Hungarian University of Agriculture and Life Sciences

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Management and Leadership

The Effectiveness of E-Recruitment as a Recruitment Practice: The Case of Morocco

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INTRODUCTION

Human resources (HR) is the department of a company that is in charge of discovering, screening, hiring, and training job candidates. HR is also in charge of employee benefit programs, salary and benefits and terminations. (KENTON, 2022)

Human resources (HR) is a broad field with many duties, including employee interactions, salary and benefits, performance management, and compliance with laws and regulations. It also includes creating and maintaining policies and procedures that foster a good and productive work environment for workers, assisting the business in meeting its goals and objectives.

Human Resources (HR) and recruiting are inextricably linked since HR departments administer and supervise staff recruitment, hiring, and training inside a business. The process of seeking and recruiting competent individuals for available jobs inside a company is known as recruitment.

Typically, the recruiting process contains numerous phases, such as recognizing the need for fresh staff, creating job descriptions and job advertisements, posting job vacancies, resume and application screening, organizing interviews, performing reference checks and background checks, making job offers, and negotiating pay.

E-recruitment, often known as online or digital recruiting, is the use of technology and the internet to aid in the hiring process. Posting job vacancies on job boards, employing applicant tracking systems (ATS) to handle resumes and applications, and conducting first interviews through video conferencing are all examples of this. (businessjargons, 2018)

Therefore, the center of this study is to focus on many important areas to understand the efficacy of the electronic recruitment process. This includes understanding how candidates and recruiters interact with the e-recruitment platforms, including any challenges or frustrations they may encounter, as well as analyzing the effectiveness of the e-recruitment process in terms of the quality of candidates attracted as well as the time and cost savings realized examining any compliance and legal issues related to e-recruitment, such as data privacy and equal opportunity laws; identifying trends in e-recruitment, such as the use of artificial intelligence, virtual reality, and the impact of the pandemic on e-recruitment; and researching the impact of social media on e-recruitment, as well as the effectiveness of social media recruitment campaigns.

In this thesis, I evaluate the use and perceived success of various technological tools used in E-recruitment by HR professionals through a quantitative study on modern E-recruitment practices. Therefore, this research will provide an opportunity to emphasize the rationale for the technologies chosen, as well as the elements that may influence their performance and impact on the ground. The findings of this study may help develop effective E-recruitment practices to improve organizational performance.

This paper also involves a quantitative study, to be able to answer and indicate the integrity of the two fixed hypotheses:

- H0: Candidates who prefer using e-recruitment over conventional recruitment techniques are more likely to be influenced by the e-recruitment process in their decision to pursue the position applied for.

- H1: I assume that candidates who prefer using conventional recruitment techniques over e-recruitment are less likely to be influenced by the e-recruitment process in their decision to pursue the position applied for.

- H2: I assume that participants who perceive the online application process as simpler are more likely to have applied to more job openings using e-recruitment compared to traditional recruitment techniques.

- H3: Participants who perceive the online application process as more complex are less likely to have applied to more job openings using e-recruitment compared to traditional recruitment techniques.

The main question that my study will answer is **"What are the methods used by companies in E-recruitment? Are these methods effective? "**
I conducted a survey with 150 employees from various companies operating in various industries in Morocco.
The study uses a questionnaire to collect primary data. The data then are analyzed using MS Excel, and the results are displayed in a table with descriptive statistics, including frequencies, averages, and percentages.
Then I also answer the secondary questions such as "What is the definition of recruitment?", "What are the sources and methods of recruitment?", "What are the main steps for the recruitment

process?", "What are information and communication technologies (ICT)? ", "What is the definition of E-recruitment?", "What is the difference between traditional and E-recruitment? ", "What are E-recruitment methods? ".

To answer these research questions, I have subdivided this work into three main parts:

• Chapter One: Literature review
• Chapter Two: Research methodology
• Chapter Three: Data analysis and findings

In the theoretical aspect, I collected the information that I found based on several sources on E-recruitment (scholarly works, scientific articles, official publications of institutions, online briefs, and searches on Google ...), then I evaluated and selected the information that seemed useful, and I synthesized it.

To answer the problematic question "What are the methods used by companies in E-recruitment? Are these methods effective? ", I have carried out a quantitative study that focuses on the development of a questionnaire. This method seems to be very effective to collect data and information easily in order to understand and explain the facts. The questionnaire is dedicated to my Moroccan friends, my family, my ex-colleagues in Morocco, and in particular, Moroccan internet users as it is published to several WhatsApp and Facebook groups related to employees.

I have adopted the polls or sampling method, which leads to examining a fraction of the population (a sample), which will therefore be one hundred and fifty people.

The study is also analyzed by the SPSS system to see if the established hypotheses linked to the study are significant.

CHAPTER ONE: LITERATURE REVIEW

Recruitment

Definition

The process of combining human resources into companies, divisions, departments, and job purposes is known as recruitment and selection. A more helpful definition of recruitment may be the practice of locating and sourcing qualified candidates for current and prospective openings in a business. This definition incorporates the idea of "art," or management soft skills, some of which may be innate in certain managers or learned via specialized training. The usage of the phrase "discovery" highlights effective recruiting, a process that involves investigation and requires specific procedures and processes without which new workers cannot be "found". Recruitment and selection are frequently influenced by the organization's rules that govern recruitment and selection. (Hallet, 1986)

According to Lewis (1985:1), recruiting is defined as "the action of creating a large number of candidates who have a desire to be employed by an organization and from which appropriate persons may be picked." In other terms, "recruitment is the attractiveness of an organization with certain talents, competencies, and other personal attributes of candidates to openings".

Paul McKinney (2021) defines recruitment as the process of identifying and employing the best-qualified applicants from inside or outside a business in a timely and cost-effective manner. Analyzing job needs, enticing individuals to the position, screening and choosing applicants, recruiting, and integrating new employees into the business are all part of the recruitment process.

I agree with the authors' concept, and I believe that adopting measures and implementing tactics to attract potential workers is a critical step inside a firm that contributes to a solid selection process. Employee recruiting includes identifying sources of people, analyzing the numerous sources available, selecting sources, and persuading potential employee prospects to apply for employment to get the perfect match.

Sources of recruitment

A recruitment source is a method for a possible employer to arrange a pool of potential prospects or candidates. Essentially, two approaches are best defined as recruitment sources. They are both exogenous and endogenous. (Otoo, 2018)

Internal recruitment sources

Internal recruitment sources, according to Thakur (2021), relate to sourcing applicants from existing personnel within the firm. In basic terms, applicants for these positions are chosen from among the organization's personnel. The candidates are already on the organization's payroll and include former workers who have returned to work.

Otoo (2018) defines internal recruitment as recruiting from within the organization. It comes in the form of promotion, more compensation, more responsibility, better working conditions, and progress in the organizational hierarchy. Management should review and evaluate personnel over a long period of time to recognize their potential and establish their appropriateness for the position in order to effectively recruit utilizing internal resources. Candidates in this category should also go through all of the required recruiting processes. Internal sources of recruitment include:

- ➢ Promotion: Obtaining a higher position within the same firm. This entails increased responsibility, better working conditions, advancement in the organization's structure, and higher pay. In this situation, a contract is granted to a suitable candidate who is already employed by the business to replace the empty position.

- ➢ Another avenue of recruiting is transfer. The person gets moved to another location within the same company. There is no promotion or increase in responsibility in this circumstance. Wages stay unchanged, but employees are transferred to a different location to fill unfilled roles.

- ➢ Internal Advertising: In this scenario, the employer announces a job opening within the organization. Employees are encouraged to apply, and positions are filled internally.

- ➢ Recall: In this scenario, the previous employee is recalled filling the position. For example, a retiring employee was requested to fill a gap quickly. This is frequently done when the organization is unable to identify competent candidates for a vacant position.

- ➢ Second Hire: Rehiring former employees, particularly those who deliberately departed for "greener pastures," was regarded rare until recently. Leaving freely is frequently viewed as a betrayal. Issues ranging from adultery to low morale are common among people who are forced to leave. Hiring ex-employees has advantages and disadvantages. On the bright side, past workers are well recognized and are already acquainted with the company's culture, style, and method of doing things. Employees who are permitted to depart, on the other

hand, may return with a less favorable attitude. Hiring former workers who departed for brighter pastures back into higher positions may send the message to current employees that leaving the firm is the best way to achieve. (Otoo, 2018)

- Internal recruiting is particularly useful for an organization's growth since it cuts expenses compared to external recruiting and eliminates the requirement for onboarding because workers already know the firm. This type of recruitment may also be used as a motivational technique, encouraging employees to work hard to advance in their careers, and promoting employee loyalty and accountability.

External recruitment sources

According to Thakur (2021), in summary, it is about attracting new persons by getting professional and needed labor from outside the business if it cannot be done within management. Rather than evaluating existing and internal workers, it is frequently tied to an external pool of job seekers. There are no changes to existing employee jobs, which are searching for more skilled people with necessary skills and knowledge.

This procedure is critical to the company and draws many candidates for the post. Furthermore, it encourages current personnel to grow and assist one another while diversifying.

One of the primary issues of this sort of recruitment is that they want to acquire better and more capable people in unfilled positions to improve the organization's performance. If the applicant is unable to do the task properly, it will have a direct impact on the company's growth.

External recruitment sources, according to Otoo (2018), relate to recruiting from outside the firm. It contains the following items:

- ➤ Human Resources Recruitment Consultants: Businesses engage private organizations or consultants to find top leaders. They represent the firm in this lawsuit. For the services given, the consulting company charges a service fee or commission. Companies explain their credentials, abilities, expertise, experience, and attitudes for open positions to consultants. This method saves time and decreases administrative strain, allowing them to concentrate on other equally vital parts of company management.
- ➤ Executive Recruiters: These are specialist recruitment services engaged by businesses to find top management talent for their organizations. They are also known as headhunters.

Headhunters can enter discreetly since they have many contacts and are especially adept at connecting qualified people who are already working and are not actively searching to change jobs. They can also delay disclosing the corporate name until later in the search process.

➢ Public Ads: Corporate Human Resources posts job openings in the public sphere. Advertisements can be found through newspapers, radio, television, and, more recently, the Internet. The advertising provides information about the firm, the position being advertised for, employment criteria, application dates, corporate location, and postal address. This type of recruitment has a wider reach than other types of recruiting, but it is also more expensive.

➢ Graduate Recruitment: Companies interview potential candidates on university campuses and other analogous colleges and institutions throughout their last year or semester. Suitable individuals are chosen based on their interview performance and academic credentials. This procedure is also fairly expensive, and the applicants are inexperienced in this instance. As a result, employers will have to spend more money on training.

➢ Recommendations: As the name implies, this method of recruitment involves referrals from management, past management, or influential members of society. This type of recruiting does not come without difficulties of prejudice, favoritism, or bias.

In general, I believe that each recruitment source has its own set of advantages and disadvantages.

Internal recruiting has the advantage of being familiar with the staff and making better use of abilities. It is a cost-effective means of recruiting and, without a doubt, an incentive for staff. On the other side, it has the potential to limit a company's options, remove competition, and promote conflict.

External recruitment sources provide access to desirable people, enable the acquisition of fresh talent, foster competition, and provide resilience to changing conditions. However, the approach causes internal conflicts with current staff, is time-consuming and is dangerous.

Recruitment process

Definition

According to Perucci (2019), the recruiting process is the step in attracting and selecting new employees to fill vacancies in an organization. This work is usually done by managers, human resource management (HRM), recruiters, or a combination of all three. Human resources managers typically lead the process, working with relevant departments and team members to streamline the hiring process.

The hiring process involves finding candidates with the best skills, experience, and personality to suit the job. It requires a series of collecting and reviewing resumes, conducting job interviews, and finally selecting and onboarding employees to start working for the organization.

An effective recruitment process

A successful recruitment procedure, according to Perucci (2019), helps you to locate quality employees swiftly and efficiently. Conscious planning and continual review are required for the process.

The recruitment process should be simplified so that each employee gets the tools and resources they require for their specific task. For example, if a manager is responsible with conducting an interview, the recruiter or HR manager should make the process as simple as possible by supplying the manager with a printed résumé and employee history information prior to the interview. Recruiters or HR managers should also tell applicants of the complete interview schedule so that they are not left in the dark about the next steps in the process.

Six crucial phases in the recruitment process

An efficient and effective recruitment process according Troncoso (2022), is an organization-specific strategy meant to discover the appropriate individual for the right position at the right time. Bringing talent into a company is a complex and step-by-step procedure. This may be determined by the company's business vertical and structure, size, and current recruiting and selection methods.

Figure 1: Stages of recruitment process.

Source: manilarecruitment.com (2022)

Troncoso (2022) defines six processes in the recruiting process, which may differ from firm to company based on the business architecture. The following are the six steps.

Prepare:

Whether it is a freshly founded firm or one that has just deserted, it is critical to first understand what is required in the organization. It should always begin with finding job opportunities, then go on to job criteria, which should include knowledge, experience, and abilities. Companies may plan for hiring demands by identifying and addressing gaps in their present workforce. They should also consider whether they have any needs in terms of talent, personality, or performance.

As the team prepares for recruiting criteria, keep track of inputs and outputs. Because of the increasing workload, they will need to recruit more people.

The process begins with Human Resources receiving recruiting applications from various divisions. It may contain the experience, the number of jobs that must be filled, the number of new positions that must be filled, and the duties that must be fulfilled.

Sourcing:

Sourcing is the process of obtaining a resume for a certain position. Following a knowledge of the company's employment requirements, the following stage is to begin looking for talent in various career categories. The most critical phase in the hiring process is identifying the appropriate people for the right role. These positions are marketed both internally and outside in order to obtain the finest recommendations through prominent social networking sites or employment portals.

Companies should aim to depict someone who is capable of carrying out the tasks they define. One person could be the best fit for a job description. The person must be able to do vital duties, attributes, and talents as long as they are completed.

Screening:

The third and most critical phase in the hiring process is resume screening. A single recruitment process takes over 23 hours. Most companies get an average of 250 resumes, with over 80% of them being ineligible. Most talent acquisition leaders continue to struggle with selecting the best individuals from a wide pool of applications. It is a procedure that determines if an applicant is qualified for role-based education, experience, or other information on a CV. The goal of screening resumes is to determine whether or not to advance the application.

Selection:

Shortlisted candidates will be interviewed at various stages of the selection process. Multiple interviews may be planned for each candidate, depending on the size of the recruiting team and the specific recruitment demands. This procedure is repeated until the proper individual is chosen for a certain position. Interviews can occasionally be performed over the phone or by video call.

Recruiting:

Recruiting and delivering job opportunities is the final stage of the recruiting process. Companies should never make the assumption that a candidate will accept their application. If the candidate, on the other hand, patiently completes the paperwork or waits to go through the

selection process. The chances of earning an admission offer are excellent. After hiring, they should examine references and make employment offers.

Onboarding:

Every new employee may feel uneasy at first. However, by assisting new recruits in settling in quickly, you can gain some bonus points, which might be a "win-win" situation. Companies should make them feel at home with a carefully organized meal, rather than merely showing them around the office and supplying supplies. Some deliberate play and conversation on non-work topics might also be beneficial. (Troncoso, 2022)

I must agree with the author that this procedure may change from one firm to the next due to a variety of external factors such as the type of business, its field, its size…etc.
However, I opted to give these six stages because I believe they are necessary and fundamental, and they should be shared by all businesses. The corporation can opt to take additional actions that are consistent with and connected with her goal.

E-recruitment

Definition

According to Khanna, (2021) E-recruitment, also known as online recruitment or digital recruitment, refers to the use of electronic means to attract, identify, and hire job candidates. This process relies on the use of the internet, digital platforms, and various software tools to facilitate the recruitment process. E-recruitment can include a range of activities such as creating and posting job advertisements on various online platforms, managing, and tracking job applications, conducting online interviews, and using various assessment tools to evaluate candidates. The use of digital technologies in recruitment has become increasingly popular in recent years, as it allows companies to reach a large number of potential candidates quickly and cost-effectively.

E-recruitment typically begins with the creation of a job advertisement that is posted on various online platforms such as job boards, social media, and the company's website. Job seekers can then apply for the job by submitting their resumes and other relevant information through the company's online recruitment portal. Companies can use software tools to manage and track job applications,

communicate with candidates, and schedule interviews. They can also use assessment tools such as online tests, video interviews, and gamification to evaluate candidates' qualifications and skills.

E-recruitment has many advantages over traditional recruitment methods. It can save time and money, as companies can reach a large number of potential candidates quickly and cost-effectively. It also allows for a more efficient and streamlined recruitment process, as companies can automate many tasks such as managing and tracking job applications, scheduling interviews, and evaluating candidates. Additionally, e-recruitment can help companies to reach a more diverse pool of candidates, as job advertisements can be posted on a variety of online platforms and can reach job seekers from all over the world.

However, e-recruitment also has its drawbacks. One of the main concerns is that it can lead to a high volume of job applications, making it difficult for companies to sift through and identify the best candidates. Additionally, e-recruitment can also lead to a lack of personal interaction between the company and the candidate, which can make it harder for companies to assess a candidate's qualifications and fit for the job. (Khanna, 2021)

I believe that e-recruitment is a powerful tool for companies to find and attract potential job candidates. By using digital technologies and online platforms, companies can reach many potential candidates quickly and cost-effectively and streamline the recruitment process. However, it is important for companies to use e-recruitment in conjunction with other methods, such as face-to-face interviews, to ensure that they are identifying the best candidates for the job.

E-recruitment methods and tools

According to Ross, (2022) E-recruitment methods and tools include:
➢ **Job boards:** Job boards are online platforms where companies can post job advertisements and job seekers can search and apply for jobs. They typically feature a searchable database of job listings, and job seekers can create a profile and upload their resumes. Examples of popular job boards include Indeed, LinkedIn, and Glassdoor.
➢ **Recruitment portals:** Recruitment portals are online platforms that are designed specifically for companies to manage the recruitment process. They typically include features such as job postings, candidate tracking, communication tools, and applicant

tracking systems. Recruitment portals can help companies to streamline the recruitment process and manage large volumes of job applications.

- ➢ **Social media**: Social media platforms such as LinkedIn, Twitter, and Facebook can be used to advertise job vacancies, connect with potential candidates, and even conduct interviews. Companies can also use social media to showcase their brand and culture, which can help to attract the right candidates.

- ➢ **Mobile apps**: Some companies have developed mobile apps that allow job seekers to search and apply for jobs on their smartphones. These apps can be especially useful for job seekers who are on-the-go or who prefer to apply for jobs using their mobile devices.

- ➢ **Video interviewing:** Video interviewing platforms allow companies to conduct interviews with candidates remotely, using video conferencing technology. This can be useful for companies that are looking to fill a job vacancy quickly, or for job seekers who are unable to attend a traditional face-to-face interview.

- ➢ **Online assessments:** Online assessments such as aptitude tests, personality tests, and skill tests can be used to evaluate candidates' qualifications and skills.

- ➢ **Gamification:** Some companies are using gamification, which involves incorporating game-like elements into the recruitment process, to engage and assess candidates.

- ➢ **Chatbots:** Chatbots can be used to interact with candidates and provide them with information about the company and the job vacancy.

- ➢ **Automated resume screening:** Some companies use software to screen resumes and applications, which can help to quickly identify qualified candidates.

- ➢ **Artificial intelligence (AI) and machine learning (ML):** AI and ML can be used to automate many aspects of the recruitment process, such as resume screening, candidate matching, and even interviewing. (Ross, 2022)

These are some of the most common e-recruitment methods and tools, but there are many other digital technologies and online platforms that can be used to facilitate the recruitment process. It is important for companies to choose the methods and tools that best suit their needs and budget.

Most frequent sources used by employers

Today, in the era of new technologies, the Internet plays an important role in people's lives. So, it is no surprise that the internet has also changed the way hiring is done. The trend of using online recruiting is common among small and medium-sized companies as well as large corporations, and it helps to quickly create a large number of qualified applicants. According to a recent study, the most popular recruiting sources used by employers are websites (87%) and Internet recruiting sites (82%), followed by other less popular sources in Table 1.

Table 1: The most popular sources of recruitment used by employers.

Sources of Recruitment	Percentage of Employers Using the Source
Company web sites	87%
Internet job sites	82%
In-house referrals	78%
Newspapers and magazines	73%
Colleges and high schools	60%
Professional associations	58%
Job fairs	55%
Internships	52%
Headhunters	52%

Source: DeCenzo & Robbins (2019,145)

In the near future, online recruiting will replace most traditional recruiting sources such as newspaper advertisements and employment agencies. Organizations without a personal website or professional profile are hard to find on the LinkedIn platform these days; moreover, most companies have a special "Careers" section where candidates can read open positions and apply for them. Additionally, organizations planning to do a lot of Internet recruiting often develop specialized websites dedicated to recruiting, some of which only accept online applications. This is a great way to build an employment brand, as such sites often contain the company's values, mission, vision, corporate philosophy, and other important information that candidates want to know. As a result, the quality of applicants improves because they understand how they behave in the organization. (DeCenzo & Robbins, 2019)

The importance of e-recruitment in the modern workforce

E-recruitment is becoming increasingly important in the modern workforce for several reasons:

➢ **Reach:** E-recruitment allows companies to reach a larger and more diverse pool of job candidates, as job advertisements can be posted on a variety of online platforms and can reach job seekers from all over the world.

➢ **Efficiency:** E-recruitment allows for a more efficient and streamlined recruitment process, as companies can automate many tasks such as managing and tracking job applications, scheduling interviews, and evaluating candidates.

➢ **Cost-effective:** E-recruitment can save time and money as companies can reach many potential candidates quickly and cost-effectively, through various digital platforms.

➢ **Time saving:** E-recruitment can reduce the time it takes to fill a job vacancy, as companies can reach many potential candidates quickly and can automate many tasks in the recruitment process.

➢ **Accessibility:** E-recruitment allows job seekers to apply for jobs at any time, from anywhere, which is especially important for those who are unable to attend traditional job interviews, or who live in remote areas.

➢ **Data-driven**: E-recruitment allows for better collection and analysis of data, which can help companies identify trends, improve the recruitment process, and make better hiring decisions.

➢ **Diverse candidates:** E-recruitment enables companies to reach out to a more diverse pool of candidates, as it eliminates geographical constraints and allows for a more inclusive recruitment process.

➢ **Branding:** By using e-recruitment, companies can showcase their brand and culture and attract the right candidates who align with their values and mission. (Singh, 2022)

In my opinion, e-recruitment is becoming an important tool for companies to find and attract potential job candidates. By using digital technologies and online platforms, companies can reach a large number of potential candidates quickly and cost-effectively and streamline the recruitment process. With the fast-paced nature of today's workforce, companies that do not adopt e-recruitment methods may miss out on potential employees and opportunities.

Legal and ethical considerations of E-recruitment

E-recruitment entails the use of technology and the internet to aid in the recruiting process, and as such, various legal and ethical aspects must be considered.

From a legal standpoint, e-recruitment presents concerns about privacy and discrimination. When collecting and processing applicant data, employers must ensure that they comply with all relevant data protection and privacy rules and regulations, such as the General Data Protection Regulation (GDPR) in the European Union. Employers must also ensure that their hiring practices do not discriminate against certain categories of candidates based on protected characteristics such as age, ethnicity, gender, or disability.

E-recruitment poses challenges of fairness and openness from an ethical standpoint. Employers must guarantee that their hiring process is fair and transparent, allowing all candidates an equal chance to apply for and be considered for a position. They should also make certain that the hiring process is not prejudiced and that any selection criteria employed are job-related and non-discriminatory.

Additionally, while implementing e-recruitment, employers should consider the applicant experience, taking into account the simplicity of application, communication and feedback along the process, and the overall candidate experience.

E-recruitment, in my opinion, provides both possibilities and problems, and it is critical for employers to evaluate the legal and ethical implications of their hiring process, guarantee compliance with relevant laws and regulations, and to maintain high standards of fairness and openness.

Difference between modern and traditional recruitment

Recruitment is the process of finding and attracting qualified candidates for a job opening. Over the years, the way in which recruitment is done has undergone a significant change. The traditional methods of recruitment, which were once considered the norm, have been replaced by modern methods that are faster, more efficient, and allow for a wider pool of candidates to be considered. In this section, we will discuss the differences between modern and traditional recruitment and how these differences have affected the way in which companies hire new employees.

Traditional recruitment methods include newspaper ads, classifieds, and headhunting. These methods have been used for decades and have been considered the norm for finding and hiring new employees. Newspaper ads and classifieds were often the go-to method for companies looking to fill job openings. They would place an ad in the newspaper or classifieds section of a magazine, and candidates would respond by sending their resumes and cover letters to the company. Headhunting, on the other hand, was a more personal approach to recruitment. It involved finding and recruiting candidates who were not actively looking for a job but were considered to be a good fit for the company. This method was often used to fill high-level positions and required a significant investment of time and resources. (Balasubramanian, 2014)

With the advent of technology, modern recruitment methods have become increasingly popular. Trivedi and Muduli (2017), These methods include online job boards, social media recruiting, and applicant tracking systems. Online job boards have made it easier for companies to reach a wider pool of candidates. They can post job openings on a variety of websites, such as LinkedIn, Indeed, and Glassdoor, and candidates can easily apply for the job by submitting their resumes and cover letters online. Social media recruiting has also become a popular method of recruitment. Companies can use platforms like Facebook, Twitter, and Instagram to reach a larger audience and find candidates who may not have been found using traditional methods. Applicant tracking systems have also made the recruitment process more efficient. These systems allow companies to manage and track the progress of job applications, making it easier to keep track of which candidates have applied and which ones have been selected for an interview. (Trivedi, 2017)

One of the key differences between modern and traditional recruitment methods is speed, according to Katiyar and Saini (2016). Modern methods are generally faster than traditional methods. Online job boards and social media recruiting allow companies to reach a large number of candidates in a short amount of time. This is especially important for companies that are looking to fill job openings quickly. Traditional methods, on the other hand, can take longer to find and attract candidates. Newspaper ads and classifieds may take several days or even weeks to reach the right audience, and headhunting can take even longer.

Another difference between modern and traditional recruitment methods is the pool of candidates that can be considered. Traditional methods often limit the pool of candidates to those who are

actively looking for a job or those who are known to the company. Modern methods, on the other hand, allow companies to reach a much wider pool of candidates. Online job boards and social media recruiting make it easy for companies to reach a large number of candidates who may not have been found using traditional methods. This allows companies to find the best candidates for the job, regardless of whether they are actively looking for a job or not. (Katiyar, 2016)

Modern and traditional recruitment methods have their own set of advantages and disadvantages. Traditional methods offer a more personal approach and allow for a more in-depth evaluation of candidates. (Trivedi, 2018) However, I think that modern methods are faster and allow for a wider pool of candidates to be considered. Companies should consider both modern and traditional methods when recruiting new employees, as each method has its own set of benefits and can be used in different situations. With the help of technology, the recruitment process can be more efficient and faster, but it's important to balance this with a personal touch.

Traditional recruitment and e-recruitment (also known as online recruitment or digital recruitment) differ in the methods and tools used to accomplish each step of the recruitment process.

Table 2: Difference between Traditional Recruitment and E-Recruitment based on steps

Step/ Type	Traditional Recruitment	E-Recruitment
Job Posting	Traditional recruitment typically involves posting job openings in newspapers, trade journals, or on bulletin boards.	E-recruitment allows for job postings to be made on various online platforms such as job boards, company websites, and social media.
Resume Screening	In traditional recruitment, resumes are often screened manually by human	E-recruitment uses applicant tracking systems (ATS) to scan resumes for keywords and qualifications,

	resources personnel or recruiters.	making the screening process more efficient.
Interviews	Traditional recruitment typically involves in-person interviews.	E-recruitment can include a variety of methods such as video conferencing, phone interviews, or online assessments.
Background Checks	Traditional recruitment often involves manual background checks, such as contacting references and conducting credit checks.	E-recruitment may use online tools to conduct background checks more efficiently.
Onboarding	Traditional recruitment often includes in-person orientation and paperwork.	E-recruitment can use digital onboarding tools to streamline the process.

Source: Avinash (2012)

In my opinion, e-recruitment uses digital tools to speed up, automate and make the recruitment process more efficient, while traditional recruitment relies on more manual methods.

Impact of ICT on E-recruitment in general

Information and communication technology (ICT) has had a significant impact on e-recruitment. ICT has enabled the creation of online job portals and social media recruitment platforms, making it easier for job seekers to find and apply for jobs, and for employers to reach a larger and more diverse candidate pool. Additionally, ICT tools such as email, video conferencing,

and online collaboration software have made it easier to conduct remote interviews and onboarding processes. This has increased the efficiency and cost-effectiveness of the recruitment process for both employers and job seekers. However, it also has potential to create a digital divide as not everyone has access to the same level of technology, and some may be disadvantaged.

ICT has also enabled the use of advanced recruitment technologies such as applicant tracking systems (ATS), which automate the process of sorting and evaluating resumes and applications. This allows employers to quickly and efficiently identify and shortlist the most qualified candidates for a given position. Additionally, ICT has made it possible to conduct background checks and verify qualifications and certifications electronically, further streamlining the recruitment process.

Another way ICT has impacted e-recruitment is through the use of social media and networking platforms for recruiting. Many employers now have a presence on platforms such as LinkedIn, Facebook, and Twitter, which allows them to connect with job seekers and share job opportunities. This has also allowed for a more personal approach to recruitment, as employers can interact directly with candidates and get a sense of their personality and fit for the organization.

On the other hand, the rise of e-recruitment has also led to certain challenges. One such challenge is the potential for increased discrimination in the recruitment process. For example, automated systems may be biased in favor of certain types of candidates, and employers may use social media profiles to make assumptions about candidates that are not relevant to their qualifications for the job. Furthermore, e-recruitment can also lead to an increase in job scams, as individuals may take advantage of the anonymity of the internet to impersonate legitimate employers. (Okolie, 2017)

In my opinion, the impact of ICT on e-recruitment has been largely positive, with increased efficiency and accessibility for both employers and job seekers. However, it is important to be aware of the potential challenges and take steps to mitigate them.

Future of ICT in E-recruitment and the impact on the workforce

The future of ICT in e-recruitment is likely to see the continued growth and development of advanced technologies such as artificial intelligence (AI) and machine learning (ML). These technologies will enable even more automation and customization in the recruitment process,

including the ability to identify and predict the best candidates for a given role based on their qualifications and experience.

The use of virtual reality and augmented reality technology may also become more prevalent in the recruitment process, allowing for virtual interviews and tours of the workplace for candidates. Additionally, blockchain technology may be used to create secure, decentralized databases of candidate information, which could help prevent fraud and ensure the accuracy of qualifications and certifications.

The impact of these technologies on the workforce will depend on how they are implemented and adopted. On one hand, they have the potential to make the recruitment process more efficient, fair and inclusive, and to identify the best candidates for a job. On the other hand, they may also lead to job displacement and increased competition for jobs as machines and algorithms take on more of the recruitment process.

It is also important to note that the use of these technologies may also exacerbate existing inequalities, for example, by disproportionately affecting certain groups of workers, such as older workers or those without access to technology. Therefore, it is important for companies to consider the ethical implications of their adoption and use of these technologies and to ensure they are implemented in a way that benefits both the organization and the workforce. (Hunkenschroer, 2022)

Strategies for creating an effective E-recruitment

Developing an efficient e-recruitment strategy entails a number of processes and considerations. Here are some major tactics that firms may employ to ensure the effectiveness of their e-recruitment process:

- **Define your recruiting goals and objectives:**

Before you begin the e-recruitment process, it is critical to understand what you're attempting to accomplish. This might involve filling particular job positions, enhancing workforce diversity, or lowering recruitment expenditures. Having defined goals and objectives in place will aid in the focus and effectiveness of your e-recruitment strategy.

- **Optimize your career website:**

Because your career website is frequently the initial point of contact for potential applicants, it is critical that it is optimized for e-recruitment. This may involve offering extensive information about your organization and the available roles, making it simple for prospects to apply online, and providing regular updates on the status of their application.

- **Use social media and networking platforms:**

Platforms such as LinkedIn, Twitter, and Facebook may be effective tools for reaching out to potential applicants. You may broaden your reach and engage with a broader range of applicants by establishing a strong online presence on these sites.

- **Make use of targeted advertising:**

Online advertising may be a low-cost strategy to reach out to certain categories of applicants. You may boost the likelihood that your job posts will be noticed by the suitable candidates by tailoring your advertising to certain groups.

- **Implement an application tracking system (ATS):**

An applicant tracking system (ATS) can assist you in more efficiently managing your e-recruitment process. Many e-recruitment processes, including as resume screening, candidate matching, and interview scheduling, may be automated using ATS software.

- **Establish a pleasant candidate experience:**

It's critical to create a positive applicant experience throughout the e-recruitment process. This might include offering clear information on how to apply, keeping candidates updated on the status of their applications, and delivering feedback in a timely manner.

- **Use data analytics:**

Data analytics may be a useful tool for understanding the performance of your e-recruitment process. By examining data such as the number of applicants, time to fill a job, and candidate satisfaction, you can discover areas for improvement and make data-driven decisions regarding your recruiting approach.

- **Keep up to speed on legal and ethical issues:**

E-recruitment entails the use of technology and the internet to aid in the recruiting process, and as such, various legal and ethical aspects must be considered. Employers must ensure that they are in compliance with all relevant data protection and privacy rules and regulations, and that their

recruiting process does not discriminate against particular categories of candidates based on protected characteristics. (Stephens, 2021)

Developing a good e-recruitment strategy, in my opinion, necessitates a combination of diverse strategies and approaches. Organizations can increase their chances of finding the right candidates and reduce the time and cost associated with the recruitment process by focusing on creating a positive candidate experience, utilizing social media and networking platforms, implementing an applicant tracking system, and staying up to date with legal and ethical considerations.

Future trends and development in E-recruitment

E-recruitment is likely to become more advanced and efficient in the future, with technology such as artificial intelligence and machine learning assisting in duties such as resume screening and applicant matching. Social media and networking platforms will almost certainly play a bigger part in recruitment, while virtual and augmented reality will be used to improve the applicant experience. Companies will also place a greater focus on offering a pleasant applicant experience and consistent communication and feedback during the recruiting process. Video interviews and data analytics will also be used to make more informed employment selections. Overall, e-recruitment will continue to grow and become more sophisticated, allowing businesses to discover and hire the finest individuals. (Chen, 2022)

Some prospective e-recruitment trends and advancements include:

➢ Increased reliance on artificial intelligence (AI) and machine learning (ML) to help with activities like resume screening, candidate matching, and interview scheduling.

➢ Use of social media and networking platforms for recruitment that is more sophisticated, such as utilizing LinkedIn to locate and interact with possible applicants.

➢ Increased usage of virtual and augmented reality to improve applicant experience and create more immersive and interactive recruitment processes.

➢ More attention should be placed on offering a favorable applicant experience, such as an easy-to-use and speedy application procedure, as well as regular contact and feedback during the recruiting process.

➢ Employers should do more video interviews to gain a better feel of who a candidate is and how they could fit into the business culture. (Chen, 2022)

I predict that e-recruitment will continue to increase in popularity and relevance in the future as more organizations migrate their recruiting procedures online.

Overall, e-recruitment will continue to expand and progress, allowing businesses to locate and hire top personnel more rapidly and effectively.

CHAPTER TWO: RESEARCH METHODOLOGY

Reminder of the questions addressed

The center of this study is to focus on many important areas to understand the efficacy of the electronic recruitment process. This includes understanding how candidates and recruiters interact with the e-recruitment platforms, including any challenges or frustrations they may encounter, as well as analyzing the effectiveness of the e-recruitment process in terms of the quality of candidates attracted as well as the time and cost savings realized examining any compliance and legal issues related to e-recruitment, such as data privacy and equal opportunity laws; identifying trends in e-recruitment, such as the use of artificial intelligence, virtual reality, and the impact of the pandemic on e-recruitment; and researching the impact of social media on e-recruitment, as well as the effectiveness of social media recruitment campaigns.

Therefore, this research will provide an opportunity to emphasize the rationale for the technologies chosen, as well as the elements that may influence their performance and impact on the ground. The findings of this study may help develop effective E-recruitment practices to improve organizational performance.

This paper is involving a quantitative study, to be able to answer and indicate the integrity of the two fixed hypotheses:

- H0: Candidates who prefer using e-recruitment over conventional recruitment techniques are more likely to be influenced by the e-recruitment process in their decision to pursue the position applied for.

- H1: I assume that candidates who prefer using conventional recruitment techniques over e-recruitment are less likely to be influenced by the e-recruitment process in their decision to pursue the position applied for.

- H2: I assume that participants who perceive the online application process as simpler are more likely to have applied to more job openings using e-recruitment compared to traditional recruitment techniques.

- H3: Participants who perceive the online application process as more complex are less likely to have applied to more job openings using e-recruitment compared to traditional recruitment techniques.

The main question that my study will answer is **"What are the methods used by companies in E-recruitment? Are these methods effective? "**

I conducted a survey with 150 employees from various companies operating in various industries in Morocco.

The study uses a questionnaire to collect primary data. The data then are analyzed using MS Excel, and the results are displayed in a table with descriptive statistics, including frequencies, averages, and percentages.

Then I also answer the secondary questions such as "What is the definition of recruitment?", "What are the sources and methods of recruitment?", "What are the main steps for the recruitment process?", "What are information and communication technologies (ICT)? ", "What is the definition of E-recruitment?", "What is the difference between traditional and E-recruitment? ", "What are the E-recruitment methods? " and replied them with the help of my literature review.

Research design

The study was conducted through self-administered questionnaires on a voluntarily basis. This is due to the cross-sectional nature of the data collected. voluntarily surveys involve collecting data from the entire population (Churchill, 1991). This design is suitable for this study because all 150 individuals were represented.

Data collection

I carried out a quantitative study that focused on the development of a questionnaire, this method seems to be very effective to collect data and information easily in order to understand and explain the facts, this questionnaire was dedicated to my classmates, my colleagues and the internet users as it was published in several WhatsApp groups related to employees. I adopted the polls or sampling method which leads to examining a fraction of the population (a sample), the sample will therefore be around one hundred fifty-two people.

Data analysis

Collected data were analyzed using descriptive statistics (frequency, cumulative frequency, percentage, and mean scores). This is because the data are quantitative. Frequency and percentage are used to determine the dominant recruitment and selection practices in organizations. Mean scores are used to show the relative effectiveness of certain recruitment and selection practices and how they differ in respondents' perceptions of recruitment and selection. The analyzed data are then presented in tables and pie chart for easy interpretation and reporting.

CHAPTER THREE: DATA ANALYSIS AND FINDINGS

I created a questionnaire, distributed it, and collected responses from the sample I was studying. I then used "EXCEL" to analyze the replies to create pie charts and tables that summarized the findings and showed the response rates. I was able to make interpretations, observations, and results of people's responses, which I am sharing in this section.

In this section, I also provided some recommendations for organizations to improve their hiring procedures and entice the candidates who are most suitable for their needs.

Result of the quantitative study (Questionnaire)

Table 3 represents the gender of respondents as follows.

Table 3 Gender of respondents

	Your sex is:	Percentage %
Female	90	60%
Male	60	40%
Total	15	100

Source: author's own research, (2023), n= 150

According to the Table, the number of men questioned is 90, the equivalent of a rate of 60%, as for the number of women is 60, which is a percentage of 40%.

We can see that more women responded to this questionnaire than men.

Table 4 represents the different age groups of the population studied is as follows.

Table 4 Age groups of respondents

	Your age group is:	Percentage %
Between 18 and 30 years	127	85%
Between 30 and 40 years	23	15%
Between 40 and 50 years	0	0
Above 50 years	0	0
Total	152	100

Source: author's own research, (2023), n= 150

It is remarkable that the people who answered the questionnaire and who are between 18 and 30 years old represented a large part, that is to say a number of 127 the equivalent of a respective rate of 85%, followed by people who are between 30 and 40 years old whose number is 23, i.e., a rate of 23%, the number of people aged between 40 and above 50 was 0.

People between the ages of 18 and 30 were quite receptive to the questionnaire because this age group is more interested in social networks and is fully connected to the virtual world knowing that the questionnaire was not shared. only through social networks (WhatsApp, Facebook...)

Table 5 represents the different countries of the sample studied is as follows.

Table 5 Nationality of respondents

	What is your nationality?	Percentage %
Moroccan	56	36,84
Tunisian	7	4,60
Egyptian	8	5,26
Jordanian	12	5,26
Russian	11	7,24
Turkish	12	7,89
French	21	13,82
Italian	1	0,66
Total	152	100

Source: author's own research, (2023), n= 150

The figure provides a breakdown, by nationality, of the total number of respondents. Respondents from Morocco make up the biggest group, with 117 replies, followed by those from France, who provided 18 responses. The remaining nations each had a significantly lesser number of responses, with Tunisian having 2, Egyptian having 4, Jordanian having 1, Russian and Turkish each having 1, and the remaining 7 respondents identifying as "Other." The figure, taken as a whole, provides an overview of the distribution of nationalities among the respondents, with Moroccan and French respondents being the majority of those who participated in the poll.

Due to the fact that the research is concentrated on the situation in Morocco, it is quite likely that the majority of respondents are Moroccan. Therefore, the survey has been targeted at a Moroccan audience, which would naturally attract more Moroccan respondents.

Figure 2 represents if the respondents have ever applied for a job through social media/ website.

Have you ever applied for a job through social media/ website ?
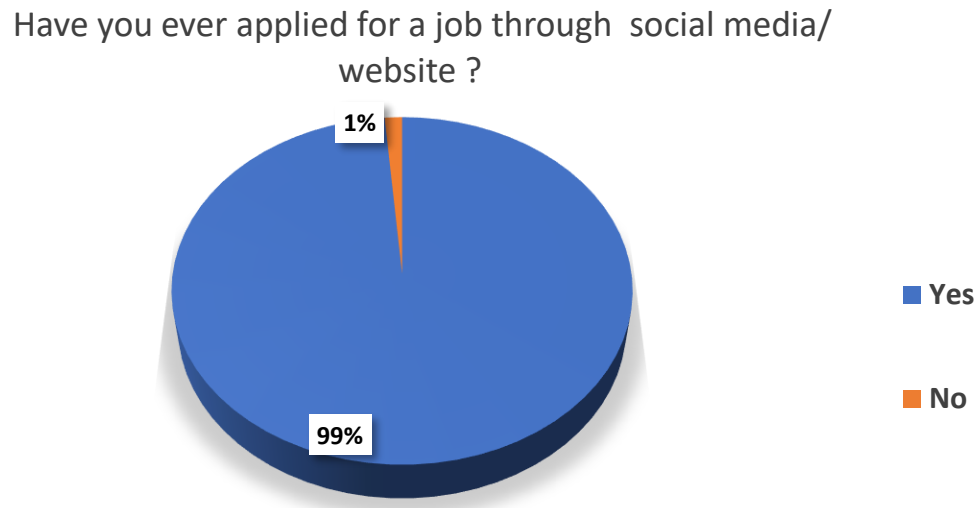

Figure 2: Application for a job through social media or a website

Source: author's own research, (2023), n= 150

The figure shows the answers to the question that asked people if they had ever applied for a job through social media or a website. Out of the 150 people who answered, 148 said "yes" and 2 said "no." This means that almost all of the people who answered the survey (99%) have used social media or websites to look for jobs, while only 1% have not.

It makes sense that most people now apply for jobs online or through social media. Job searchers now have access to a wealth of previously unobtainable information on job opportunities, job descriptions, and employer details because to the increasing usage of the internet and social media platforms. Additionally, a lot of businesses are now advertising job openings on company websites, employment search engines, and social media platforms, making it simpler for job seekers to locate and apply for positions online.

Additionally, job searchers prefer applying for jobs online because it is convenient and time and money efficient compared to more conventional ways like mailing resumes and attending in-person interviews. The application process is streamlined and made more effective by the tools that are available on numerous job search websites and social media platforms for job searchers to build and upload their resumes and cover letters.

Overall, it is anticipated that the trend toward applying for jobs online through social media or websites will continue as more businesses use digital recruitment and job searchers look for practical and effective ways to obtain employment prospects.

Figure 3 represents how respondents learned about the position they applied for via e-recruitment.
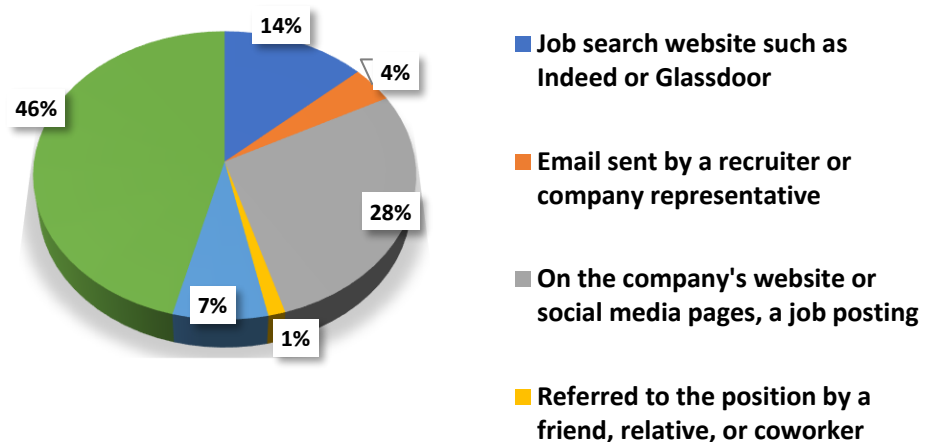

Figure 3: How respondents learned about the position they applied for via e-recruitment

Source: author's own research, (2023), n= 150

The figure describes how job searchers learned about the job opening they applied for via e-recruitment. The majority (46%) of the 150 participants found the job advertisement on a professional networking website such as LinkedIn. The second most prevalent source (28%) was on the company's website or social media pages, followed by the job search website like Indeed or Glassdoor (14%). Just 4% received an email from a recruiter or firm person, 7% received a message from a career portal or job posting, and 1% were referred to the position by a friend, relative, or coworker. Overall, it appears that professional networking websites are the most successful approach to reach out to potential job candidates via e-recruitment.

Despite the fact that LinkedIn is a popular tool for professional networking and job looking, not everyone will find it to be the perfect fit depending on their field, level of employment, and personal preferences. For instance, certain marketplaces for jobs or sectors might be more active

on Twitter or Facebook than others. Additionally, rather than relying on networking through LinkedIn, some job searchers might prefer to use job search engines or company websites to uncover job openings.

However, it is crucial to remember that LinkedIn may be a useful resource for job searchers since it enables them to network with people in their sector, develop their personal brand, and gain access to job postings from a variety of businesses. Being active on LinkedIn is advantageous because many recruiters and hiring managers use it to look for potential employees and post job openings.

Figure 4 represents how simple it was to use online application process.

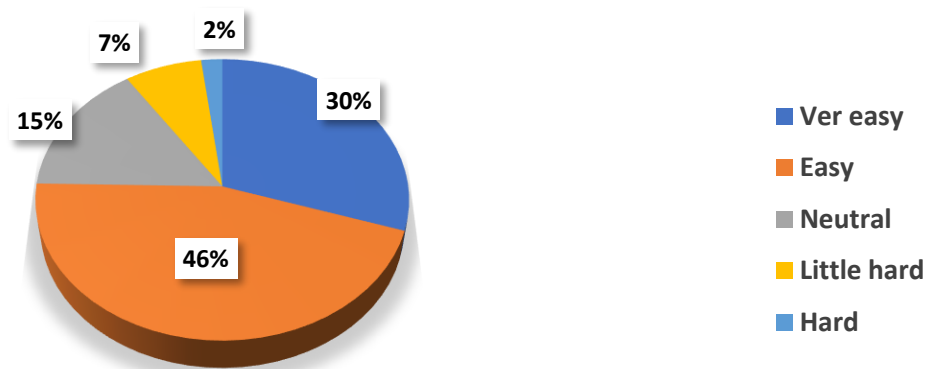How simple was it to use the online application process?

Figure 4: Representation of the simplicity of the online application process

Source: author's own research, (2023), n= 150

The figure depicts the usability of an online job application procedure. Out of the 150 responders, 30% thought the process was very easy, while 45% thought it was easy. Just 15% of respondents felt neutral about the process, and only 7% thought it was somewhat difficult. Just 2% of participants said the online application process was hard. According to these findings, most respondents regarded the online application process to be simple to use.

Depending on the organization or job search website, the convenience of the online application procedure can vary. In general, user-friendly, and uncomplicated online application procedures are created with the intention of making it simple for job seekers to apply for job opportunities. Typically, online application procedures entail completing an online application form, uploading a resume and cover letter, and responding to questions about the position. Step-by-step instructions

are provided by many businesses and job search websites to help job searchers complete their applications.

However, certain online application procedures may be more difficult or time-consuming than others, necessitating the completion of protracted tests or the submission of extensive information regarding applicants' credentials and professional experience. In addition, applicants may find the process more challenging if there are technical problems with the online application system.

Figure 5 represents if the sample studied has run into any technical problems submitting their e-recruitment application for a job.

Did you run into any technical problems when submitting your e-recruitment application for the job?
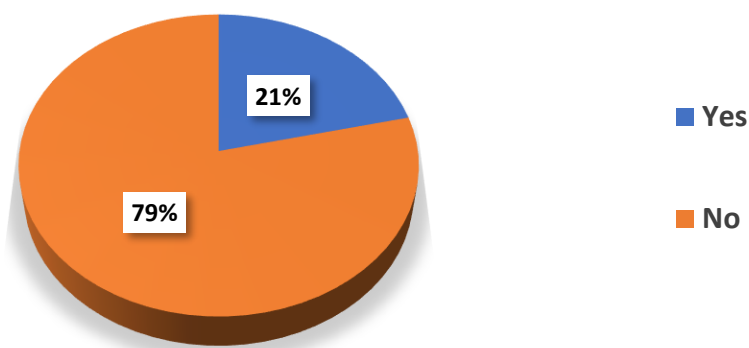
21%

79%

■ Yes

■ No

Figure 5: Technical issues encountered when submitting a job application via e-recruitment

Source: author's own research, (2023), n= 150

The graph displays job searchers' technical issues when applying for jobs online. 32 participants (21%) had technical troubles, while 118 (79%) did not. This shows that the company's e-recruitment method works properly and does not hinder job seekers.

Some users could have technical problems more regularly than others on occasion. Server issues, problems with the user's computer or web browser, and bugs or faults in the application system are some potential sources of technical challenges throughout the e-recruitment application process.

Figure 6 represents how soon after the respondents submitted their application via e-recruitment replies came.

How soon after submitting your application via electronic recruitment did you hear back?
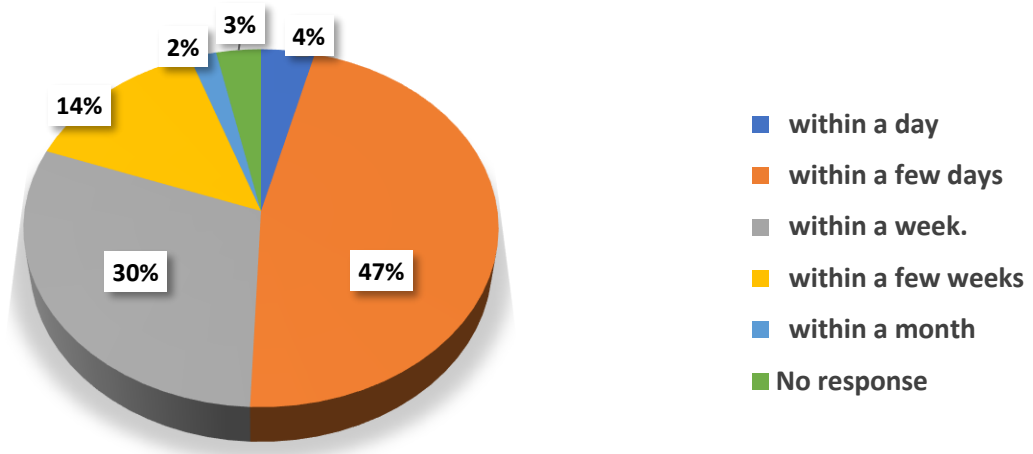

Figure 6: Time taken by the organization to answer respondent's application through e-recruitment

The graph shows how quickly job applicants received responses after sending their application through electronic recruitment. Most of the 150 people who took part (47%) said they heard again from the company a few days after sending in their application. A large number of respondents (30%) heard within a week, while smaller numbers within a few weeks (14%), within a day (4%) or within a month (2%). Unfortunately, 3% of the people who took part said they received no response at all.

After a candidate submits their e-recruitment application, it is typical for recruiters to take a few days to a few weeks to get back to them. After an application is received, some businesses might send an automated confirmation email right away, while others can take more time to analyze submissions and choose prospects for further consideration.

It is also possible that some applicants will not hear anything at all if they are not hired for the job. Some businesses might only get back to applicants who have been chosen for an interview or additional testing, while others might notify everyone who has filed an application, whether or not they are being considered for the post.

In some instances, responding to applicants using e-recruitment may take less time than responding through more conventional channels. Automated solutions that can swiftly filter applications and

identify qualified individuals are frequently used in e-recruitment procedures. This cuts down on the time needed for manual review and screening.

Additionally, e-recruitment procedures can be more streamlined and effective than conventional recruitment techniques, enabling recruiters to get in touch with candidates more rapidly. Instead of depending on phone conversations or in-person meetings, recruiters can engage with candidates in real-time using email or messaging platforms.

Figure 7 represents if respondents prefer using e-recruitment over conventional recruitment.

Do you prefer using e-recruitment over more conventional recruitment techniques?
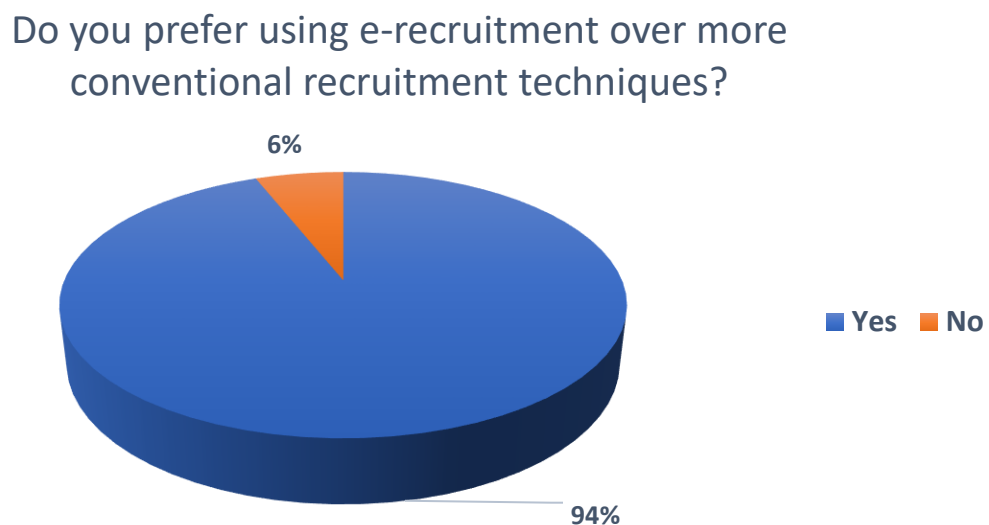
6%

■ Yes ■ No

94%

Figure 7: Preference in using e-recruitment over conventional recruitment

Source: author's own research, (2023), n= 150

The number shows that most job seekers would rather use e-recruitment than more traditional methods of hiring. When asked if they prefer to use e-recruitment, 141 (or 94%) of the 150 people who took part said "Yes." This shows that e-recruitment is becoming more and more popular among people looking for work because it is easy, quick, and accessible. Only 9 people (6%) said "no," which shows that they prefer more traditional ways to recruit.

I believe that most job searchers favor using e-recruitment over traditional hiring practices. The opportunity to look for job openings online, apply for employment remotely, and get information on the status of their application via email or chat platforms are just a few of the benefits that e-

recruitment offers over conventional approaches. E-recruitment can also be more streamlined and effective, enabling recruiters to examine applications and get in touch with candidates right away. In many facets of contemporary life, including the employment market, there has also been a noticeable trend toward digital technologies and online platforms in recent years. Because of this, many job seekers might feel more at ease and acquainted utilizing e-recruitment techniques than with conventional recruitment techniques.

Figure 8 represents respondents' opinion about e-recruitment success in presenting them with pertinent job opportunities.

How successful, in your opinion, was e-recruitment in presenting you with pertinent job opportunities?
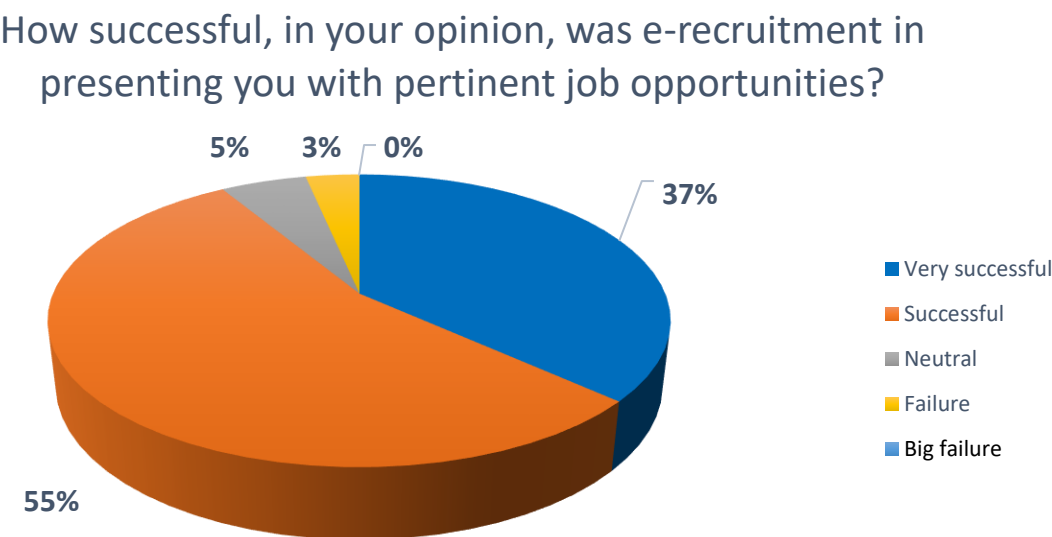

Figure 8: Opinion about e-recruitment success in presenting respondents with pertinent job opportunities

Source: author's own research, (2023), n= 150

Most of the 150 people who took part (55%) thought that e-recruitment was successful at giving them relevant job opportunities, and 37% said it was very successful. Only 5% of the participants gave a neutral answer, which means they did not think it was either successful or unsuccessful. But only 3% of the people who took part in the study said that e-recruitment did not show them relevant job opportunities, and no one found it as a big failure.

Because it has several advantages over conventional recruitment strategies, e-recruitment is particularly effective at connecting job searchers with relevant employment prospects.

Online job searches are made possible by e-recruitment, frequently through specialized job search websites or social media platforms. In order to connect job seekers with suitable job listings based on their talents, experience, and other variables, these platforms may use algorithms or other automated methods. This can aid job seekers in finding possibilities that are pertinent to them and fit their interests and credentials.

Additionally, automated screening and filtering systems used in e-recruitment can aid recruiters in efficiently identifying and choosing qualified candidates. This can increase the likelihood that job applicants who submit an e-recruitment application will be taken into account.

Figure 9 represents respondents' understanding of the position and organization before submitting an e-recruitment application.

Before submitting an e-recruitment application, did you feel that you had a sufficient understanding of the position and the business?
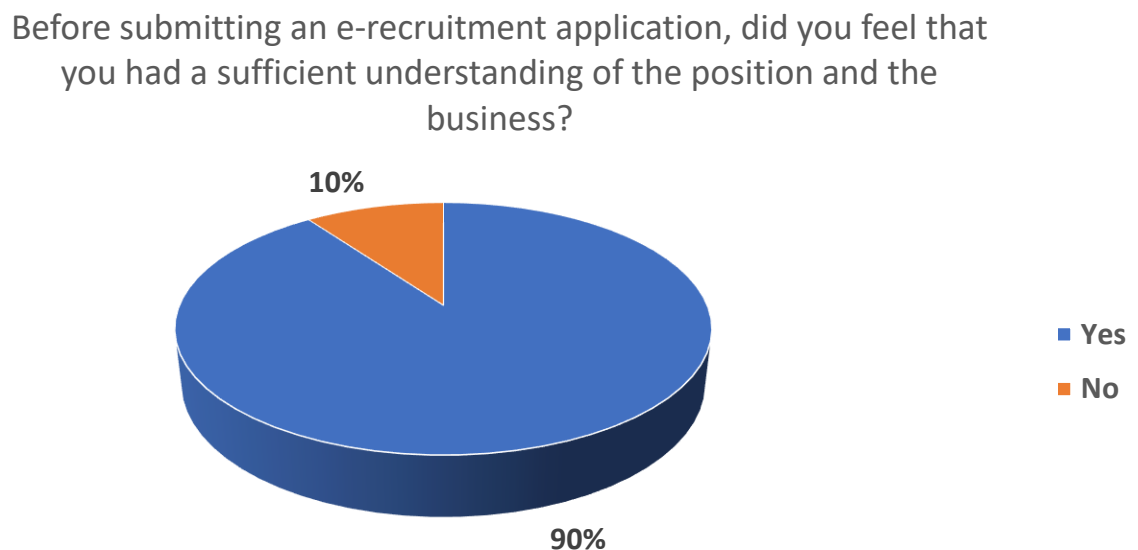

Figure 9: Respondents understanding of the position and organization before submitting an e-recruitment application

Source: author's own research, (2023), n= 150

The results of the question about whether the participants felt they knew enough about the job and the business before sending in an e-recruitment application are shown in the figure. The vast majority of the 150 people who answered (90%) said "yes" when asked if they felt they understood enough, while only 15 people (10%) said "no." This shows that most of the people who answered the survey knew a lot about the job and the company before they sent in their e-recruitment application.

In general, as part of the e-recruitment process, companies aim to provide all necessary information about the position and the company in their job postings. Information on the job title, necessary education and experience, duties and responsibilities, income range, benefits package, and knowledge of the company's culture and values may all be included in this list.

However, depending on the unique business and the position's requirements, the quantity and caliber of material offered in job advertising might differ significantly. While some firms could offer thorough job descriptions and in-depth company information, others might simply offer a limited amount of information or demand that job searchers do more study.

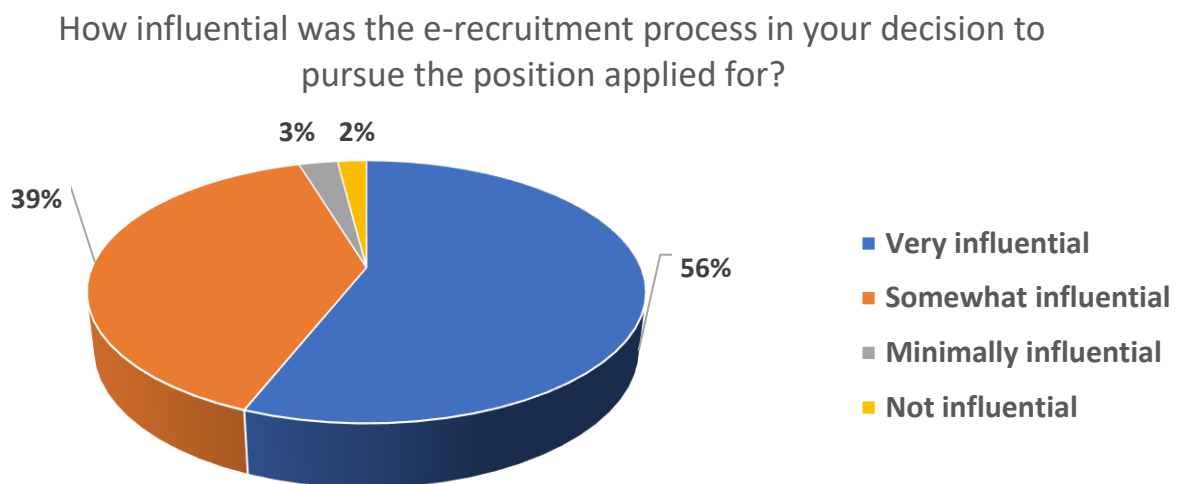Figure 10 represents respondents e-recruitment's influence on job pursuit decision.

Figure 10: Respondents e-recruitment's influence on job pursuit decision

Source: author's own research, (2023), n= 150

This chart shows how e-recruitment affected the interviewees' decisions about whether or not to look for a job. Most of the 150 people who answered the survey (56%) said that e-recruitment was a very important part of their decision-making process, while 39% said it was somewhat important. Only a small number of those who answered said that e-recruitment had little or no effect at all. This shows that e-recruitment has a big impact on how job seekers make decisions.

The e-recruitment procedure may have an influence on a job applicant's decision to pursue the position for which they have applied. This is so that job seekers can easily and quickly acquire information about the position and the company thanks to e-recruitment.

For instance, job searchers can readily visit business websites, social media pages, and job advertisements through e-recruitment to learn more about the position and the firm's culture and values. With the use of this information, job searchers can decide whether the position fits with their qualifications, experience, and professional objectives.

Overall, I believe that a job seeker's decision to pursue the position they have applied for can be significantly influenced by the information and communication offered during the e-recruitment process.

Figure 11 represents the effect of E-recruitment on respondent's job motivation.

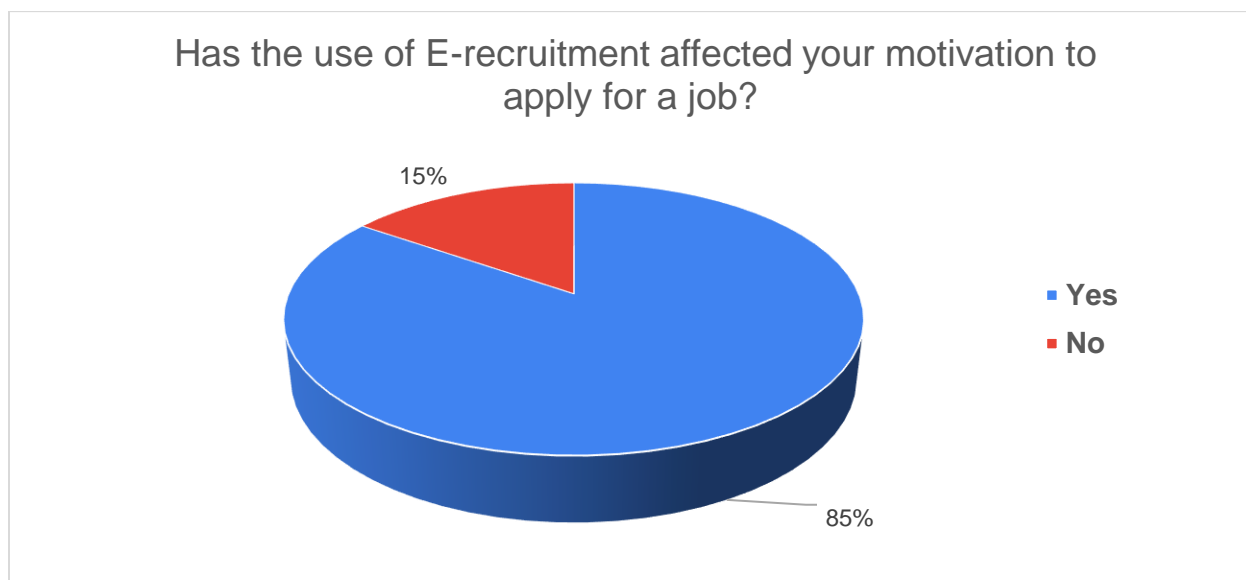Figure 11: The effect of E-recruitment on respondent's job motivation

Source: author's own research, (2023), n= 150

This chart illustrates how online recruitment affects candidates' motivation to submit an application. There were 150 respondents, and 85 percent of them said "yes," indicating that e-recruitment had an impact on their desire to seek employment. Only 15 percent of the respondents said "no."

A candidate's motivation to apply for a job can be impacted by the usage of e-recruitment, but the direction and strength of this impact might vary depending on several factors.

E-recruitment can enhance candidates' motivation to apply for jobs by making the job application process more convenient and accessible. For instance, e-recruitment makes it simple for candidates to look for job openings online, submit their application materials digitally, and get real-time information on the status of their application. These features may expedite the application process, which might encourage more candidates to submit applications.

Figure 12 represents e-recruitment's impact on the quantity of applications made compared to traditional recruitment according to the sample studied.
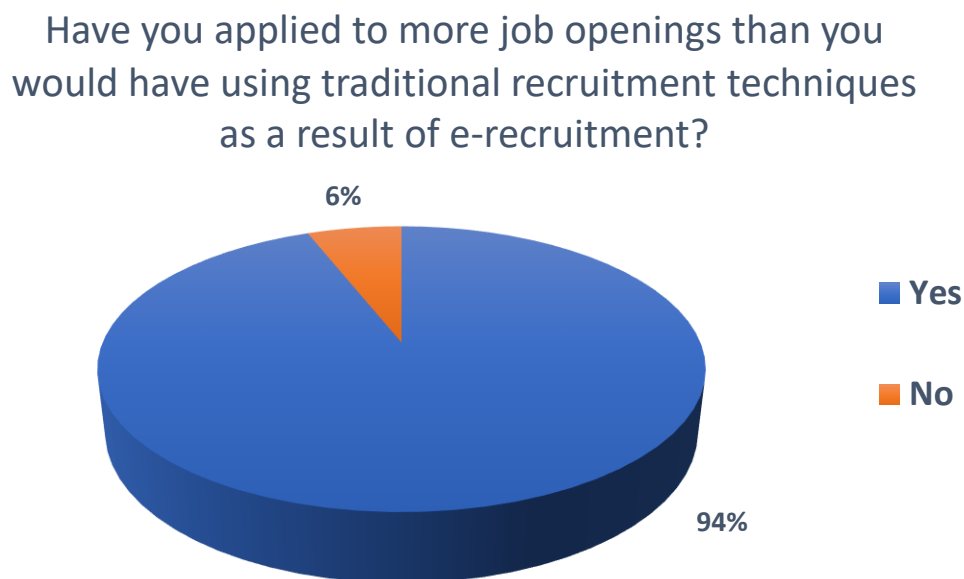

Figure 12: E-recruitment's impact on the quantity of applications made compared to traditional recruitment according to the sample studied

Source: author's own research, (2023), n= 150

When compared to more conventional methods of hiring, the data demonstrates that an overwhelming majority of respondents, almost 94%, have submitted applications for an increased number of job positions as a direct result of using electronic recruiting. Only a very small fraction of respondents, roughly 6%, claimed that they had reduced the number of job applications they submitted as a result of e-recruitment.

E-recruitment allows candidates to apply to more job positions than they would have with conventional recruitment methods.

With only a few clicks of a button, e-recruitment makes it simpler for candidates to look for job openings and apply to them. With the ease and accessibility of applying online, some job seekers might submit more applications than they would have with more conventional methods of hiring, including sending paper resumes or going to job fairs in person.

Additionally, e-recruitment frequently enables firms to advertise job openings across many platforms and connect with a larger pool of prospective applicants. More applications from candidates who might not have otherwise known about the job vacancy may result from this additional exposure.

Figure 13 represents the e-recruitment's impact in the increase of application's number received by companies according to respondents.

Do you believe that e-recruitment has led to an increase in the number of applications received by companies?

Figure 13: E-recruitment's impact in the increase of application's number received by companies according to respondents

Source: author's own research, (2023), n= 150

According to the data, nearly all respondents (99%) think that employers have received more applications for open positions as a result of e-recruitment. Only about one percent of

respondents are unconvinced that e-recruitment has increased the number of applications for open positions.

Companies are now receiving more job applications as a result of e-recruitment. It is now simpler and more convenient for job seekers to apply for employment because to the usage of online job boards, company websites, and social media platforms. Companies are now receiving more applications than they did before e-recruitment became popular.

With the help of e-recruitment, businesses may now connect with job searchers from a larger range of locations, including those abroad. Due to the fact that more people are now able to apply for jobs they might not have otherwise known about, this has further raised the number of applications received by businesses.

E-recruitment has made it simpler for businesses to receive more applications, but it has also made it more challenging for them to sift through them all and identify the most qualified applicants.

Figure 14 represents if respondent would recommend the e-recruitment in job search.
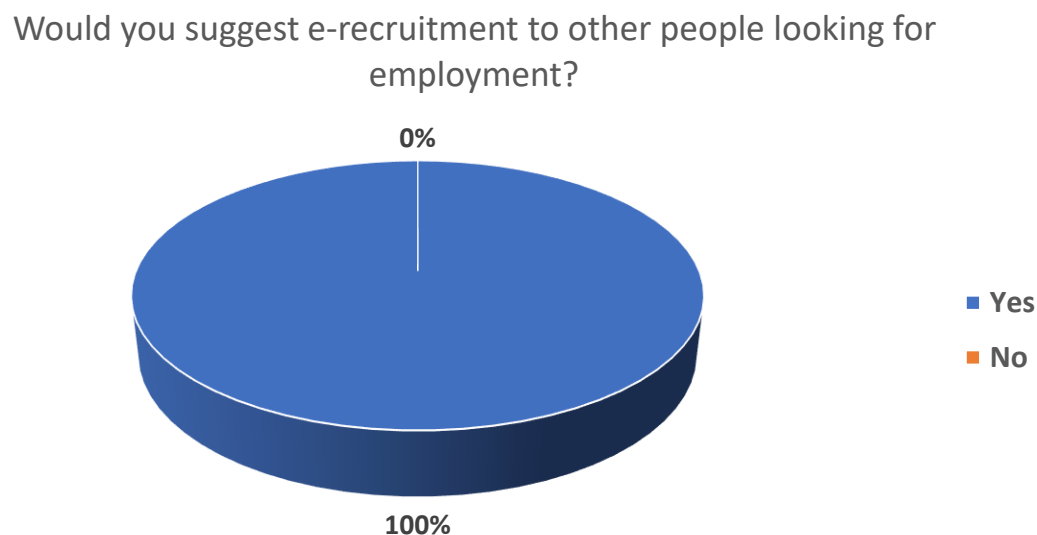

Figure 14: Respondents' recommendation of e-recruitment in job search

Source: author's own research, (2023), n= 150

According to this chart, nearly all responders (100%) would recommend e-recruitment to others in the same position. Nobody who was asked said they definitely would not recommend using an online recruitment tool.

One possible explanation for this high rate is the many benefits of online job searches. Among the potential benefits include reduced barriers to entry, a consolidated application process, a smaller environmental footprint, and a shorter time to hire. In addition, it is possible that the survey's optimistic findings are the result of the respondents' prior favorable experiences with electronic recruitment. The respondents may have also assumed that e-recruitment is now fundamental to finding and hiring qualified candidates in the modern digital age.

Hypotheses test

An important step in examining the data gathered for our research study is the section of this report devoted to the hypothesis test. We can evaluate the significance of our study ideas through hypothesis testing and derive valuable conclusions from our findings. I will discuss the main findings, the statistical strategy employed, and the hypotheses being evaluated in this part. I can examine the data with objectivity and determine the truthfulness of our research hypotheses by using rigorous statistical analysis, which will help us draw insightful findings from our study.

First assumption

- H0: Candidates who prefer using e-recruitment over conventional recruitment techniques are more likely to be influenced by the e-recruitment process in their decision to pursue the position applied for.
- H1: I assume that candidates who prefer using conventional recruitment techniques over e-recruitment are less likely to be influenced by the e-recruitment process in their decision to pursue the position applied for.

Table 6: Influence of E-recruitment on Candidates' Decision to Pursue Applied Positions

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	115.721[a]	3	.000
Likelihood Ratio	50.553	3	.000
Linear-by-Linear Association	57.378	1	.000
N of Valid Cases	150		

a. 6 cells (75.0%) have expected count less than 5. The minimum expected count is .18.

Source: author's own research, (2023), n= 150

The results of the chi-square test are significant, as shown in table 6. With three degrees of freedom and a p-value of 0.000, the Pearson Chi-Square value in this instance is 150.000, indicating a substantial correlation between the variables. With three degrees of freedom and a p-value of 0.000, the Likelihood Ratio value of 83.631 also indicates a significant link. A substantial correlation is also indicated by the Linear-by-Linear correlation value, which is 85.630 with 1 degree of freedom and a p-value of 0.000.

The chart also shows that the projected counts for 3 of the 8 total cells (37.5%) are less than 5, with the lowest expected count of 0.48.

While this is not a violation of the assumptions of the test, it highlights that the test's validity may be compromised in this case.

Table 7 Strength and direction of the association

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	1.000	.000
	Cramer's V	1.000	.000
	Contingency Coefficient	.707	.000
N of Valid Cases		150	

Source: author's own research, (2023), n= 150

The results of three symmetric measurements taken to determine the strength and direction of the association between the two variables are displayed in the table below.

The first metric, Phi, indicates a perfect correlation between the two variables with a value of 1.000 and a p-value of 0.000. Phi is a statistic that spans from 0 to 1, with higher values indicating stronger connections between two variables.

The second metric, Cramer's V, also has a value of 1.000 and a p-value of 0.000, indicating that the variables are perfectly associated. Phi is comparable to Cramer's V, which is used to evaluate the relationship between two nominal variables having more than two categories.

The contingency coefficient, the third metric, has a value of 0.707 and a p-value of 0.000, showing that there is a significant correlation between the variables. Stronger correlations are indicated by larger values of the contingency coefficient, which runs from 0 to 1.

The symmetric measurements support the existence of a significant and strong connection between the two variables under investigation.

Overall, the findings imply that applicants who favor e-recruitment are more likely to be persuaded to apply for the position via the e-recruitment process. This conclusion emphasizes how crucial a seamless and efficient e-recruitment process is for luring in and keeping top prospects. The hypothesis set up previously is justified.

- H0: Candidates who prefer using e-recruitment over conventional recruitment techniques are more likely to be influenced by the e-recruitment process in their decision to pursue the position applied for.
- H1: I assume that candidates who prefer using conventional recruitment techniques over e-recruitment are less likely to be influenced by the e-recruitment process in their decision to pursue the position applied for.

Second assumption

- H2: I assume that participants who perceive the online application process as simpler are more likely to have applied to more job openings using e-recruitment compared to traditional recruitment techniques.
- H3: Participants who perceive the online application process as more complex are less likely to have applied to more job openings using e-recruitment compared to traditional recruitment techniques.

  In this second case we are having ordinal and nominal variables, so it is more suitable to use Spearman correlation.

Table 8 Relationship between the simplicity of online application process and number of job applications using e-recruitment.

Correlations

			Question 3	Question 11
Spearman's rho	Question 3	Correlation Coefficient	1.000	.429**
		Sig. (2-tailed)	.	.000
		N	150	150
	Question 11	Correlation Coefficient	.429**	1.000
		Sig. (2-tailed)	.000	.
		N	150	150

**. Correlation is significant at the 0.01 level (2-tailed).

Source: author's own research, (2023), n= 150

This table displays the results of a Spearman's rank correlation coefficient test between the number of job applications made through e-recruitment and the ease of the online application process. The following details are included in the table:

The coefficient of correlation the relationship between the two variables is demonstrated in terms of its strength and direction. The correlation coefficient in this instance is positive, indicating that when one variable's values rise, so do those of the other. The range of coefficient values is -1 to 1, with 0 denoting no correlation, 1 denoting a perfect positive correlation, and -1 denoting a perfect negative correlation. The correlation coefficient between Question 3 and Question 11 in this instance is 0.429, indicating a positive link.

If there is no correlation between the variables in the population, the significance level (2-tailed) reflects the likelihood that the reported correlation coefficient was obtained by chance. Statistical significance is often determined at a threshold of 0.05 (5%). In this instance, the correlation

between the variables is statistically significant because the p-value for both variables is less than 0.01.

This result demonstrates that participants are more likely to have applied to more job openings using e-recruitment than they are using traditional recruiting methods. It also confirms the second hypothesis.

Conclusions

The way people seek for jobs has changed dramatically because to the use of the internet and social media. It is now much simpler for job searchers to search for and apply for jobs online thanks to the abundance of information available on employment possibilities, job descriptions, and employer information. Online job applications have become increasingly popular because they are more convenient, time-efficient, and cost-effective than traditional methods.

LinkedIn is a preferred resource for business networking and job search, but depending on a person's industry, level of employment, and personal preferences, it might not be the best fit for them. In addition to using job search engines or corporate websites to identify job openings, some employment markets may be more active on other platforms like Twitter or Facebook.

Depending on the company or job search website, the convenience of online application processes can vary. Online application processes that are simple and easy to use are often created to make it simple for job seekers to apply for job opportunities. Typically, these processes entail filling out an online application form, sending in a CV and cover letter, and responding to questions on the position. Step-by-step guides are offered by many companies and job search websites to assist job searchers with their applications.

Some users could encounter technical difficulties throughout the e-recruitment application procedure more frequently than others. These technical difficulties may be caused by application system defects or server problems, as well as issues with the user's computer or web browser. For some users, these technological issues may make it more difficult to successfully complete the e-recruitment application procedure.

Recruiters often reply to applicants once they submit an e-recruitment application after some time has passed. Depending on the company's policies, this could take a few days to a few weeks, and the response might change. Others may take longer to analyze submissions and choose applicants for further consideration while some businesses may send automated confirmation emails. Automated systems that help filter and discover qualified candidates can speed and improve e-recruitment processes. Compared to conventional recruitment approaches, this can lead to quicker response times because recruiters can communicate with candidates in real-time via email or messaging platforms.

Due to its convenience and effectiveness, e-recruitment is typically preferred by job seekers over conventional hiring procedures. Job seekers can use e-recruitment to look for openings online, submit their applications from a distance, and get updates on their applications via email or chat platforms.

Due to its benefits over conventional recruitment techniques, e-recruitment is excellent at matching job searchers with pertinent employment prospects. Job seekers can identify appropriate possibilities based on their abilities and expertise by using online job searches aided by e-recruitment through specialized job search websites or social media platforms, which use algorithms or automated processes.

Companies attempt to include all required details about the position and the business in their job postings. Job title, education and experience requirements, tasks and responsibilities, wage range, benefits package, and familiarity with the company's culture and values are some examples of the information that may be included.

The e-recruitment process can have a significant impact on a job applicant's choice to apply for a particular post. Job seekers can rapidly determine whether a position matches their skills, experience, and career goals by easily accessing information about the position and the firm via company websites, social media profiles, and job adverts. A job seeker's decision-making process can be strongly impacted by the availability of pertinent information during the e-recruitment process, which may also affect their pursuit of the applied position.

The direction and magnitude of e-recruitment's impact on a candidate's incentive to apply for a job depends on a variety of factors. Candidates' incentive to apply for employment may be increased by the ease and accessibility provided by e-recruitment, such as simple online job searching, electronic submission of application documents, and real-time application status information.

Compared to traditional recruitment methods, e-recruitment gives applicants the chance to apply to a greater variety of open opportunities. With only a few clicks, job seekers can submit more applications thanks to the simplicity and accessibility of the online job search and application procedure, potentially increasing the number of applications received.

Most candidates believe that the online job search and application procedure is quick and simple. E-recruitment has the benefit of convenience by enabling job seekers to look for and apply for numerous job openings from the comfort of their own homes. Additionally, e-recruitment expands applicant options by giving access to more job positions that might not have been promoted using conventional channels.

Recommendations

Today's businesses are using technology more and more to expedite their hiring procedures and entice top candidates. E-recruitment, which entails leveraging online tools and platforms for recruitment, has gotten a lot of attention lately. As a result, it is critical for businesses to comprehend how to use e-recruitment effectively and to maximize its advantages. In this part, I offered advice to businesses on how to make the most of e-recruitment as a recruiting strategy. Organizations can improve their hiring procedures and entice the candidates who are most suitable for their needs by putting these suggestions into practice.

Accepting technology

E-recruiting can speed up the hiring process and give access to a larger talent pool because it entails leveraging internet platforms and tools for recruiting. To efficiently manage job ads, applications, and candidate evaluations, organizations should make an investment in cutting-edge, user-friendly, and dependable E-Recruitment solutions.

Enhancing job postings

Organizations should make sure that job descriptions are well-written and clearly spell out the duties, qualifications, and expectations of each position. The visibility of job listings can be improved, and qualified individuals can be drawn in by using pertinent keywords and search engine optimization (SEO) strategies.

Enhancing the application process

The success of the E-Recruitment process depends on the candidate experience. Organizations should make sure their online application process is effective, user-friendly, and compatible with mobile devices. A pleasant impression can be made, and a strong employer brand can be developed by prompt communication with candidates, acknowledgment of receipt of applications, and regular updates on the recruiting process.

Using online assessments

Online tests can be used to determine a candidate's abilities, aptitude, and cultural fit with the organization through e-recruitment. These evaluations can offer insightful information about a candidate's skills, assisting employers in making knowledgeable hiring decisions.

Ensuring the security and privacy of data

Data security and privacy should be given top priority by organizations while conducting electronic hiring. To protect sensitive candidate information, adhere to applicable data protection legislation, and guarantee the privacy of applicant data, appropriate measures should be adopted.

Analyzing and tracking hiring metrics

Data gathering and analysis for hiring parameters including time to fill, cost-per-hire, and quality of hire are made possible through e-recruitment. These metrics should be continuously monitored and analyzed by organizations in order to pinpoint problem areas, improve recruitment tactics, and boost overall recruitment effectiveness.

Continuously evaluating

E-recruitment procedures should be continuously reviewed to determine their efficacy. The strategy, procedures, and technologies used for electronic recruitment should be periodically reviewed and updated to reflect the changing demands of the business and the labor market.

SUMMARY

The evolution of the job search and application landscape has made it clear how effective e-recruitment is as a recruitment strategy. The way people look for work has been significantly changed by the usage of the internet and social media, becoming more convenient, time- and money-effective. Due to the wealth of information on career opportunities, job descriptions, and employer details, online job applications have grown in popularity.

The ease of use and accessibility that e-recruitment provides to job searchers is one of its main benefits. Job seekers can easily find job openings, submit their applications from a distance, and get updates on their applications thanks to internet job search engines, business websites, and social networking platforms. The opportunity to make informed decisions about whether a position matches their abilities, experience, and career goals is another benefit of the e-recruitment process, which can have a significant impact on the job seekers' pursuit of the applied position.

Recruiters gain from e-recruitment as well since it gives them access to tools and technology that make it easier for them to find and screen competent candidates. As opposed to conventional recruitment methods, automated technologies and real-time contact via email or messaging platforms provide faster response times. Additionally, e-recruitment gives recruiters access to a larger applicant pool and increases the volume of applications they get, thereby improving their ability to find the best candidate for a position.

It's crucial to remember that e-recruitment has its difficulties. The efficiency of e-recruitment may vary based on the platform, industry, degree of employment, and personal preferences of the job searchers. Some applicants may have technological issues during the application process. The perception of simplicity and higher application rates may be influenced by technological proficiency or prior experience with online applications, and applicants who favor e-recruitment methods may demonstrate cognitive bias toward the process.

The convenience, accessibility, and success of e-recruitment as a recruitment strategy are clear indications of how well it matches job seekers with pertinent employment prospects. The advantages of e-recruitment, such as improved job search efficiency, more access to job listings, and real-time communication, outweigh any potential drawbacks and make it a popular choice for

both recruiters and job searchers. E-recruitment is projected to keep playing a big part in the hiring process as technology develops, influencing how businesses and job seekers interact in the contemporary labor market.

It's important for new recruits to comprehend the success of internet recruitment from many angles. This study concentrated on demonstrating the value of online recruitment in terms of employers' preference for various media, perceived benefits, and advancement in various stages of recruitment. To make the hiring process simple, adaptable, and convenient, firms should be thinking about how they might apply the advantages of online recruitment to subsequent stages of the hiring process. To address the issues encountered throughout the hiring process, they should take the appropriate actions.

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Questionnaire

The Effectiveness of E-Recruitment as a Recruitment Practice: The Case of Morocco

Dear participant,

To determine how effective e-recruitment is as a recruiting strategy, we are running a survey. As businesses look to simplify their hiring procedures and access a larger pool of candidates, e-recruitment has grown in popularity recently. This poll seeks to learn about your thoughts and experiences with e-recruitment based on your work as a recruiter or as someone who has used it to apply for a job. Your feedback will enable us to identify possible areas for improvement as well as the benefits and drawbacks of e-recruitment. We value your participation and the insightful comments you will make.

* Indicates required question

Have you ever applied for a job through social media/ website**?** *
Yes
No

How did you find out about the job opening you applied for using e-recruitment?

*

Job search website such as Indeed or Glassdoor
Email sent by a recruiter or company representative
On the company's website or social media pages, a job posting
Referred to the position by a friend, relative, or coworker
received a message from a career platform or job notice
Found the job advertisement on a professional networking website like LinkedIn
Other:

How simple was it to use the online application process?

*

Ver easy
Easy
Neutral
Little hard
Hard

Did you run into any technical problems when submitting your e-recruitment application for the job?

*

Yes
No

How soon after submitting your application via electronic recruitment did you hear back?

*

I received a response within a day
I received a response within a few days
I received a response within a week.
I received a response within a few weeks
I received a response within a month
I did not receive a response

Do you prefer using e-recruitment over more conventional recruitment techniques?

*

Yes
No

How successful, in your opinion, was e-recruitment in presenting you with pertinent job opportunities?

*

Very successful
Successful
Neutral
Failure
Big failure

Before submitting an e-recruitment application, did you feel that you had a sufficient understanding of the position and the business?

*

Yes
No

How influential was the e-recruitment process in your decision to pursue the position applied for?

*

Very influential
Somewhat influential
Minimally influential
Not influential

Has the use of E-recruitment affected your motivation to apply for a job?

*

Yes
No

Have you applied to more job openings than you would have using traditional recruitment techniques as a result of e-recruitment?

*

Yes

No

Do you believe that e-recruitment has led to an increase in the number of applications received by companies?

*

Yes

No

Would you suggest e-recruitment to other people looking for employment?

*

Yes

No

Your sex is:

*

Female

Male

Your age group is:

*

Between 18 and 30 years
Between 30 and 40 years
Between 40 and 50 years
Above 50 years
What is your nationality?

*

Moroccan
Tunisian
Egyptian
Jordanian
Russian
Turkish
French
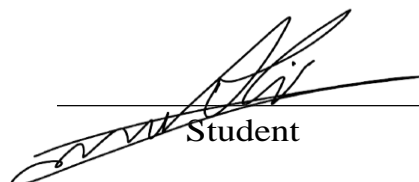Other

Appendix 4 – Declaration

STUDENT DECLARATION

Signed below, _____EL KHIAR ALI_____, student of the Szent István Campus of the Hungarian University of Agriculture and Life Science, at the BSc/MSc Course of _____Management and leadership_____declare that the present Thesis is my own work and I have used the cited and quoted literature in accordance with the relevant legal and ethical rules. I understand that the one-page-summary of my thesis will be uploaded on the website of the Campus/Institute/Course and my Thesis will be available at the Host Department/Institute and in the repository of the University in accordance with the relevant legal and ethical rules.

Confidential data are presented in the thesis: yes   no*

Date:_____ 20**23**_____**04** month____**21**   day

_____
Student

SUPERVISOR'S DECLARATION

As primary supervisor of the author of this thesis, I hereby declare that review of the thesis was done thoroughly; student was informed and guided on the method of citing literature sources in the dissertation, attention was drawn on the importance of using literature data in accordance with the relevant legal and ethical rules.

Confidential data are presented in the thesis: yes   no *

Approval of thesis for oral defense on Final Examination: approved not approved *

Date: _____ _ 20 23   04   month__21____day

_____
signature

*Please, underline the correct choice!

Appendix 5 – Sample Abstract

ABSTRACT OF THESIS

The Effectiveness of E-Recruitment as a Recruitment Practice: The Case of Morocco
EL KHIAR Ali

Course, level of education: MSc Management and Leadership
Host Department/Institute: Hungarian University of Agriculture and Life Sciences (MATE)

Primary thesis advisor: Dr. habil. Varga Erika/Erika Varga, PhD. habil.

The shift towards e-recruitment as a strategy for finding and screening job candidates has been driven by the increasing reliance on the internet and social media for job searches. E-recruitment offers many benefits to both job seekers and recruiters, including ease of use, faster response times, access to a larger applicant pool, and increased volume of applications. However, e-recruitment also has its difficulties, including potential technological issues, cognitive bias towards the process, and varying efficiency across platforms and industries. Despite these challenges, e-recruitment is expected to continue to play a significant role in the hiring process as technology evolves. Primary data was collected through online survey from 150 employees from various companies operating in various industries in Morocco. Collected data were analyzed using descriptive statistics (frequency, cumulative frequency, percentage, and mean scores). This study emphasizes the importance of understanding the advantages of online recruitment from multiple perspectives and encourages firms to apply these benefits to subsequent stages of the hiring process to improve efficiency and convenience.