively evolve according to a "career plan", which increased employee loyalty. It was not until the end of the 1970s that the first evaluation methods emerged, namely the use of psychological test batteries to assess the suitability of candidates (Chambers, 1997).

The worker is considered as a particular commodity circulating freely and autonomously. Vincent Merle is one of the few researchers who raised the problem of the sociological definition of the field of recruitment. He decided to define the boundaries of the field in order to be able to study recruitment practices as a real research object. Human Resource is a relatively new sector or activity. As early as the 1920s, we spoke of the personnel department, then in the 1930s, of human factor management and its rationalization. It was not until the early 1970s that, in the context of an

economic crisis and a globalized labor market, the development of the company through strategic management of personnel, i.e. human resources. Today, recruitment is becoming strategic in that it aims to reshape the company in the medium (Merle, 2008)

1. Background of recruitment

The recruitment policy is the set of actions implemented to find a candidate corresponding to the needs and skills required to perform a given job in a given organization. a given organization. According to (Jean-Marie PERETTI 2001), "recruitment is an operation whose purpose is to fill a position "

“Recruitment is an activity that involves the establishment of a procedure that allows the organization to prepare, research, inform in order to attract a sufficient number of to attract a sufficient number of good candidates with qualifications and motivation for the position offered " (SEKIOU, BLONDIN 1993).

(P. LOUART 1993), Recruitment is "the process of choosing between various candidates for a job that for a job that has been deemed useful to create, maintain or transform ".

So recruitment is the action by any organization to attract candidates who have the necessary skills to fill a vacant position (in the immediate future).

Recruiting is an investment in a rare resource. It is a costly act for the company and risky for the employee which is why the recruitment method must be carefully defined. The recruitment resembles a marriage in that the search for an employee by a company is similar to the search for a wife by someone. The success of the relationship will ultimately lead to the birth of children, the development of the home and the proliferation of the family and its name, which will spread, little by little, to make it a society known by a greater number of people.

Recruitment is the process of choosing between several candidates or a position that has been identified as needing to be created, maintained or transformed. It is the search for the adequacy of the skills of the team in place to the ambitions of development and or to the real needs of the company by hiring external personnel whose general profile corresponds to the defined expectations.

2. History of recruitment

❖ Before 1970

Recruitment has existed since the constitution of humanity as a society. The major stages of its history are the major evolutions of the world of work and its processes, which influenced the means of selection used to choose new employees. The word "recruitment" only appeared in the terminology of the world of work in 1893. It derives its etymology from the army, which used it to designate the action of finding new recruits.

After the First World War, the world experienced a period of prosperity and economic growth. It was a time of full employment and the only requirement was to be motivated for the job offered with the crisis of **1929**, the unemployment rate increased considerably. In France, it was not until the 20th century that real procedures for recruiting personnel were put in place. The first psycho-technical tests then appeared, but they were still reserved for the selection of executives after the Second World War, and therefore the economic growth of the 50's, companies had a massive need for manpower as they have difficulties to find qualified personnel, difficulties related to both the lack of internal structure and the lack of time, appears then a new need to which the company must respond. It is in a context of fluidity of the job market by a natural turnover that a new activity will be born, and that, little by little, the first recruitment consultancies appeared. Very quickly, companies will call upon these specialized firms. The first temporary employment agencies also appeared. During the post-war period and until the 1970s, unemployment remained at around **2** to **3%** per year.

This corresponds to the natural turnover. Unemployment is then called frictional or structural unemployment or structural unemployment, which is often of short duration and is also called "adjustment unemployment". Companies are gradually starting to run out of qualified workers. Young people and students are not yet concerned about choosing a course of study that offers real professional opportunities. At that time, the norm was to enter a company at a young age to be trained and to progressively this made employees even more loyal.

❖ Post 1970

It was not until the end of the 1970s that the first evaluation methods emerged of psychological tests to evaluate the relevance of candidates. After the first oil crisis in 1973, unemployment increased, with one million people unemployed, then in 1882 two million and three in 1993. It is

in this context that outplacement firms It is in this context that outplacement firms, recruitment firms and hunting firms develop.

Companies were therefore increasingly forced to rationalize and standardize their recruitment procedures. First of all, the worker is considered as a particular commodity that circulates freely and autonomously. We then speak of Human Capital "as all aptitudes and knowledge, skills, qualifications that individuals have" (Dubernet, 1998).

Vincent de Merlesis one of the rare researchers who poses the problem of the sociological definition of the field of recruitment. He decided to define the boundaries of the field in order to study recruitment practices as a real research object.

The Human Resources is a relatively new sector of activity. As early as the 1920s, we mainly speak about personnel services, then in the 1930s, of human factor management and rationalization it was not until the early 1970s that in a context of economic crisis and a globalized labor market, the development of the company by a strategic development of the company through strategic management of personnel, i.e. human resources.

Today "recruitment is becoming strategic in that it aims to reshape a significant part of the workforce in the medium a significant part of the company's population in the medium term in line with its strategic and not simply to fill positions ". One consultant clearly explains the increasingly strategic and marketing change in the HR department marketing of the Human Resources department in companies: "There is also another very important thing, we are in a period, a phase where Human Resources is a corporate image of the company it's about communicating the company's image to candidates in the right way, it's another showcase, like SD ... Sustainable Development, you have to be greenBut it is important like it. We also have the need to make good discrimination, because it is a good window. It's good! L'Oréal, which has black people in HR or at the switchboard, that's good stuff even if it's imposed on us a bit, we recruitment can be defined as the process of selecting the right candidate for a given company.

It involves a wide-ranging procedure, from the emergence of the need for the definition of the position to be filled, the definition of the candidate's profile, the selection procedures, until the negotiation of the contract and the integration of the newcomer into the of a newcomer into the company. The recruitment process is often considered as the company's showcase for the candidate. This operation is often individualized by interviews and the notion of personality, feeling, spontaneity and psychological profile is taken into account. psychological profile. The terms

recruiting and hiring are sometimes very close. However, if we analyze the terms Recruit or Hire, we see that they do not at all cover the same reality. As we have seen, recruiting means choosing the most suitable person for a position in a company and to find this person, the recruiter will set up a real process that is well defined in advance. On the other hand, hiring is the legal concretization of the choice of the new, the signing of the letter of engagement, until the physical reception of the new employee by the company, often after an integration period or even a trial period. These two words are often confused by the general public, who take them to be synonyms. However, once the employee is found, we no longer speak of recruitment but of hiring, which is concretized by the signing of an employment contract.

Recruitment is a meeting place between supply and demand on the job market. It is a rational act that obeys the laws of exchange in a market economy. There are two types of agents, recruiters (HR of companies, recruitment managers, bosses, directors, managers) and the recruited (candidates such as young graduate's candidates for geographical mobility, seniors, unemployed ...). The recruitment period is a decisive moment for a determining a moment for a company, it can leave important scars in case of failure. of failure.

3. RECRUITMENT vs HIRING

Recruitment can be defined as the process of selecting the right candidate for a given company. It involves a vast procedure ranging from the emergence of the need for manpower, the definition of the position to be filled, the definition of the candidate's profile. The recruitment process is often considered as a process that is not only about the recruitment process, but also about the selection process, the negotiation of the contract and integration of the newcomer in the company. The recruitment operation is often considered as the company's showcase for the candidate. This operation is often individualized through interviews and the notion of personality, feeling, spontaneity and psychological profile is then taken into account. The terms recruit and hire are sometimes very similar. However, if we analyze the terms recruit of hire, we see that they do not cover the same reality at all. As we have seen, recruiting means choosing the most suitable person for a position in a company, and to find that person, the recruiter will set up a real process that is well defined in advance. On the other hand, hiring is the legal concretization of the choice of the new employee, from the signature of the letter of engagement to the physical reception by the company, often after a period of integration or even a trial period. These two words are often confused by the general public, who take them to be synonyms. However, once the employee has been found, we no longer speak of recruitment but of hiring, which results in the signing of an employment contract.

Recruitment is a meeting place for supply and demand in the job market. It is a rational act that obeys the laws of exchange in a market economy. The recruitment period is a decisive moment for a company, it can leave important scars in case of failure (Sinha & Thaly, 2013).

Earlier employees mobilized their personal or professional networks to gain access to information on an available job (Granovetter, 1974)" According to the statistics networks play an important role in recruitment from privileged backgrounds. (Michel Forse, 2004) Anne Chantal Dubernet and Hardy, in their thesis on hiring, analyzes this phenomenon in the form of a period during which all the representations of the people involved and the discrimination that may result from them take shape. The hiring relationship is a link. Until the employment contract is signed, the candidate's uncertainty as to the successful conclusion of his or her application is the order of the day. Recruitment is generally a succession of processes and phases ranging from the collection of information on the position offered by the companies, the search for potential candidates and the

collection of more detailed information in order to decide between the candidates. (**Dubernet, Hardy 1995**) The two researchers **Eymard Duvernay** and **Marchal** observe that "at first sight, a report is smooth, then as it goes along, the rigorous pattern of recruitment becomes blurred. The so-called rational judgment of the recruiter would sometimes seem to be the fruit of an enigma, of uncertainty, or even of a hazardous operation of intuition (**Marchal & Duvernay 1997**).

4. TRADITIONAL RECRUITMENT PROCESS

By traditional recruitment process, it is generally meant that digital sources were not used in this process. This form of recruitment has been practiced since the last century. This type of recruitment generally involves the following steps: - (Yakubovich & Lup 2006)

- The evaluation of the real need is done by analyzing the demand. It is about making sure that recruitment is the right solution.
- To ensure that the planned recruitment meets the real needs of the company, it is necessary to draw up a job description that details the content of the position to be filled and the responsibilities associated 10 with this position
- Creating the job profile completes the definition of the function to identify the profile of the ideal candidate and the skills required in terms of knowledge, know-how and behavior.
- In order to find candidates, different sourcing methods or recruitment channels are used such as writing and placing advertisements or recruitment fairs. Generally speaking, companies turn to the "market" to recruit, if not limiting their prospecting to a restricted public (members of the company, former employees, trainees, etc.)
- By analyzing the curricula vitae received on paper and the cover letters, their characteristics (experience, training) are compared with the requirements of the position.
- A selection interview is conducted for shortlisted candidates. It is an opportunity to present the position to be filled to the candidate and to gather his/her feelings. In concrete terms, the recruiter questions the candidate about his or her training, professional background and motivation for the position and the company, but also tries to evaluate his or her potential for skill acquisition and adaptation.
- Once the decision has been made by the line manager, the latter must make a proposal in order to negotiate the various elements of the employment contract with the selected candidate. It should be added that the signing of the employment contract does not mean

the end of the recruitment process: it is important to ensure the welcome and integration of the new employee. A welcome booklet explaining that the employee can therefore be given a copy of the company's operating procedures and training in the tools required for the position can be provided during the first few days to make it easier to learn

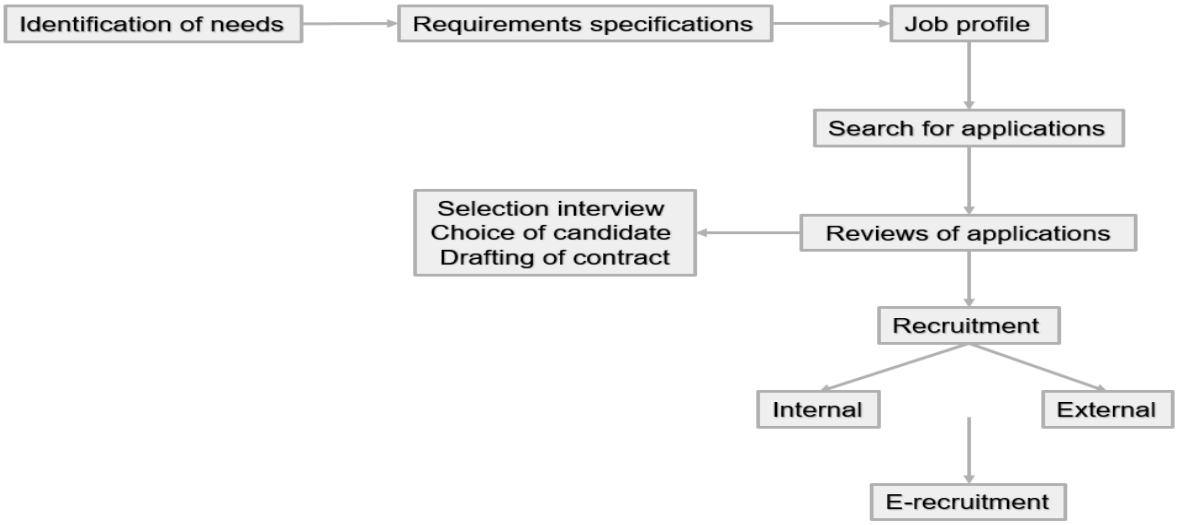


Figure 1 : : Summary diagram of the recruitment process

It is possible to summarize this process in this way as well:

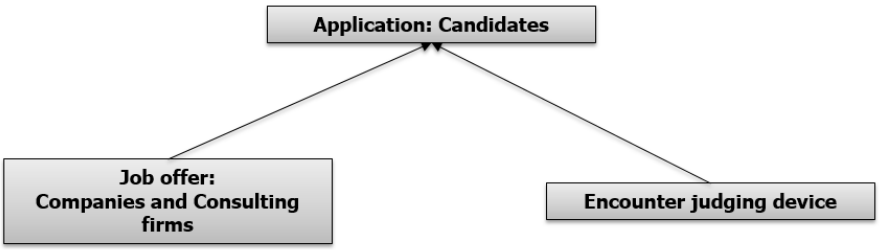


Figure 2 : Job Supply-Demand Relationship

Actors involved in a traditional Recruitment process are the candidate, the recruiter and the employer. The recruitment process brings together these three actors to be satisfied. Each of these actors has a strategy. The recruiter wants the profile of the skills required for the position to be filled, a translation of the company's strategic orientations. In this respect, each actor is the bearer of an offer and a demand. The candidate "offers" his or her capital of acquired skills; he or she is looking for jobs that correspond to his or her "demand," his or her professional project. The

recruiter "offers" a job, he looks for candidates who correspond to his demand, the profile of the position to be filled.

4.1. INTERNAL vs. EXTERNAL RECRUITMENT

The company can choose two modes of internal or external recruitment in the traditional way of recruitment. Internal recruitment is an operation whose purpose is to fill a job position internally by selecting the hired candidate from the existing pool of employees. The recruitment notice is shared with the existing employees within the organization so that they can apply to that job position. The shortlisted employees are then notified at the time of the evaluation. Conditions and criteria to select and hire must be pre-determined and properly communicated to the employees. It allows to value the qualifications acquired by the workers in the course of training, anything that motivates them. The channels adopted for internal recruitment are: - displays, memos, meetings & internal journal. There are many benefits of internal recruitment. It reduces the integration time of hiring. The cost of recruitment is also lower like job advertisement costs etc. The morale and motivation level of current employees gets boosted in lieu of getting promotion. Internal hiring also offers a career path for existing employees. The employer already knows the skills, abilities and shortcomings of the candidate. Likewise, internal recruitment has its disadvantages too. The most prominent disadvantage is the lack of talent pool comprising a set of abilities needed for the job available outside the organization. Clearly the company loses the opportunity for a company makeover by hiring fresh blood when it opts at hiring internally. The risk of internal rivalries and lack of learning motivation are also there. (Muscalu, 2015)

External recruitment means when the company hires people for the job who are not already part of the company. This type of recruitment offers plenty and a more diverse set of candidates for the job through external recruitment, a company gets able to induct people with new ideas who ultimately brings newness to the company. By hiring the person who is perfect for the job and already possesses the required skills of the job also decreases the training cost of that person. Unlike internal recruitment, external recruitment will look for candidates outside the company usually to meet important human resource needs. It is therefore a matter of hiring outside talent, either with specific skills not held internally or to consolidate a team and meet a growing demand. External recruitment can take the form of unsolicited applications or an offer. External recruitment means having access to a much larger pool of candidates. Moreover, the latter clearly express their competences (hard and soft skills), their ambitions and their experiences. Sourcing can then be

done in a clear and precise way, where everyone expresses their needs. There is no question of training here, since the selected profile already demonstrates a mastery of the tools and techniques required. Creating a job offer means communicating about your assets! You need to attract talent and therefore make your company attractive. This is why we regularly insist on the importance of taking care of your employer brand. This is your showcase site. Thanks to external recruitment, you can communicate about your human capital and your corporate culture. On the other hand, an internal recruitment is done directly and it is rare that companies communicate on it. Moreover, a company that recruits is the one that is doing well. This reassures the talent. Hiring a new recruit, especially a young one, breathes new life into your projects. External recruitment is perfect if you need to innovate, get a fresh perspective or dust off a project (Richardson, 2009)

On the contrary, an internal employee might lack perspective and be stuck in his daily vision of the company. A new expertise is often good to take to optimize the functioning and the communication of the work teams. On the other hand, defining the specifications, creating and writing the job description and the job offer, selecting and sorting the candidates: all these steps require a lot of time and energy from an HR manager. In addition, there is a risk of making a mistake in the choice of candidate, for many reasons. You would then have to start all over again, from the offer to the hiring. An internal recruitment is therefore preferable to an external recruitment in the case of an urgent human need. This step is decisive regarding the employee's involvement over time. The onboarding process is extremely time consuming, especially if there are many tools to master. And if it is not successful, it can lead to the resignation of the new employee. However, it takes a lot of time: integration into the different teams, introduction of the sectors, organization of an introduction party, 13 familiarizations with the work environment, etc. Before the employee is operational, it takes at least 1 to 2 weeks. It is therefore a real investment on the part of the company, mandatory in the case of external recruitment and preferable in the case of internal recruitment. (Devaro, 2020)

There is one situation in which a Human Resource Department must be cautious when hiring an external candidate if the position was being sought by an internal candidate. Indeed, not giving preference to the right internal element, who has nevertheless shown motivation, can diminish the feeling of belonging to the company. Those disheartened employees may also resign from the company, or worse they may hinder the social acceptance of the new-hire. Such negative traits like

jealousy and unhealthy competition reduces the overall purpose of the recruitment. (Devaro & Mohita 2013). The channels usually adopted for external recruitment are:

- Recruitment fairs
- Public employment agencies
- Unsolicited applications
- Advertisements (newspapers, magazines).
- Headhunters
- Digital sourcing (Social Media, recruitment websites)

5. E-Recruitment

According to Laurent Besson and Jacques Digout, "e-recruitment can be defined as all the electronic tools and techniques, whether online or offline, that contribute to the stages of a company's internal or external recruitment process".

The internal recruitment should be balanced with external recruitment and this could be achieved by developing an intranet of corporate Social Networks (CSN) within the organization where existing employees can communicate with each other socially. This social network can be utilized for internal recruitment within the organization or if the network involves a number of corporates then can also serve as an e-job portal. E-recruitment provides financial benefit to the organization by reducing the cost of lengthy traditional recruitment processes. Creating ads, sorting the applications received, creating response letters and apologizing for the delay can be done electronically in no-time with zero cost.

Within the e-recruitment process, technology can be used fully or partially in one or few sub-processes as well. It can either be used only for publishing a job ad over the internet or can only be used for correspondence or vice versa. Technology can also be utilized before the actual recruitment process begins. Companies can search for the latest skills essential for the job in question or may search for the right pool of candidates present in any specific geographic location etc. Thus making recruiters direct their recruitment process towards them. Not only the website(s) of platforms, general social networks or the Internet, but also the company's own candidate/recruiter encounter. (Digout, Besson 2013). Just letting the company post an ad electronically, and passively letting the respondents apply for the job as a candidate may make the

process less meaningful. Active participation of the company professionals and recruiters in pre-recruitment research is very important. A prospect strategy should be developed by creating specific pages, communities or groups to gather professionals in one space and thus attracting and targeting the specific set of candidates for current or future job space. These steps also increase the visibility of the company in digital. (Holm & Haahr, 2018)

Nowadays, almost all job searches are done via the Internet. Blogs and social networks allow us to go further by creating a new form of exploration based on communication and information exchange. On the Internet, everyone gives, everyone accepts. A new job search culture has been born.

Today, one in five executives has found a job online. With Internet tools regularly offering new opportunities for exploration, this number is growing. Ads, CVs, company recruitment sites, online networks; not to mention candidates, managers, or company blogs are very "in", especially in the field of communication and marketing. However, in order to find a place or position yourself on the market, the basic method of networking remains active research. On the one hand, this means searching for job opportunities, and on the other hand, using general and/or expert CV libraries. In order to be easy to "discover", the keywords should not be chosen at random. Take 15 inspiration from the recurring terms in the ads that correspond to the title of the position you are looking for (Investopedia)

The Internet is above all a means of obtaining targeted job opportunities. But it is also becoming more and more a source of information on economic news, speeches or appointments of leaders, the state of health of the events department, newsletters, company blogs, company websites are listening because they allow you to adapt your application to the demand, find the hidden quote and contact directly the decision maker. The Internet offers the possibility to present careers or personal projects. Through comments, the blog allows you to have a conversation with potential recruiters

Online social networks are another way to penetrate the market of hidden job opportunities and allow candidates to easily develop their address book. Each Internet user can describe his or her interests and career goals, and multiply his or her "network" contacts: through direct contact requests or through recommendations. True to the Internet philosophy of giving and receiving, these networks have created a new system of job search. We don't just make quotes for services, but we make contacts and information available to enrich our address book. These networks also

allow us to participate in thematic discussions and to join the most dynamic professional community. (Ohio University blog, 2022)

The Internet and new information technologies are increasingly changing the way we live, shop, entertain and communicate. The most affected are young people who immediately adopt these new technologies, so much so that they will soon be born with a cell phone in their ears. When young people enter or try to enter the job market, one of the first areas that affect them is recruitment. An area where information technology has gradually changed everything, not conducive to the traditional classification of news, and conducive to new methods of searching for positions and candidates. Traditional CVs now benefit from the convenience of modern word processing, with up-to-date composition, the insertion of photos, several versions adapted to specific types of jobs and, above all, their immediate dispatch to employers, possibly by mail. (hubengage, 2022)

5.1. E-RECRUITMENT PROCESS

E-recruitment process is through a combination of overlapping procedures, yet it can be categorized in the following steps:

- Recruitment is first and foremost about finding candidates by posting ads on recruitment sites and social networks. These actions are based on a broad and quantitative logic that intersects with employer brand issues. When we want to reach specific or disadvantaged profiles, other purchasing techniques will be used. Christophe Pecquerie, Head of the Talents of Hello Talent Business Unit explains: "We are discovering more and more the need for talents that match our search in terms of skills and culture. For many people, big data will be an obvious solution as it allows us to find a maximum talent pool. We realize that big data tends to produce the same profile. Because of human selection criteria, some profiles are over-required compared to others and the approach is less effective."(twitter)

- In the digital world, the moment of meeting becomes privileged, especially in recruitment. If job fairs are still as popular as ever, they must also be digital. "We are helping Air France to digitalize this part of the process. At the fair, they received hundreds of thousands of applications. They collected too many paper CVs to keep the applicant pool alive. We set up a system with the help of two dimensions. Candidates can fill in the form and apply easily", adds Christophe Pecquerie. Another solution for scanning at forums or trade shows

is the InMind application. This allows candidates' resumes to be scanned and the information to be imported in digital format, which can then be integrated into the pool. Another trend in the digitalization of recruitment is video interviews to pre-qualify candidates. "However, whether it's an employer or a candidate, we're a little reluctant to use this tool. This pre-qualification has discrimination issues." (Aude Cecil, 2017)

- For recruiters handling a large number of applications, the digitization of internal processes seems essential. Thus, each actor in the recruitment process must have a tool whose level corresponds to their skills. If HR uses it every day, managers will use it more frequently. When you choose a profile, you really need to share and communicate. Having connected tools can make life easier within the company and create a good employee experience. Interesting 17 candidates are certified and integrated into the talent pool, and can be searched according to standards. The implementation of analysis allows to extract the essence of the application and also according to the positions it reveals trends to refine the construction of good profiles.(paycor.com)
- After completing the profile, further analysis will allow you to determine different performance and tracking standards, allowing you to improve and enhance the recruitment process: for example, response time to resumes, the proportion of qualified resumes and the number of resumes received, the ratio of the total number of resumes and so on. By analyzing this data, you will naturally reduce the time and cost of hiring future candidates. (Zoek, 2019)

5.2. E-RECRUITMENT ANALYSIS

Online recruitment offers a full range of new services not available to the traditional job seekers. According to hiring managers at some large companies, an unsolicited application is better than another. According to Claire Boggio of Philips, the waste rate of paper resumes is 70%, while the waste rate of electronic applications is 50%. Following are the advantages of e-recruitment

- Suggestions on how to write resumes and cover letters.
- Information on the current job market.
- The ability to "freeze" your resume during the vacations.
- The candidate will be notified in real time by e-mail that the quote matches his profile and can quickly contact the recruiters.

- A more targeted search: an ideal recruitment method Internet users specialized in IT or telecommunications or engineers.
- Reactive and not very formal, the Internet medium is adapted to start a dialogue between the candidate and the recruiter. Sending an e-mail is sufficient to clarify a vague point on the CV.
- Easy to make an appointment.
- Inexpensive.
- By providing the company with the ability to draw "CV cheques" (especially it's fun to find a specific configuration file).
- Provide the ability to edit ads at any time and also more accurate information about the company and the job posting
- Simplify the registration of resumes in the database The Company is up to date and can be consulted at any time.
- Optimize the transfer of resumes from potential candidates to appropriate candidates
- No intermediary is required, and very fast. (Maree, Kamil & Belkhatir, 2019)

The disadvantages of e-recruitment are as follows:

- Concern for data confidentiality.
- Some ads will generate a large number of resumes, sometimes unqualified.
- The format of the CV sent by the candidate as an attachment may not be readable by the company.
- Putting resumes online for free, and candidates sometimes turn out to be unmotivated.
- Due to the high demand for candidates, some of them have signed several contracts. At the same time, the employer is not informed. The obligation to solicit and recruiters reacted quickly.
- This method does not attract all possible talented prospects available and somehow gets limited to executives or professionals who have the access and network within the organization or organization’s community groups.
- The internet selection criteria are very objective in most of its stages and offer no flexibility for subjective evaluation.
- Website malfunction and unavailability of internet may hinder the recruitment process.

Chapter III: RESEARCH METHODOLOGY

This research aims at finding the effectiveness of e-recruitment over traditional recruitment in Morocco. This makes the research question of this paper as:

Q: Is e-recruitment more effective over the traditional recruitment process in Morocco?

Research methodology is the way a research is carried out by a researcher. The type of information, the sources used to get that information, the methods used to process that information and the way the result is presented defines the term research methodology.

To answer the above research question, first some secondary research is being done on the e-recruitment vs. traditional recruitment practices in Morocco in time. Secondary research means digging into the already available resources of reliable information to compile a composite conclusion in light of those resources. The data collection method from secondary resources are more specific and tested in validity. Sources used for this secondary research are textbooks, reports, case studies, encyclopedias, news articles, journals, review articles, government & non-government databases and meta analyses. This type of research targeted at a specific group of people in an organization or place comes under the Case Study category. This research aims at finding the recruitment effectiveness in Morocco, so it will be termed as a case study of Morocco. To maintain the credibility of this research, the secondary data used in this case study is not outdated and depicts the recent picture of Morocco's recruitment market. Also the sources used for this study are reliable and fully referenced. Secondary research is specifically useful when already available database from reliable sources are required to answer the research question based on facts from the masses

To supplement the secondary research, primary research is also taken out by conducting a survey among active jobseekers in Morocco. The research tool used for this portion of primary research is questionnaire. A set of ten targeted questions were asked from these jobseekers to get their insight into the prevailing traditional vs. e-recruitment scenario in Morocco. Understanding the situation of these respondents who are already actively busy in job searching, the question limit was set to a limit of 10 in the questionnaire to make it a concise and short survey. But these questions specifically answer the research question of this paper so that makes the research tool valid. The population pool for this survey was all the active job seekers in Morocco; inclusive of all genders, age, ethnicity, nationality, religion, geographical location, education and job experience. In order to cover this wide but specific population pool, a sample size of 40 were selected catering to the scope of this research and comfort of the researchers. The main reason to

carry out additional primary research in this study is to depict the actual current picture of the situation by contacting the actual job seekers in Morocco. This will reveal the real-time trends in traditional recruitment vs. e-recruitment methods being practiced in Morocco. Primary research will also give the uniqueness to this study by using original data sourced directly from respondents. Through the data collected from questionnaires, descriptive research analysis is then used to formulate the results. Those results in addition with the results drawn from secondary research are combined to come up with the conclusion of the research question. The descriptive analysis is further carried on to debate on the challenges faced by e-recruitment over traditional recruitment methods

1. Recruitment: A case study of Morocco

In 2020, Morocco was also hit by a pandemic coupled with the agriculture drought movement. Both these catastrophes worsened the situation of unemployment and caused. Additionally, it caused the job loss for currently employed and reduction in work hours and thus affecting their income. All this negatively affected the labor market of Morocco. For this reason, the human resource policies of most Moroccan companies have considered online recruitment. Even before the pandemic in 2019, Morocco's high commission for the plan reported a job creation of 165,000 against the job loss of 432,000. This huge difference between job loss and creation affected both rural (295,000) and urban (137,000) areas equally thus putting a dent in the economy of Morocco. Out of these job losses the distribution is as follows:

- Service industry=107,000 jobs
- Agriculture, forestry and fishery=273,000 jobs
- Craft industry=37,000 jobs
- Construction=9,000 jobs (High Commission for the Plan of Morocco, 2020)

In addition to the job loss, the reduction in work time caused work hours to fall by 20%. MHC reported 494 million hours worked in 2018 and 394 million hours worked in 2019 which roughly means the difference amounts to two million full-time jobs. Jobs are usually attributed with hours worked per week. In 2022 in Morocco, the average number of hours worked per week has reduced to 37.5 from 45 in 2019.Currently there are 1.4 million unemployed people in Morocco, which is 322,000 more than last year. This has further increased the unemployment ratio by 3%. This rate of increase in unemployment is observed at 3% in rural areas whereas in urban areas this rate is

slightly lower at 2.2%. Unemployment rate is predicted to lessen in 2023 to 10.23% than last year (IMF, 2023) The number of employed people collectively however has increased at national level from 1 million in 2020 to 1.13 million in 2022. (High commission for plan, Morocco)

Despite the popularity of social networking platforms named LinkedIn, still the company websites and online job portals are considered more useful in Morocco. This is the same trend observed in Europe too. But this case is reversed in other developed parts of the world where social media has taken a lead in serving as a preferred job network ReKrute.com conducted a survey in Morocco researching on the e-recruitment choice of its respondents among active job seekers. Alexandra Montant, ReKrute's CEO remarked that on the basis of interviews conducted among the job seeking Moroccans, they observed a trend of e-recruitment through job portals as a preferred medium.

It is observed that with the infiltration of internet in the daily life of people, now job seekers are heavily reliant on searching jobs through internet rather than visiting job agencies and job fairs physically or by maintaining close contacts with professionals.ReKrute.com conducted another survey that is repeated yearly to stay updated with the current e-recruitment trends and perceptions of job seekers. This very survey conducted in 2016 with 222 clients concluded that more than 60% of their users still preferred using job portals in contrast to 38% of users who use social media platforms for job seeking purposes. But 96% of the respondents in this survey were satisfied with using ReKrute.com and would also like to recommend it to others.

Companies still majorly use social networking platforms as a supplementary tool to provide additional information about the job posting. It aims at utilizing the exceptionally high user base of these networks to publish their company information for free. Actually this information sharing holds a more powerful impact than other conventional sources. Not only companies, but job seekers also do preliminary research on the company and job nature on these social networks before applying for that job. The employee testimonials and experiences hold a more reliable status than the information directly supplied by companies. This is the reason that now companies are very vigilant and strict regarding employees sharing unsolicited opinions and information regarding the internal matters of companies on social networks personally. It has become more important than ever to manage one’s online status by company and candidate both equally. The survey above reemphasizes that though only 4% respondents confirmed that they were recruited through social media, so it only serves as a supplementing tool for companies and candidates during the

recruitment process and still has not replaced the use of job portals and company websites completely. But still the increasing importance of social media cannot be neglected in the recruitment process as it still serves as an information tool for both actors and can tip the balance in either direction at any time. New information and communication technologies (NICT) is a concept that has recently developed and has an impact on the process of recruitment due to the changing expectations of candidates and companies. According to the survey, 92% of the recruiters are now willing to employ social media networks in their recruitment process.

The introduction of the use of social networks in the recruitment process is a strategy to increase the quantity of prospects and also to test the quality of them. It aids in reducing the recruitment time and the extensive global network of social media helps in diversifying the candidate pool sources for the company as well. Social networks provide ease in reaching the passive candidates who do not themselves actively reach the recruiters as a result of job postings. The emergence of online professional social networks has also brought about drastic changes in the recruitment industry. Indeed, their proliferation and specialization inevitably lead to changes in human resources practices. For example, with the introduction of services such as "Matching" (LinkedIn), qualification interviews, online recommendations and online games (a person belongs to his or her network to a certain extent) are no longer necessary to make the pre-selection of candidates possible. No more need to conduct a questionnaire survey to get the assessment of the candidate's skills, get all the information in one click. As long as the information is reliable. Social networks also play an important role in the internal mobility process. The precise and detailed job description provided on the internal social network eases the burden of the human resources department in the internal mobility management process. These are activities that do not necessarily require professional knowledge of human resources, so they can be supported by social networks, thus reducing the scope of action of recruiters.

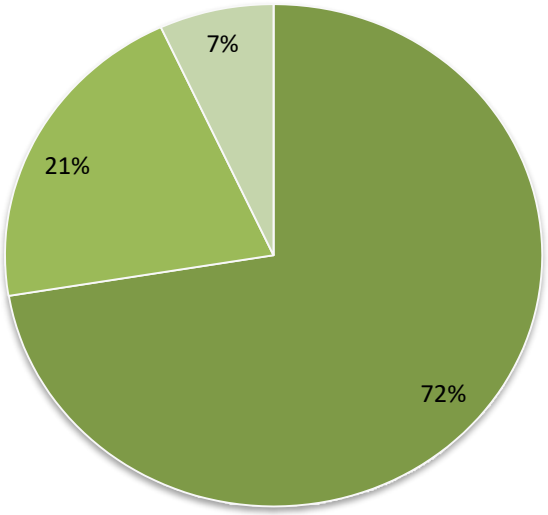
With the advent of Web 2.0 tools and social networks, a new role has emerged within the recruitment team, namely that of community manager. 23 Companies must now interact with candidates on the Internet and respond to the expectations of generation Y, which seeks to interact with its entourage and expects the response of its interlocutors. The strategies to animate these virtual communities are different. Some companies rely on professional teams, while others modify the job description of a person from the recruitment team. However, these new recruits have progressively evolved towards the jobs of animators and Internet community alliances. The

mastery of practical knowledge of social and community networks is therefore becoming essential for mastering the management of relationships with companies such as LinkedIn, Viadéo etc. to optimize sourcing. It is important to get the know-how of it to monitor the job market and to make yourself visible. Take care of your e-reputation and your digital identity to boost your employer brand on the web. Finally, even if Web 2.0 tools can encroach on the privileges of recruitment departments, they can put an end to the dichotomy between internal and external recruitment by homogenizing the methods, tools and skills required elsewhere, and extending the role of recruiters. Recruiters must then participate in the animation of the different human resources plans; whether it is integration, internal flow management or career management, recruiters will become career partners

2. Recruitment Survey

The candidate and recruiter use appropriate web services in order to meet each other's respective needs: to find a career path in a promising structure and to find the employee corresponding to the profile sought by the recruiter. To analyze and evaluate traditional recruitment and e-recruitment procedures as perceived and experienced by active job seekers in Morocco, a survey was conducted by administering a questionnaire (attached herewith, Appendix 3) based on ten targeted and meaningful questions to them. The sample size of 40 respondents were selected out of which researchers were able to get responses from 29 active job seekers. To answer the problem of this research, we administered a questionnaire to 40 job seekers actively looking for a job or listening to the market via different channels like job groups on Facebook, WhatsApp, LinkedIn, job portals etc. Each question represents meaningful data that needs to be sought from the respondents. This 24 7% 21% 72% set of data represents information essential to answering the research question.

Question 1: How often do you use the internet?



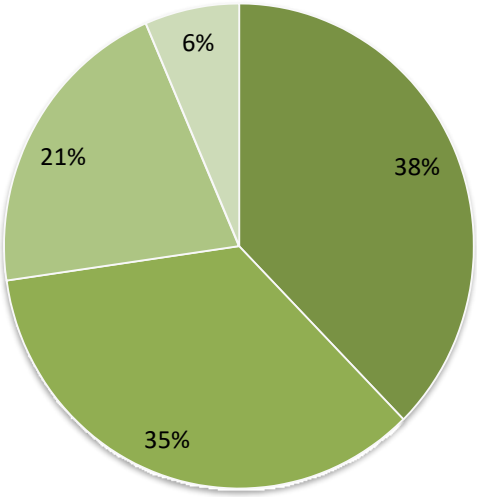
A lot of the time: 21/29 persons (72%)

Often: 6/29 persons (21%)

Rarely: 2/29 persons (7%)

From the responses gathered from 29 respondents in the above question, a good majority of 72% agrees on using the internet a lot of the time. The Internet has already become the necessity of the times. For young people ranging from 15-45, the use of the internet exceeds 6 hours per day already. The case is not different here in Morocco also. Only 2 persons among the 29 respondents were of the view that they use the internet rarely. These two must belong to the elderly, less educated or rural people included in the sample mix of this research. So, now evidently it is established that out of the clear majority of our sample respondents make use of the internet a lot.

Question 2: What media do you use?



Facebook: 29/29 persons (38%)

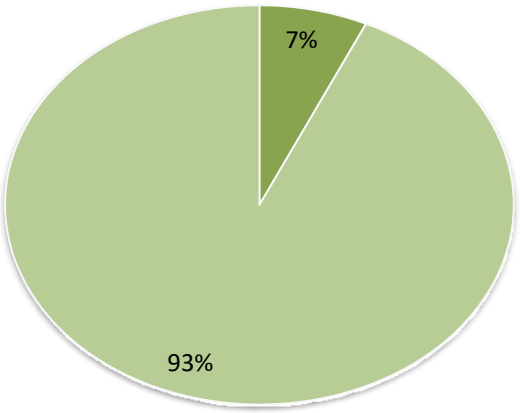
Instagram: 27/29 persons (35%)

LinkedIn: 16/29 persons (21%)

Twitter: 5/29 persons (6%)

Out of the total 29 respondents, all of them responded to this second question too. This question offered respondents to choose multiple options at a time about whichever social media they use. 29 out of 29 respondents agreed on using Facebook which makes it the most popular social media among Moroccan job seekers. Closely following Facebook is Instagram which is used by the second next majority of respondents. Interestingly, the social media platform which is exclusively made for professional connections and job seekers is used by only 16 out of 29 respondents. In the end comes the most famous microblogging website Twitter which is used merely by only 5 out of 29 respondents. This set of information sheds some prominent light on the preferred choice of Morocco's active jobseekers for the recruiters. But it also brings into notice the underutilized potential of LinkedIn by the same Moroccan job seekers. Morocco's educational institutes and public organizations must carry out awareness sessions on the benefits of LinkedIn. It might lessen the unemployment in Morocco by linking recruiters with job seekers.

Question 3: Are you familiar with E-recruitment?

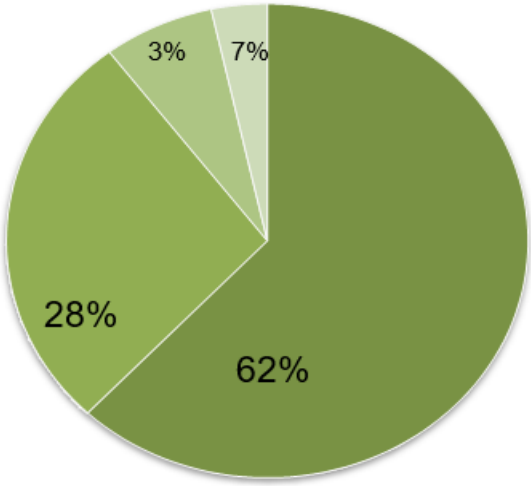


Yes: 27/29 persons (93%)

No: 2/29 persons (7%)

Now this question directs the focus of respondents to the actual question of this research. The word recruitment though itself is self-explanatory, yet only young and fairly educated people are aware of its true meaning. This question is the basis of the whole e-recruitment subject whether job seekers are aware of its existence or not. We note that only 7% (2/29) are not aware of e-recruitment. These people do not use the Web to search for jobs they apply directly to the company headquarters. And a very blessed percentage of 93% agrees to be familiar with the notion of e-recruitment. This is the first stage of introducing a novel concept to its prospects which is successfully achieved. So now the next stage is tapping on the potentials offered by e-recruitment to active job seekers of Morocco

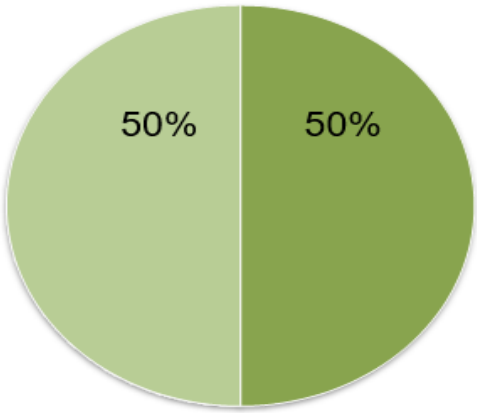
Question 4: Do you apply from websites?



Always: 18/29 persons (62%)
Often: 8/29 persons (28%)
Never: 2/29 persons (7%)
Rarely: 1/29 persons (3%)

This question seeks at finding if the potential of e-recruitment has been tapped by the job seekers in Morocco or not. Getting familiar with the existence of the option of applying online for jobs is not merely sufficient. Getting to know whether job seekers have the sufficient know-how to use e-recruitment successfully or not is the real deal. To a good surprise 18 out of 29 respondents agree to have applied for jobs from websites. Most of them apply via the Internet, but we also observe that there are those who have never applied via the Web and these are the people who have never tried this E-recruitment method. A very small percentage of 10% have shown no considerable interest in using e-recruitment in the past. Who knows if this survey might trigger their interest in using e-recruitment in the future! Up to this question all the respondents have answered all the questions.

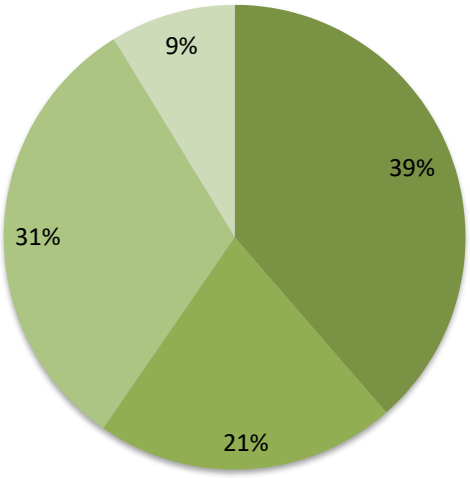
Question 5: If ever, why?



Offers are not always credible:
1/2 person (50%) I use
Traditional methods: 1/2 person (50%)

This was a subjective and open-ended question. The blank space provided next to this question urged the respondents to pour their minds answering as to why they use online recruitment if ever they tried any. Though 26 out of 29 respondents agreed to have used e-recruitment, yet only 2 respondents opted to answer this question. One of the respondents explained the reason for not using e-recruitment because he/she thought that the job offers displayed over the internet are not always credible. This actually highlights the most important challenge being faced by recruitment. Being caught into a job trap or fraud is a major concern for job seekers when applying through recruitment on job portals. It means some people who have already had experience with recruitment sites where the advert published did not conform to the job requested. The other respondent chose a traditional method of recruitment over e-recruitment. The scanty response received on this question indicates the busy nature of job seekers and thus validates the use of limited questions in this research and not being a wastage of time for respondents.

Question 6: If yes, which of the E-recruitment sites do you use?



Morocco Ad: 22/27 persons (39%)

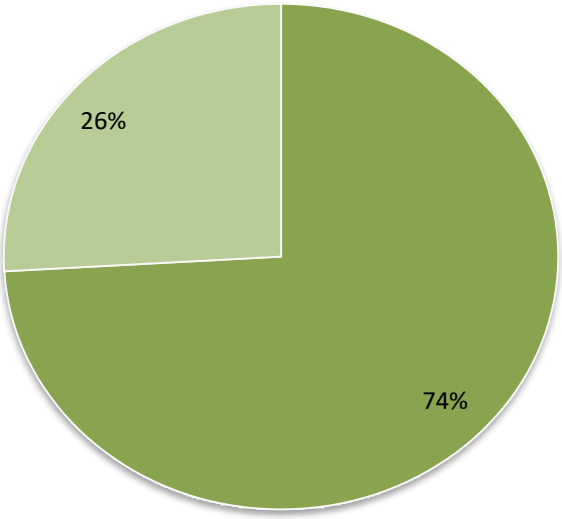
LinkedIn: 18/27 persons (31%)

Anapec: 12/27 persons (21%)

LinkedIn: 5/27 peoples (9%)

This question aims at getting to know the preferred choice of e-recruitment websites for Moroccan job seekers. The most often used websites were given as options out of which we found that the most frequently used websites are Morocco Ad, LinkedIn and Anapec. The trust shown by Moroccan job seekers on local job portals is far greater than their trust on international job portals. Morocco is a bit behind than more developed Middle Eastern countries that are shifting towards more global trends in e-recruitment. This question clearly shows the trend of local job portals strongly dominating the recruitment market in Morocco. This poses as a challenge for global recruitment who wish to penetrate the Moroccan market

Question 7: As a result of using these materials to find a job, were you contacted for an interview?

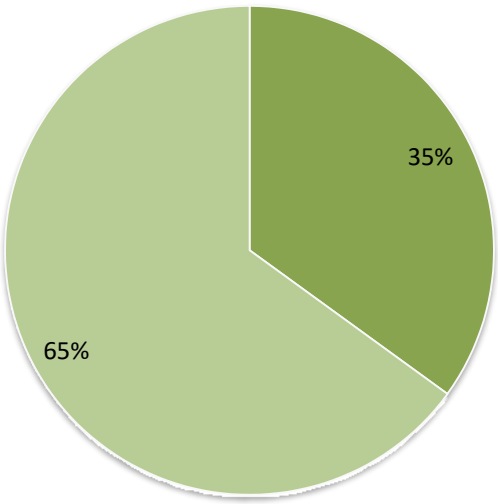


YES: 20/27 persons (74%)

NO :7/27 persons (26%)

This question inquired the respondents to test the utility of job portal websites mentioned in the question above. Respondents were asked if they actually got successful in getting an interview call by applying for a job on the job portal websites mentioned in the previous question. The number of respondents have reduced to 27 out of 29 after question no.4 where it was asked if respondents use e-recruitment websites. Those two respondents who responded in negative must have left the survey right there and did not answer the latter questions related to e-recruitment. In this question 74% of people responded that they did get called for an interview after applying online for a job. This is a very positive figure which poses a great opportunity for Moroccan jobseekers in e-recruitment. The analysis of this question also explains the credibility of the published offers on job websites in Morocco, thus reducing the threat of the respondent who expressed distrust over the credibility of job ads on websites.

Question 8: As a result of these interviews, were you hired?

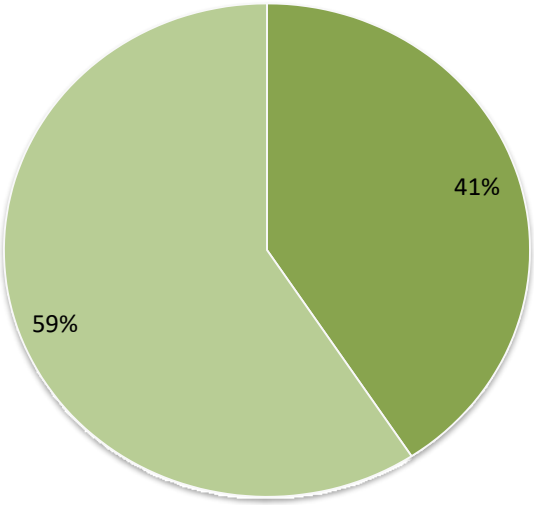


Yes: 7/20 persons (35%)

No: 13/20 persons (65%)

This question is in continuation of the previous question where respondents were asked if they were ever called for an interview after applying for a job online. This question asks the next part if the respondents were ever hired as a result of online job application. The total number of respondents has dropped from 27 to 20 for this question only. The reason is unexplainable to researchers. Out of 20, 13 people responded in negative that they never got hired as a result of e-recruitment, while 7 people agreed on being actually hired through e-recruitment; which is a very good number considering not every job application guarantees job hiring. It is because hiring is based on recruiter's choice and candidates' merit. Still 35% is a very good number to boost the credibility of e-recruitment among Moroccan job seekers and increase their motivation.

Question 9: Do you favor using a Social network or job board?

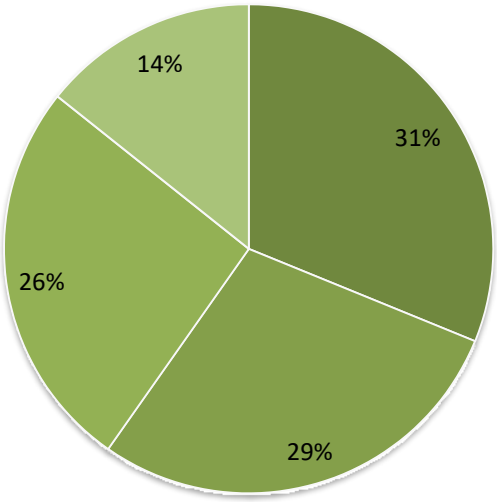


Social network: 11/27 persons (41%)

Job site: 16/27 persons (59%)

This question is back at garnering 27 responses after the previous question's downfall. It asks the question about their preference of choosing job postings on social networking websites or job board portals. Responses are very close in numbers for both options by Moroccan job seekers. But the majority of them put their trust in job portal websites rather than social networking websites. It might be due to the obvious reason of credibility that social networking websites are run by individuals taking no responsibility for any fraud or misquotation; whereas job portal websites are specifically designed for recruitment purposes and offer somewhat credible sources of recruitment. This question also depicts the reason for mistrust on LinkedIn by Moroccan job seekers.

Question 10: In your opinion, what are the benefits of e-recruitment?



Time saving: 24/27 persons (31%)

Speed : 22/27 persons (29%)

Cost reduction: 20/27 persons (26%)

Ease of contact: 11/27 persons (14%)

This question aims at getting some reviews from respondents about the possible benefits of e-recruitment that they consider are the reason for them to opt it over the traditional recruitment process. A good majority of respondents agreed on the benefits of e-recruitment being a time saver and speedy in comparison to traditional recruitment where postal correspondence takes days while e-recruitment makes the correspondence between recruiter and candidate in real-time. 20 out of 27 respondents also agree on e-recruitment as cost friendly as compared to traditional recruitment that increases the postal cost of correspondence and energy cost of face-to-face interviews. 11 out of 27 respondents consider e-recruitment provides ease of contact while others think it as not.

Chapter VI : CONCLUSION

Recruitment operations are a central issue for companies. Although the Internet is widely penetrating recruitment and job search practices, this does not seem to be changing the behavior of recruiters and candidates in any significant way. If it wishes to carry out its recruitment online, the company must adopt a strategy just as rigorous as for the traditional modes. The advantage of using e-recruitment sites is that they are usually the hub for thousands of young job seekers who actively use the internet as a medium for job search.

This research finds that E-recruitment would increase the efficiency of the job, optimize search time and facilitate contact through completely free access. The majority of the active job seekers in Morocco questioned opted for recruitment via the Internet and confirms that it is an opportunity for the recruiter and for the candidate, but there is still a problem of mistrust given the multiplication of non-credible offers.

Job boards are not only search tools, but also monitoring tools that allow one to have a global vision of the evolution of the job market in a given sector. Job portals are increasing the job section and the sub categories in each field that makes it easier for job websites to specialize in certain categories and specially market those categories to relevant job seekers. Companies are increasingly using this type of recruitment, even though they are often accused of not investing enough in the recruiter/recruited relationship. The Internet is a readily available and resourceful medium that allows all three actors of the recruitment process: company, recruiter and candidate, to carry out their individual goals with just only a click. This ease in the recruitment process has increased the candidate applications for companies and the choice of companies for candidates.

The Internet appears to be an effective solution to recruitment problems, but it can only be optimal once mentalities have changed. The judgments made about the advantages and disadvantages of e-recruitment often appear to be quite nuanced, and show that it does not escape the risks that are common to other recruitment channels. The effectiveness of e-recruitment would undoubtedly streamline the job search process, reducing not only the 35% recruitment cost but also the time taken by the whole process. The fact that e-recruitment provides free access to masses, increases the recruitment’s domain of action to a global level.

CHALLENGES & RECOMMENDATIONS

To get the most out of the e-recruitment opportunity, companies must also deal with the challenges that come along with it. Now, the company must also maintain an e-reputation on the internet. The internet holds all kinds of information whether it is about the company, candidate or the industry trends. The e-reputation of a company plays a great role in creating the image of the company in the minds of candidates even before the recruitment starts. To reduce the recruitment cost and attract the best possible prospect for a job poses a greater challenge for companies that are achieved nowadays by using marketing techniques. Yes, winning the best human resource through recruitment and not losing your current employees to competitors also demands a marketing strategy that is best achieved through the internet. The needs and wants of candidates have also evolved with the increase in the number of prospective companies for them; as now the whole world is full of opportunities for them. It is not only the recruiter who tests and examines a candidate nowadays, it's the reverse case also. Another challenge faced in recruitment nowadays is the shortage of able candidates. According to a manpower study in 2018, 67% of large companies agree to a shortage of desired recruits compared to 30% of directors of VSEs. (Manpower 2018 study). However this shortage is more pronounced in some sectors as skilled labor jobs, technical jobs, sales jobs and engineering jobs.

It can be said that as the demands of candidates are changing with the advent of digitalization, so are the companies' expectations. Companies were more demanding of the operational skill of the candidate needed for the job which is already attained in the shortlisted candidates. The rest of the recruitment process aims at selecting the right candidate based on the soft skills and overall personality of the candidate. According to Marlene Ribeiro, executive director at Michael Page, a consulting firm, the 55% of its company directors believe that the personality and know-how of the employees is 36 considered to be the main criterion for hiring by 22% of employers. It is becoming increasingly common to use new methods to put a candidate in a disturbing situation, testing their reflexes and abilities. These new methods seem too extravagant.

The recruitment process is continuously changing due to digitalization. It has impacted all three actors of the process namely: company, recruiter and candidate. New methods, new platforms and new technologies are the reason for uncertainty in this field. Adopting sustainable ways to attract and retain the best possible human resource has become the strategic mission of any organization. Outdated or badly executed recruitment processes may be extremely detrimental to a

company in both financial and operational terms. It is also noteworthy that the recruitment process is not only limited to hiring. It starts way before from creating an attractive e-reputation of the firm to the post-hiring integration of the recruit within the organization's operational framework. No one recruitment method is the best option but rather they should be tested time and again for their efficiency and effectiveness towards the company and must be adjusted accordingly

THE ANNEXES

Appendix : Questionnaire :

Within the framework of the elaboration of our project end of study Human Resources Management, in the faculty of economic sciences of Kenitra, we chose to treat the following subject: (The E-recruitment). Could you fill out this questionnaire as spontaneously as possible? It will only take a few minutes and your participation will be a great help to us.

Question 1: How often do you use the internet?

- ☐ A lot of time
- ☐ Often Rarely

Question 2: What media do you use?

- ☐ Facebook
- ☐ Instagram
- ☐ LinkedIn
- ☐ Twitter

Question 3: Are you familiar with E-recruitment?

- ☐ Yes
- ☐ No

Question 4: Do you apply from websites?

- ☐ Always
- ☐ Often

☐ Never

☐ Rarely

Question 5: If ever why?

☐Morocco Ad

☐Anapec

☐LinkedIn

☐Recrute.com

Question 6: If yes, which of the E-recruitment sites do you use?

☐Yes

☐No

Question 7: As a result of using these materials to find a job, were you contacted for an interview?

☐Yes

☐No

Question 8: As a result of these interviews, were you hired?

☐Yes

☐No

Question 9: Do you favor using a: Social network or job board?

☐Social Network

☐Job Site

Question 10: In your opinion, what are the benefits of e-recruitment?

☐Time saving

☐Speed

☐Cost reduction Ease of contact

DECLARATION

on authenticity and public assess of final essay/thesis/mater's thesis/portfolio[1]

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Title of the document:	**From recruitment to E-recuitment in Morocco**
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Department:	Management and Leadership

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As a supervisor of HAJAR SOUAH, (DTOTIH,) I here declare that the final essay/thesis/master's thesis/portfolio[1] has been reviewed by me, the student was informed about the requirements of literary sources management and its legal and ethical rules.

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