**EMERGING TRENDS OF**

**E-RECRUITMENT IN INDIA: CHALLENGES AND OPPORTUNITIES.**

**1Dr. Ani Smriti, 2Mr. Rajesh Kumar\*,**

**1***Ph.D. in Commerce & Business Administration,* **2***F.O.*

**1***Department of CBA, Tilka Manjhi Bhagalpur University, Bhagalpur (Bihar),*

*E-mail ID-* [*anismriti\_2014@rediffmail.com*](mailto:anismriti_2014@rediffmail.com)*, Mob. No. 9199214308***2***Registrar Office, Bihar Agricultural University, Sabour, Bhagalpur (Bihar),*

*E-mail ID-* [*raj\_mgr97@rediffmail.com*](mailto:raj_mgr97@rediffmail.com)*, Mob. No. 9199214308*

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

***Abstract:*** *E-Recruitment is a new technological tool for the selection of candidates which is one of the most important resources of the companies, i. e. human resources. Recruitment has become an essential process in every organization. The wave of the internet has revolutionized the traditional methods of recruitment.*

*E-recruitment is the latest trend, and it has been adopted by every organization. Many organizations use e-recruitment to post jobs and accept resumes on the Internet and correspond with applicants by e-mail. The main success factors of e-recruitment are the value-added services provided by the job sites’ cost-effectiveness, speed, providing customized solutions, helping to establish relationships with HR managers, and facilitating the brand building of the companies. Despite the inherent benefits, specific challenges are also associated with the e-recruitment process.*

*The emerging trend in technology and process or globalization suggests that the process will continue to expand. Consequently, organizations should key into the process to enhance the quality of their staff recruitment functions.*

*The main objective of this study is to analyze the trends in the use and practice of e-recruitment and to list the challenges and opportunities of e-recruitment.*

***Keywords: -*** *Internet,* e-recruitment, e-recruitment process, e-recruitment trends, challenges, opportunities.

1. **INTRODUCTION**

Our whole life is surrounded by the internet. Now finishing a task is just a matter of seconds. In the same way, the Internet has changed the recruitment process as well. The Internet makes the recruitment process more effective as the tools it provides help in making the recruitment process more efficient and useful for organizations.

Recruitment is not only an activity to attract candidates, but it is also linked to the vision and mission of an organization. It also helps the organization achieve its objectives.

E-recruitment is also known as online recruitment. It is a web-based technology for the various processes of attracting, assessing, selecting, recruiting, and onboarding job candidates. E-recruitment is an automated process of tracking, attracting, interviewing, and hiring candidates by utilizing online stages and HR software. The human resource department of any organization is moving towards online recruitment tools. E-recruitment is effective in terms of cost, time, reach of applicants, and many more parameters which makes it so popular amongst job seekers and recruiters. Although e-recruitment tools have enormous benefits for their users at the same time we can’t overlook the issues attached to e-recruitment tools. All the tools have their benefits and issues which need to be addressed on time to make them more effective.

* 1. **Definition and Concept of E-recruitment**

E-recruitment involves those procedures and activities in which the organization's main aim of identifying and attracting prospective employees online. It utilizes the internet's authority to match individuals for employment. Essentially, it's about either work locations or corporate websites advertising vacancies. It is especially efficient in obtaining a high level of responses at this very fundamental stage. Although it can produce hundreds more apps than traditional print advertising, it's just part of the work to attract more applicants. "E-recruitment" also known as "Online-recruitment," the recruitment process is supported by the use of technology or web-based instruments. E-recruitment has various tools which help recruiters to choose the best candidate for the organization and all of the tools are highly effective.

Through e-recruitment, employers reach a larger number of potential employees. Companies may build their e-recruitment platforms in-house, use e-recruitment HR software or employ recruitment agencies that utilize e-recruitment as part of their package.

The electronic recruitment process connects organizations with potential employees through the use of technology, and it has changed how employers and employees interact. Employers can use e-recruitment to post job openings and search resumes electronically, and employees can use it to submit applications and resumes electronically, search for job postings, and receive job alerts.

E-recruitment is an umbrella term for any electronic-based recruiting and recruitment management activity.

* 1. **E-recruitment Process**

Recruiting has become more competitive than ever, with recruiters scrambling to catch quality candidates before they slip through the cracks. With technological advancements like CRM, ATS, and other HR software, recruiters step up to the challenge and be ready to take on the competition head-on.

A recruiter's job becomes much easier when they utilize the tools correctly and with the right motivation. To understand how to use technology well in e-recruitment, here are 6 steps that an HR professional should take.

### The Preparation Stage

In In traditional recruitment, a recruiter publishes openings in the classified section of newspapers across the country. Next, a recruiter researches a candidate's background by carrying out background research where they call previous employers, etc.

However, in e-recruitment, a recruiter's preparation stage doesn’t have to be so manual or time-consuming. Thanks to ATS software like Manatal’s, recruiters efficiently utilize job description templates, eliminating the hassle and hard work associated with having to think and create them from scratch.

A recruiter already has so much on their plate, but removing one ultimately lightens the load.

### Candidate Sourcing

With so many platforms and tools available for a recruiter in e-recruitment, there is no limitation to the scope in which a recruiter sources a candidate.

Sites like Indeed.com, Monster, and Flex jobs are job boards where a recruiter simply goes online, posts the job specifications of a vacancy, and easily attracts candidates.

Everyone loves to source active candidates and be successful at doing so. However, a great recruiter doesn’t undermine the importance passive candidates have. Passive candidates come in handy when there aren’t active candidates available for a current position or a position opens up later for that candidate.

It’s crucial to highlight just how much assistance tools and software are in establishing a talent pipeline with several passive candidates.

Recruiters develop a strong talent pipeline to support their e-recruitment strategies by keeping track of a candidate's progress at different stages, creating custom pipelines, and monitoring where the candidate is. This feature is applied to keeping in touch with candidates that we’re no longer actively sourcing as a way to retain such connections.

Ultimately, a recruiter assures that they have a strong relationship and candidates on hand.

### Screening

In screening recruiters are received the candidate's application - whether through a job board or through the company's link - but now comes the time when the recruiters have to verify whether the candidate meets the requirements.

An applicant tracking system’s scanning feature analyses and assesses different aspects of the candidate's application by matching and cross-checking specific criteria across databases.

When we use an automated tool such as an applicant tracking system to screen candidates, we parse the data. Any information a candidate has added to the resume is parsed in data extraction.

Moreover, we easily score candidates based on specific parameters that we’ve set. The automated feature easily does this, thus eliminating the inconvenience one has in scoring multiple candidates in one go.

### Assessments

Depending on the industry we’re recruiting for, we need to establish some assessment for the potential candidate.

Assessments are often carried out in the tech recruitment space, especially when candidates need certain skill sets such as coding, programming languages, technical writing, and data analysis.

In e-recruitment, the evaluation of a potential candidate is done with the aid of an ATS system. A recruiter simply selects the test that benefits the HR professional and candidate. It grants the opportunity for a candidate to showcase their capabilities and for the recruiter to make a well-informed decision.

### The Interview Process

Interviews have always been part of the recruiting process, regardless of whether an HR professional is undertaking this in a traditional sense or as a part of e-recruitment.

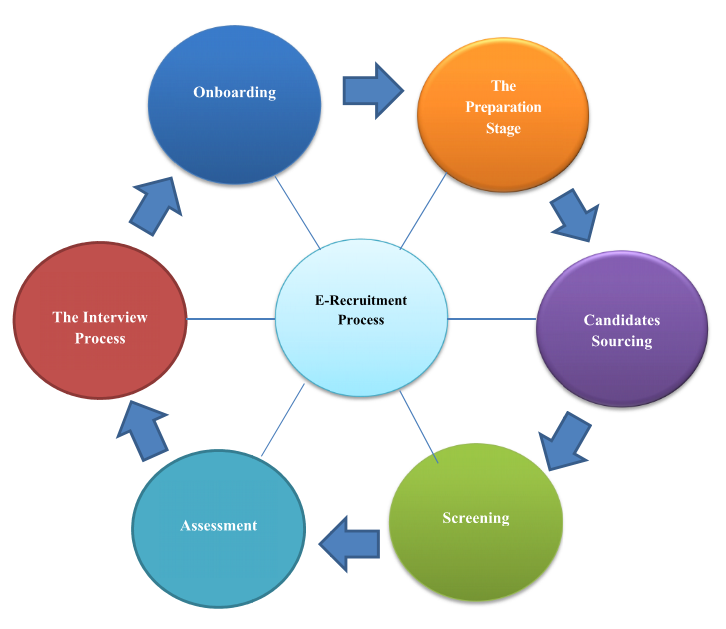
In the modern day, where e-recruitment is considered the new normal, many interview processes are carried out via virtual platforms. Such platforms include the likes of Zoom, Google Meet, or even the organization's video interface.

The interview process in e-recruitment is treated as a vital component because of how a candidate conducts themself. A recruiter is judged based on their body language, which is a little tell-all into what this candidate potentially is like.

### Onboarding

Onboarding is the last step a recruiter takes in e-recruitment because it wraps everything up nicely. All the hard work, an HR professional, has put into using an ATS to source, match, and assess candidates are finally rewarded. The real reward comes when a recruiter sees a candidate adapting well to a new work environment, especially after they’ve completed various onboarding tasks online.

Knowing how to accurately go about implementing the 6 steps detailed above potentially set us apart from other recruiters. These recruiters are still taking their sweet time adapting to the new normal of recruitment.



**Figure:1 E-Recruitment Process**

1. **REVIEW OF LITERATURE**

**Helen Verhoeven and Sue Williams (2021)** have studied Internet recruitment and selection in the United Kingdom. Their study discusses the pros and cons of Internet recruitment and selection as associated with literature and considers those against the views of employers in the United Kingdom.

**Pavitra Dhamija (2020)** has found that E-Recruitment refers to posting job vacancies on the company website or on an online generic job portal website. It allows job seekers to send their updated resumes electronically through email or in some other electronic format. The electronic method and system have aided to reduce multiple routine administrative tasks involved in recruitment and also reduce time and cost.

**Naveed R. Khan, Marine Awang, and Arsalan Mujahidghouri (2019)** has studied the importance of e-recruitment. This study examined the relationship between the recruitment sources, job seekers’ perceptions, and intention to pursue the job. The findings of the study showed that the Internet is the most opted source to search for a job among other recruitment sources. Also, it is suggested by the author that the effectiveness of e-recruitment strongly depends on the strategic placement of advertisement and salary.

**Mary Grace G. Ventura and Rex P. Bringula (2018)** have analyzed that e-recruitment is set to change the way in which companies recruit their staff. E-Recruitment removes unnecessary paperwork and introduces a systematic flow of work and efficient communication channels between job seekers and recruiters.

**Dr. Ankita Jain and Ankita Goyal (2017)** studied that E-HRM is a progression in which all the HR plans, policies, and practices are undertaken through an Internet medium. E-Recruitment is an electronic medium through which job seekers can apply for vacancies online.

Here the job seekers can attach their resume and application form and the recruiters can fetch the details of the candidates. E-recruitment helps the organization to make reduce the cost and time taken to select candidates.

**Aithal et al., (2015).** ABCD Model is an analysis technique to understand various workflow models and study their value provision effectiveness for stakeholders. ABCD abbreviation denotes A for Advantages, B for Benefits, C for Constraints, and D for Disadvantages. ABCD Model was developed by the authors whose utilization results in a detailed analysis of prime advantages, benefits, constraints, and disadvantages in a structured format.

**Bhupendra & Swati, (2015).** Electronic recruitment, online recruitment, cyber recruiting, or internet recruiting are all synonyms for e-Recruitment. E-Recruitment plays a very vital role in the process of recruitment as it provides a suitable number of applicants who fulfilled the criteria set by the companies.

**Omolawal, (2015).** Findings in a CIPD survey showed that e-Recruitment sections on employer’s sites are now the fourth most popular recruitment method. More than seven in ten employers advertise vacancies on their corporate websites, while jobs boards are used by four in ten with 73% reporting reduced costs through using e-Recruitment in Europe.

**Stacey, (2010).** Companies of all sizes typically have, at minimum, a website that allows them to conduct part of their business online. Some include a career section with online recruiting: storing information on open positions, employee benefits to entice potential applicants, and an application process. By accepting letters of application and CVs sent via e-mail, applicants now have the opportunity to respond right up until the closure date and time of the job advertisement.

**Depardieu & Islam, (2008).** The reason for the shift towards online recruitment activities and the use of web 2.0 technology for more Human Resource Management functions is most due to the inadequacy of the paper-based process. Most hiring managers and line managers indicated that the lack of a systematic log of information and improper storage of paper applications lead to inevitable delays in application processing time. This increases the time to hire and thus cost to hire while compromising the quality of hire due to incompetent practices, human errors, and biases.

**According to Etomi (2002),** the entire process of e- Recruitment and ICT utilization for staff recruitment involves automation of the recruitment efforts from the beginning to the end and it is summarized as follows:

• Organizations put job vacancies on the internet (own site or employment agency sites);

• Interested candidates are encouraged to react with their resumes electronically.

• Resumes are electronically screened.

• Intelligent matching system converts a summary of experience to a summary of skills.

• Applicants with relevant profiles for the job are contacted electronically.

• Interviews are conducted online or using computers at specific locations.

• Discussions are thereafter held through telephone, e-mail, or videoconferencing.

• Terms are agreed.

• Offers are made and accepted.

Essentially, e- Recruitment works on software and some common software include web 2.0 Artificial Intelligence (AI), HR software, and Application Tracking System (ATS) among others.

**Snell et al., (2002).** The emergence of e- Recruitment as a strategy of cost and time-saving mechanism coincides with the introduction of New Public Management (NPM) in the public sector geared toward addressing institutional and structural problems afflicting public bureaucracies in both developing and developed countries.

1. **RESEARCH METHODOLOGY**

The research paper is descriptive in nature. This study was carried out using secondary data listed in different databases of books, published research papers of reputed national and international journals, and articles available on the internet related to e-recruitment.

1. **OBJECTIVES OF THE STUDY**

* To know the concepts of e-recruitment.
* To study the current trends in e-recruitment in India.
* To study the challenges of e-recruitment.
* To study the various opportunities of e-recruitment.

1. **EMERGING TRENDS OF E-RECRUITMENT IN INDIA**

There is growing evidence that organizations are using Internet technology and the World Wide Web as a platform for recruiting and testing candidates. The IES survey of 50 organizations using e- Recruitment reported that the primary drivers behind the decisions to pursue e- Recruitment were:

* To improve corporate image and profile.
* To reduce recruitment costs.
* To reduce administrative burden,
* To employ better tools for the recruitment team.

The trends in e- Recruitment use suggest a changing landscape whereby in the future the candidate is connected to the central system and there is involvement of the line manager in the process. In addition to the reported benefits such as cost efficiencies, the role of HR in this model is viewed as more of a facilitative role, in theory, allowing time for recruiters to become involved in the strategic issues within resourcing.

Recently, the staffing industry has seen dramatic change and is functioning in a dynamic business environment. In India, this industry is highly fragmented and provides a variety of services in streams such as Sales, Marketing, Engineering, and IT. The Recruitment Industry behaves by a number of factors including the large conglomerates entering into new business domains, growth of key client industries, entry of multinational companies in the local markets, etc. Also, the industry is characterized by a number of mergers and acquisitions. Additionally, a number of companies have started to cut out the cost by outsourcing their recruitment processes to third-party recruiters often called consultancies. E-recruitment is the process of recruitment using electronic resources, mostly the Internet. E-recruitment, also known as online recruitment, Internet recruitment, or cyber recruiting refers to the practice of advertising job vacancies online, and the formal sourcing of information about jobs online. Nowadays Companies and recruitment agencies have moved most of their recruitment processes online in order to improve the speed by which job seekers can be matched with live vacancies. India holds over more than 50% of its population which is below the age of 25 and more than 65% below the age of 35, with an average age of around 29-30 years. This population often uses the internet.

The Indian recruitment industry is driven by a number of factors including the growth of key client industries, large conglomerates entering into new business domains, and entry of multinational companies into the Indian markets among others. The Indian economy has been growing at an attractive rate backed by growth in its key customer industries like IT, ITES, retail, banking, health care, and hospitality among others. Also, the industry is characterized by the increasing trend of private equity transactions and a number of mergers and acquisitions. Also, a number of companies have started outsourcing their recruitment processes to third-party recruiters.

1. **Challenges of e-recruitment**

E-Recruitment since its inception has turned out to be successful but it has faced quite a number of challenges and hurdles in the path to success. Some fail to provide correct information online as they are not computer savvy. They tend to commit mistakes like filling in their name wrongly, their native place wrongly, their qualifications, etc. online resumes easily get duplicated, and hence chances of neglecting the real candidates instead of duplicate increases. As resumes are uploaded online so there are no surety of the authenticity and correctness of information provided by personnel. Some challenges are the quality and the quantity of candidates through the web tools. Many organizations have reported getting large numbers of applicants from unqualified people. In case of absence of internet connection candidates cannot check any portal or site.

* 1. **Challenges to Employers**

Fake Profile

High fees for access

The casual attitude of Job seekers

Lack of Personal Touch

Use of the Internet may not be a Priority for all Job seekers

* 1. **Challenges to Job Seekers**

Impersonal

Privacy Issues

Outdated Job Posting

No Response from Company

Not Suitable for all types of Jobs

* 1. **Limited local talent:** Employers all over the world are having difficulty finding suitable candidates in their areas.
  2. **Scarcity of qualified candidates:** The problem that most recruiting firms and businesses face today is how to attract top talent and place highly qualified candidates in the right roles. In fact, more than 80% of headhunters say employer branding significantly impacts their ability to attract talent.
  3. **Candidate experience:** Reaching out to each and every applicant is a monumental undertaking, and too much of a recruiter’s time is spent on engagement and maintaining a positive candidate experience.
  4. **Substandard job ads:** Attracting the right talent is critical to the company’s future success. It enhances the creativity factor in job descriptions themselves. Insufficient and vague job descriptions not only discourage good candidates but also attract many applicants that are under qualified for your open roles. This leads to the team wasting valuable time and resources in eliminating these inappropriate candidates.
  5. **Complicated performance metrics:** Without proper tracking metrics, recruiters are finding it difficult to improve their hiring strategy.

Some company makes their website quite multifaceted due to engineering which makes it difficult for job seekers to find relevant opportunities and apply for the same as not everyone is computer savvy.

Also, employers do not judge the personality of candidates online as there is a lack of face-to-face interaction. In case of candidates comes out to be a total change than what was expected at the time of the interview, it leads to a complete waste of time for employers as they have to restart the process again.

Sometimes it’s difficult to find a candidate within budget and stipulated time frame, in that case, it’s quite challenging for employers to find a talent as per their desire. The job portals have the challenge of filtering the information they showcase and removing fake job offers as well as job seekers.

The challenges identified by other scholars (Anderson, 2003; McCurry, 2005, Mathis & Jackson, 2006) include:

* Screening and checking the skill mapping and authenticity of millions of resumes is a problem and time-consuming exercise for organizations.
* There is low internet penetration and no access and a lack of awareness of the internet in many locations across the world.
* Organizations cannot be dependent solely and totally on online recruitment methods. In countries like India and Nigeria, employers and employees still prefer face-to-face interaction rather than sending emails.

Other major challenges with e-recruitment center on the quantity and quality of candidates using web-based tools, the lack of knowledge of e- Recruitment within the HR community, and limited commitment to e-Recruitment by senior managers. For example, many applications from unqualified candidates have been received by organizations using e- Recruitment systems, at the same time, the lack of knowledge of e-recruitment among HR professionals and the limited commitment of senior managers have hindered the effective implementation of e- Recruitment in some organizations. Furthermore, recruiting through the Internet has raised concerns among potential applicants about keeping their personal information secure and confidential, many organizations’ recruitment sites display privacy statements that detail how the information applicants provide will be stored and used. However, data security remains a major concern, particularly when it comes to online testing and making hiring decisions (Omolawal, 2015).

1. **Opportunities of e-recruitment**

E-Recruitment has created a great leap in the history of recruitment since its existence in the 1980s. E-Recruitment has been an excellent mode of finding suitable applicants for companies desirous of filling the empty vacancies in their organizations. A very renowned personality Prof. M.S. Rao who is the managing director at a renowned company has expressed his precious views about e- Recruitment as follows:- “the e- Recruitment saves a lot of time for both employers and job seekers. It provides wider scope, choice and opportunities for both company and applicants”.

|  |  |
| --- | --- |
| **Benefits to employer** | **Benefits to jobs seekers** |
| * Wider scope * Time-saving * Cost saving * Advertising benefits * Keywords make the search easier * Better match of candidates | * Easy to apply * Specific search for jobs * Large number of opportunities * Wider geographic search * Quick responses |

**Elkington (2005) and Torrington et al. (2007)** posit that online recruitment is also capable of generating the following opportunities:

* Enhances the applicants’ experience.
* Communicates the employer’s image and culture better.
* Makes the recruitment process faster, more accountable, and standardized.
* Increases the diversity of applicants.
* Provides better management information on applicants.
* Finds the right candidate for the job.

Online recruitment has a major benefit as the life of recruitment ads is much longer than paper-based ads. Also, those ads can be changed at any time. Companies can post complete detailed descriptions of the jobs and can answer FAQs. This added information attracts more candidates and saves time for employers. Irrespective of time, candidates can check jobs round the clock which gives them handiness to search and apply for a better career opportunity (Bhupendra & Swati, 2015). According to Kettley and Reilly (2003), e-Recruitment has also led to improved internal customer-management relationships. For example, e-recruitment can facilitate the decentralization of many HR operations, with responsibility for many aspects of the recruitment process being given to staff at the business unit, department, or line management level.

1. **CONCLUSION**

As a result, e-recruitment through the intense application of technologies and social media in the entire recruitment process plus HR back end or an operation which is also otherwise known as e-HRM. The e-Recruiting industry recently has reached a point where major players are experimenting with various different ways of doing e-recruiting by conducting e-interviews as well as methodologies to bring smoothness to their digital hiring procedures. Organizations have overviewed that online recruitment saved considerable cost and time resources. Nowadays, the competition in the e-recruitment domain is how one company's e-recruitment process is different from other companies and whose process yields better results.

E-recruitment is becoming one of the important tools for selecting a required pool of human resources for industries. Although this method has a few disadvantages it is completely relevant and applicable in today’s modern world. In spite of the huge amount of research available in the field of e-recruiting, there are still many possibilities to proceed with accepting e-recruiting research and apply. Mainly the recruiters’ perspective and research regarding the influence of e-Recruiting on the overall recruitment process has established slight consideration.

To compete in today’s market, it’s time to stop guessing and start using data and technology to hire. Zoho Recruit’s talent acquisition system is streamlined, simplified, and backed by data. With its advanced recruitment analytics, we can analyze each of the challenges above and refine the solutions to fit our business down to the most granular levels.

1. **SUGGESTIONS**

In this study, a few suggestions have been made to make the hiring process effective. Various e-recruitment tools are active and well-used by people involved in recruitment and thus making those tools more effective will help them to have more fruitful results out of e-recruitment tools.

* **Think quality over quantity:** Avoid the clutter and narrow our search with industry-specific or niche job boards. For example, if we’re looking for a software developer, we post an ad to a job board that targets technology professionals.

With this approach, we’ll receive a lower volume of applicants, but the quality of the candidates will be higher – saving our time, cutting costs, and allowing us to focus on other value-added tasks. If unqualified candidates continue to slip through the cracks, an AI-powered resume screening tool can help automate some of the process and lighten our load.

### ****Be flexible:**** The competitive job market requires us to search beyond our own talent. We should think of [hiring a distributed team](https://www.digitalhrtech.com/hiring-a-distributed-team/?__hstc=97201216.5563409224436fa739e2adff0a28cbc3.1690801392780.1691998338037.1692007434273.7&__hssc=97201216.2.1692007434273&__hsfp=2327326860) and attracting qualified candidates who may otherwise overlook our ad due to geographical reasons by offering a flexible, work-from-home schedule or even relocation assistance. But if this is not feasible, we can brush up on our [Boolean search](https://www.ihire.com/employer/resources/pages/find-the-right-resumes-boolean-search-101) skills to generate hyper-relevant results when using an online resume search tool.

* **Diversify the resources:** While the mantra “quality over quantity” still holds true, we can’t find our ideal applicant if we’re looking in the wrong places. We can improve our chances of attracting our unicorn by diversifying our recruiting toolbox.

We can test each resource for recruiting different candidate personas.

Once we see which sources are more effective for attracting certain types of candidates, we should prioritize where to advertise. For example, we find that social media is effective in finding entry-level candidates while a niche job board is best at bringing in seasoned, career-minded talent.

* **Communicate clearly and often:** We can pull out our best recruitment marketing tactics to attract candidates at the top of the funnel and nurture them through each step in the hiring process. We can engage them with useful content about our company, our open positions, our workplace culture, and even career advice. We should be courteous, personable, and helpful, by which candidates will be more likely to be more responsive.

**REFERENCES:**

1. Aithal P. S., Shailashree, V. T., Suresh Kumar P. M. (2015). A New ABCD Technique to Analyze Business Models & Concepts. International Journal of Management, IT and Engineering (IJMIE), 5(4), 409 - 423. DOI :http://doi.org/10.5281/zenodo.61652.
2. Anderson, N. (2003). Applicants and recruitments’ reactions to new technology in selection. International Journal of Selection and Assessment, 2(5), 121-136.
3. Bhupendra, S.H. & Swati, G. (2015). Opportunities and challenges of e- recruitment. Journal of Management Engineering and Information Technology, 2(2), 1-4.
4. Depardieu, G. & Islam, P. (2008). Efficient talent acquisition through e- recruitment, being report of E-Recruitment market assessment 2006 by markettresearch.com
5. D. Torrington, L. Hall, S. Taylor (2007). Human Resource Management. Pearson Education M.U.A. (2007).
6. Elkington, T. (2005).Bright future of online recruitment, personnel today, 18 January, p.9.
7. Etomi, E. (2002). The changing face of recruitment and selection in human resource management. Journal of theInstitute of Personnel Management of Nigeria, 1101), 26-33.
8. Kettle, P. & Reilly, P. (2003). E- HR: an introduction, London: Institute of Employment Studies.
9. Mathis, L.R. & Jackson, H.J (2006). Human resource management. (11th Edition), USA: South Western Corporation.
10. McCurry, P. (2005). Getting the best from e- recruitment. Third Sector, 379, 28-29.
11. Omolawal, S.A. (2015). E- recruitment: practices, benefits and challenges. Journal of the Institute of Personnel Management of Nigeria, 7(2), 76-86.
12. Storey, J. (2007). Human resource management: A critical text, (3rd Edition), London: Thomson Learning.
13. Snell, S., Stueber, D. & Lepak, D. (2002). Virtual HR department: getting out of the middle, in R. Heneman and D. Greenberger (eds), human resource management in virtual organizations. Greenwich: CT. Information Age Publishing.
14. Torrington, D., Hall, L. & Taylor, S. (2005). Human resource management, (6th Edition), England: Prentice Hall Ltd.
15. Ugo Chuks Okoliel Ikechukwu Emmanuel Irabor 2. (2017). E-Recruitment: Practices, Opportunities and Challenges. European Journal of Business and Management.Vol.9, No.11, 116-122.

**WEBSITES:**

1. <https://businessjargons.com/e-recruitment.html>
2. <https://iaeme.com/MasterAdmin/Journal_uploads/IJMHRM/VOLUME_13_ISSUE_3/IJMHRM_13_03_003.pdf>
3. <https://www.aihr.com/blog/digital-recruiting-challenges/>
4. <https://www.employment-studies.co.uk/report-summaries/report-summary-e-recruitment-it-delivering#:~:text=The%20IES%20survey%20of%2050%20organisations%20using%20e-recruitment,burden%20employ%20better%20tools%20for%20the%20recruitment%20team>.
5. <https://www.manatal.com/blog/steps-to-take-in-e-recruitment>
6. <https://www.peoplehum.com/glossary/e-recruitment>
7. <https://www.talentlyft.com/en/resources/what-is-e-recruitment>
8. <https://www.techtarget.com/searchhrsoftware/definition/e-recruiting>
9. <https://www.zoho.com/blog/recruit/top-digital-recruiting-challenges-in-2022.html>