



E-RECRUITMENT PRACTICES: A SOCIOTECHNICAL PERSPECTIVE ON RECRUITMENT IN PAKISTAN'S PRIVATE SECTOR

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ABSTRACT

The adoption of internet technology has transformed recruitment processes across the globe, with e-recruitment emerging as a dominant trend, particularly post-COVID-19. This paper explores the effectiveness of e-recruitment from a recruiter's viewpoint, focusing on its implications in the Pakistani private sector. E-recruitment has facilitated broader reach, increased efficiency, and improved organizational image through digital recruitment platforms. The study examines how technological innovations impact human resource practices, labor market dynamics, and workforce access. The findings suggest that e-recruitment not only streamlines hiring but also reflects broader social transformations in work practices and recruitment.

Keywords: E-Recruitment, Human Resource Practices, Sociotechnical Systems, Recruitment Efficiency, Digital Divide, Workforce Mobility



1. INTRODUCTION

Businesses always look forward for innovations, creativity and development in their operations at every scale (Aboul-Ela, 2014). Only those who keep up with the changes occurring around the globe manage to survive in the market. In this always changing world survival is not possible without innovation. After Industrial Revolution and World Wars a massive change in traditional practices of businesses took place, especially in Human Resource Management practices. After these revolutions the dealing with man force of an organization was changed, the initiative of incentives and compensation took place after these events. The reason behind opening a separate Human Resource department in an organization was to acquire skilled people for the jobs in an organization (Armstrong, 2006). The changing environment of the market is changing the nature of job on daily basis. The workload in this competitive environment demands offering job on regular basis. An organization's success completely depends on the human resource of the organization (Aboul-Ela, 2014). As a successful business solely depends on efficiency of its human resource and human capital, human resource is the workforce available in an organization while human capital refers to the skills, abilities, knowledge and qualification of those employees (Sills M, 2014). Human Resource department of an organization tends to gather talent for the organization through the process of recruitment and selection. Recruitment refers to the process of generating pool of people against an offered job (Fisher et. al, 2014). Recruitment helps in generating efficient human resource and human capital for organization. It is considered as a two-way road where an organization and a candidate both find each other to fulfill their needs respectively (Fisher et. al, 2014). In this continuously changing environment Human Resource Management practices have also been changed with the passage of time. Since the access of internet has been increased in last two decades there seems to be no life without internet. Where

internet has changed many things in this world it has also changed the ways of Human Resource Management practices over time (Aboul-Ela, 2014). The present-day market is completely dependent on the skill development (Malik & Mujtaba, 2018). Recruitment is one of the most important Human Resource practices. Without the process of recruitment an organization and Human Resource department cannot work. In this era of internet where many things have been changed the normal practices of recruitment are also shifted towards the internet base recruitment. Whereas the pandemic situation has played a key role in adoption of E-Recruitment practices in Pakistan. E-Recruitment is the process of creating pool of people with the help of electronic media. There are different job portals such as LinkedIn, Indeed, Rozee.pk, Jobee.pk etc. that are used for the process of recruitment with the help of internet (Malik & Mujtaba, 2018).

Firms also uses their websites for E-Recruitment while some social media apps such as Facebook is also being used for offering jobs. Firms place ads on these sites about the vacancy in the organization and then gather pool of people. While traditional methods were dropping CVs in the organization, using references and friend's contacts etc. to get job and present oneself to the recruiter Holm, A.B (2012). E-Recruitment has mainly replaced the traditional practices of recruitment in Human Resource practices as it seems to be more efficient than the traditional methods due to the fact that it uses different software in the process (Awang et. al, 2013). Organizations these days mainly use their website and other internet forums for generating pool of people for a specific position requires to be filled (Malik & Mujtaba, 2018).

In this highly competitive, skilled and dynamic environment it is very difficult to attract the talent for the firm. The requirement of a job is changing day by day with competitiveness in market (Sills M, 2014). Market these days' works on concept of competitive advantage which cannot be achieved without a good workforce. The hustle in market has made it impossible for firms to attract

potential talent only with the help of conventional recruitment method and the quick change in the field of technology has almost change every department of the business in current era (Awang et. al, 2013). Firms these days have to engage many portals and methods to attract talent for their firm. It helps firm to reach a greater target audience and gives the privilege to firm for attracting candidates from different cities and localities as well. Right after the pandemic the concept of work from home has emerged and it has also brought a new change in market that candidates these days find it more convenient to give interviews from home and complete the process of job hunt with the help of internet. The process of recruitment seems to be incomplete without the access of internet these days (Malik & Mujtaba, 2018). The technological era has almost thrown dust on the old recruitment processes whereas in Pakistan the COVID- 19 pandemic has played a key role in adoption of E-Recruitment.

E-Recruitment has also helped in decreasing security concerns in the field of recruitment. Female candidates are usually reluctant in visiting employer for interviews initially but E-Recruitment has resolved this issue by making them eligible for E-Interviews or giving them insight of firm before reaching its doorstep. Almost all firms have their online portals on the internet or they use different social sites to engage with the people. These portals are useful for getting the know-how of the firm before reaching it (Malik & Mujtaba, 2018).

As Sills M, (2014) says, different levels of software are used in the process of E- Recruitment where a recruiter can set limit of age, gender, education, skill, ability and location. In traditional methods a firm may has to deal with number of irrelevant resumes in their pool of people but E- Recruitment has resolved this issue by enabling firm to set the limitation for each category. This software automatically screens out the candidates that does not match the criteria of a given job.

E-Recruitment also gather data base for the organization in form of candidate's resumes. A firm can use that data base for its future hiring process.

This study intends to through light on the expected benefits of E-Recruitment in recruiter's viewpoint in Pakistan. The adoption of E-Recruitment process has made many changes in former practices of recruitment but the point to be question here is how beneficial it is?

In Pakistan E-Recruitment as a HR practice is completely adopted by the private sector of Pakistan and is being used almost from a decade on and off. But the pandemic situation has pushed almost all firms to move towards the E-Recruitment practices rather they wanted to adopt it or not. This research tried to find out the effectiveness of E-Recruitment in HR practices in recruiter's viewpoint in private sector of Pakistan. The results included in research are collected from different sectors of private sector to get a broader view of the topic.

In an increasingly globalized world, technological advancements have not only influenced business operations but also reshaped recruitment practices. E-Recruitment has emerged as a significant tool for organizations to streamline hiring and expand their labor pool. This paper situates E-Recruitment within broader social shifts, such as digital accessibility and labor market mobility. By analyzing recruiters' perspectives on E-Recruitment practices in Pakistan's private sector, this study seeks to understand how these practices are intertwined with organizational efficiency and workforce democratization.

1.1 Research Question

As E-Recruitment has mainly replaced the former recruitment methods of HR department the research question of this study is:

What is the effectiveness of E-Recruitment in HR practices in recruiter's viewpoint?

1.2 Objectives of The Study

This study aims to find out the effectiveness of E-Recruitment in HR practices. The objectives of the study are:

- Find out the effectiveness of E-Recruitment in the private sector of Pakistan according to recruiter's point of view.
- To give valid findings related to the research problem.
- To find out the problems related to E-Recruitment practices.

2. LITERATURE REVIEW

E-recruitment, defined as the process of hiring via online platforms, is emblematic of a broader shift towards digital transformation in the workplace (Parry & Tyson, 2008). This evolution has not only increased efficiency but also raised concerns about equitable access to job opportunities. As studies have shown, the digital divide – the gap between those with and without access to technology – can create barriers in recruitment, particularly for rural or underprivileged candidates (Marler & Parry, 2016). This review explores how E-Recruitment reflects both opportunities and challenges within the context of global labor market shifts and organizational strategies.

Human Resource Management is concerned with an organization's human resources and, as the name implies, with challenges that employees may confront in the course of their everyday operations. It deals with a few primary categories, including recruitment and selection, training and development, organizational development, employee compensation, and so on. Due to new technological changes occurs in the field of internet and social media, some great revolutions appeared in last two era, together with company's internal policies, procedures and techniques of general operations has changed. The job of HR department has begun to create interest of individuals and prefer for career opportunity, scrutiny of the best candidates for the concerned

position and trained them accordingly (Chapman & Webster, 2003). Recruitment is to generate pool of people for the empty position and it is referred to the core practices of Human Resource Department. This is actually carried out by both job seeker and employer same time that referred to as we-search-you and you-search-us strategy. In which the technique involved recruiter search to applicant while you – find us – are referred to as "we-find-you" approaches and the technique where potential candidates search for the reputed organization are referred to as you-search-us approaches (Harris, 2004). Recruitment played a key role in the expansion of an organization's Human capital. E-Recruitment is a term that refers to a recruitment process that takes place via the internet. It is also known as internet recruitment or online recruitment. It is considered as an innovation for both the organization and the application. looking for job (Parry E. &, 2009). The word recruitment appeared as an easy task but it is quite complex, reason is the decision involved to select right person for the absolutely right position which is eventually give a hand in the achievement of future business targets. It is continuous process and activity carried out by the management, having its principal objective to recognize enthusiast, dynamic, skilled and fresh potential applicant are referred to as recruitment (Barber, 1998). The first function of Human resource management is Recruitment and it has played crucial role to the success of organization in achieving its goals (Aboul-Ela, 2014). Conventional recruitment methods were completely paper based, after that conducted each individual interview were followed, whereby has taken significantly time and energy consumed. Traditional method has superseded utterly through Online hiring practices, Hiring solely depends on and even much reliable source seem is Internet forum now, Organization's own web portals and new trend has raised that's capture new talent by advertisement on Facebook and other social media app. The complex component in the success of any organization is virtual recruitment although in view of the fact it has reduced time and efforts

indispensable to get done with process of recruitment successfully. Online Hiring process has followed great zealous change happened on implementation. Innovative technological changes have been adopted in virtual hiring by which Organization's hiring procedure has turned amazingly. To integrate technology in an organization's headhunting process is a productive way in online recruitment. Veracious methodology in virtual hiring has contributed to progress constructive and skilled organizations growth increased as well (Dokey & Abunar, 2021). Virtual hiring has been used to occupy technological advantages and technical up gradation by the organization. Internet recruitment can be classified in two categories: a) A company's recruitment website; b) A commercial job board where job advertisements are posted ((Parry E. &, 2009). Organizational structure like size, culture and demand may define selection of mode for online hiring. Internet portal allows each individual to get easy access; adoption of social media network for an advertisement of career opportunity openings by the organizations. Internet and social media sites seem more reliable source for search information due to growing importance of virtual hiring, Internet career opportunities have become significant instrument attracting potential contender (Marler & Parry, 2016). Now the technology has been extremely absorbed with every field, it is quite impossible to manage day to day business operational transaction without exploiting technology as an assessment instrument. Considering ages, with this internet platform have been played a significant character in the process of recruitment.

First time in the decade of 1990s the article published, the term "E-recruitment" used (Bodea, 2003). E-Recruitment gets more familiar in the twentieth century. A. Holm (2014). E-Recruitment is divided into two sections. Electronic refers to E, and recruiting is the practice of finding correct people for the correct position. Online hiring is the most recent way of hiring, and tools (the internet) involved heavily relies for virtual hiring. To get potential newbies and expert

professionals for the right position need recruit, analyze, interview and hire employees; Companies have set their own web forum or outsource hiring agencies (Oliver, 2015).

Human Resource Executives comprises of three words, for example human, asset and the executives; Human: introduce the potential and talented labor force of an association, Resource: allude to restricted accessibility or scant, while Management: allude to amplify or legitimate usage and utilization of restricted and a scant asset (Malik Z., 2013). Hiring procedure is the core and essential component of Human Resource department. Role of hiring played a key function which generates capacity in human resources for organization. The produce efforts by the worker at each organization's task eventually add value in the organization's overall performance (Fisher et al., 2014). The importance of hiring procedure can understand by saying the backbone of any industry and it requires improvement ongoing bases in every corporate (Chauhan, et al., 2013).

Employers can save efficiently and effectively their time and energy through electronic virtual hiring system. Choosing the right applicant and the organization may save interviewee records easily by using advance hiring software (Chapman & Webster, 2003). Virtual hiring system has introduced great modification in the existence of the organization and worker as well by which production and capital increased V. Sharma (2010).

Pakistan's prosperity is considered critical in private division, reason is potential labor force which called (Human Capital) is the pillar of any companies, Online hiring system has encouraged to several private segment (Khan N. et al., 2013). HRM's primary duty is to handle employee-related concerns. Human Resource Management inaugurated with inviting interested potential individuals, fulfill the required person for the required position, and training them accordingly to get better workforce (Chapman & Webster, 2003)

The variety of instrument involved in virtual hiring including online newspapers, employment

hunting sites, social media platform, and online radio forum. Using Skype, Viber, Team, Zoom and other authentic social media network get easy access to conduct interview without limiting international and local potential applicant by companies Marler

J.H & Fisher, S.L, (2013). To find qualified candidates, Virtual hiring system especially helpful to the recruiter through which online hiring a larger pool of applicants is inviting (Parzinger, M. et al., 2013). The best essential aspects of virtual hiring system are considered economical and at the same time create interest of potential contender in the great amount. It is concurred that Virtual hiring system benefitted contender more than Conventional obsolete hiring methods by many researchers Sills, M (2014).

The threat concerning of Employee past proficiencies, educational and personal background have deceased Online Recruitment practices (Parry & Tyson, 2008). The Companies who keep their insource HR department and outsource hiring company's workload much condensed as a result of software base recruitment method involved Galanki E (2002). Online hiring system give hand to the hiring companies efficiently and effectively diminished their hiring phase Gopalia, A. (2011). It is now quite relaxed to narrow-down the especial official requirement by the help of internet recruitment (Wang et al., 2013). New online database system played a vital role in the regards to save and secure employee records for the employer and its restricted only special department has the right to reach the records in the supervision of the department head. It has the information about applicant mobile number their educational records, the source of applying. Database management system directly checked employee personal and educational profile, his or her character and prior employment. This would be ideal in hiring procedure to increase stability and productivity (El-Gohary, 2012). Online hiring system has helped to the professional job hunter more progress than tradition hiring system (Khan, et al., 2011).

The symbol of improvement is the Technology Teo, T. (2012) Innovation is challenging everyday technology which is used to increase the growth in productivity. High-tech valuation device aid value in the strength and effectiveness of the invention Agenyi, B. (2013)

Applicant usually in economically developing nation was declared false qualification, documentation and prior employment records in their resume as stated to the investigation of Subhani, M. et al., (2012), Consequently it is the best way for headhunter to come face to face with the candidates in initial process especially in under developing countries.

Comparably, the obsolete Job advertisement raised another conflict in internet hiring procedure both for the organization who interested in hiring and the applicant who look forward for good opportunities Kerrin and Katley (2003). It is an ideal for the organization who prefer internet hiring process would get success as if they would design a strong reliable method and implement accordingly Nasri, W. & Charfeddine, L. (2012).

The foremost benefit for the organization through commercial web page is to reach mass productive candidates easily in short time especially 2.0 network system would make easy for the organization and job hunter to shared their content like boggler's pages, Collective group sites as Indeed, Glass door, LinkedIn Monster, Experteer and etc. would joined together to the hiring organization and the candidates who seeks jobs, here one more system aid effectively called Really Simple Syndication (RSS) where can save their information at current offers that browser platform and online video forums like YouTube are recently being upload through which can presented video resume (Boyd & Ellison, 2008).

It is highly appreciated to get maximum candidates economically now it's the best and favorable for international companies frequently to get acceptance of online recruitment procedures, it is recommended to hire talented professional easily as well as persuade to relocate countries

economically (Trivedi & Muduli, 2015) (Fondeur, 2006). To improve skills and capabilities of native career platform, International groups introduce fresh trainee's platform through their virtual hiring system work effectively, scrutiny fresh passed out student who has gone through opening training sessions and organization can engaged to the potential candidates as well (Peltokorpi & Froese, 2015) (Mbugua, G. Waiganjo, & Njeru, 2013) (Boyd & Ellison, 2008) (Girard & Fallery, 2009) (Gazzawi & Accoume, 2014).

3. METHODOLOGY

The qualitative research approach employed in this study allows for a nuanced exploration of e-recruitment's social and technological impacts on recruiters. By focusing on in-depth interviews with Human Resource managers in Pakistan's private sector, this study captures diverse experiences across geographical and economic contexts. The thematic analysis identifies key challenges, such as digital exclusion, and examines how technological adoption in recruitment influences organizational outcomes and workforce diversity.

The study is conducted with the help of interviews of Human Resource Managers, Human Resource personnel, Recruiters and Assistant Human Resource Managers, Talent Acquisition Specialists of organizations. The selection of organizations depended on their mode of recruitment process since the study is about E-Recruitment so organizations that use internet-based job posting are approached for data collection. In person interviews are preferred for the collection of data of study as the interviews are unstructured. For the analysis of the data thematic analysis is used in the study where the data is used to generate themes from the data.

The first step for the research was to select a method for its conduction. The type of research was selected on the basis of available resources for the conduction of interview to avoid distortion in data and to make sure the level of accuracy in result. The selected mode for conducting the research

was qualitative approach due to the fact that it can be conducted with the help of small sample size depending on the point of data saturation. Since the plan was to collect data from managers and upper level management of an organization the qualitative approach is more accessible.

For carrying out the research different authors of previous researches were approached to provide a topic guide on the research area for the qualitative research. Topic guide was selected from a published article available on Google scholar. The topic guide that provided a bigger exposure of the topic was selected from the available content.

After availing the topic guide for the research different questions were screened out from the topic guide for the interviews according to the topic and research area. Personal contacts and references are used to approach the respondents for conducting research. The interviews were unstructured and conducted with the help of Human Resource Managers, Recruiters and Talent acquisition specialists. The unstructured mode of interview enabled us to get a different perspective of the topic as well other than the topic guide.

During the interviews the data is collected in written form and recorded in voice recorder with the consent of respondent which is later on used for the process of analysis and generating results. Voice recordings are used for the transcription of interviews and analysis of data.

Data is analyzed on the basis of thematic analysis where different themes are identified from the written and recorded data of the interview. Five different themes are identified from the data of research on basis of which results are generated. The themes of the study are: Saves Time, Increases Geographical Outreach, Gives Improved Quality of Applicants, Improves Organizational Image and Saves efforts.

For conducting research different organizations are approached for conducting interviews to reach results of the study. Organizations that have websites and use other online portals for posting jobs

are approached in private sector of Pakistan. The main criteria for selecting an organization were to make sure they use online recruitment methods. Firms including manufacturing companies, IT companies etc. are approached for collection of data to get a diverse view on the topic. Interviews are conducted until the data saturation point is achieved.

Since it is qualitative research the population of study depends on the fact that how much an individual has experience with the topic of the study. The population must complement the research design in order to meet a result. Mostly individuals having 5-6 years of experience in field of recruitment are approached for the data collection. Senior managers who have exposure of conventional methods as well were preferred to get a contrast view on the efficiency of process.

Sampling means selection of individuals from a population for conducting research (Investopedia). It is a small chunk of entire population that is used to gather the data from that population. In this study the sample is firms using E-Recruitment methods in their Human Resource Management practices from private sector of Pakistan. The sample can belong to any sector of Pakistan's private sector depending on their mode of recruitment process.

Keeping in mind the research design (i.e., qualitative approach) the sampling technique selected for the study is Purposive sampling (where the selection of population's member depends on the judgment of researcher). General judgement is used for selection of population's member for the research depending on the mode of recruitment they use and their exposure with the topic of research. Since the selection criteria depend on the individual's exposure with the research area of the study and the mode of recruitment process an organization uses purposive sampling complements the research.

Instrument of the study is a topic guide which is taken from the former researches done in this area. The topic guide contains different aspects that can be the result of E-Recruitment in viewpoint of

recruiters. The topic guide is used in taking help for generation of themes for the analysis of data of the research.

Data collected from the unstructured interviews is analyzed and screened to find out the emerging themes that are found to be common in the responses of the respondents. The themes of the study identified from the collected data are: Saves Time, Increases Geographical Outreach, Gives Improved Quality of Applicants, Improves Organizational Image and Saves efforts.

For analysis purpose Thematic Analysis is used where the data is analyzed on the basis of 5 different themes. These themes are results of the data collected in the form of interviews and found to be common in every respondent's response. The results of the data are characterized on basis of these themes identified in the data. Five themes are identified in the process of analysis of data: Saves Time, Increases Geographical Outreach, Gives Improved Quality of Applicants, Improves Organizational Image and Saves efforts.

4. RESULTS AND DISCUSSION

Five candidates were approached for the interviews and all five interviews were conducted successfully from which two interviews were physical, two were on call and one was done with the help of voice memo. All five respondents were Human Resource Personnel of different organizations who are working on different positions in organizations and have years of experience in field of Human Resource Management. The interviews were unstructured and conducted with the help of topic guide. The data is analyzed on basis of thematic analysis. Upon analysis of the data in transcription of interviews five themes were identified: (i) Saves Time, (ii) Geographical Outreach, (iii) Improved Quality of Applicants, (iv) Organizational Image and (v) Saves efforts. Respondent seemed to be quite reluctant in giving answers after knowing the fact that interviews are being recorded. While their responses on the topic were spontaneous and with free will. The

maximum time taken for conducting an interview was 13 minutes.

The findings of the study are given below:

Recruiters think that E-Recruitment saves time as compared to the traditional recruitment methods.

In traditional recruitment the process may take weeks at time for creating pool of people and screening candidates. E-Recruitment has made the process of recruitment more efficient and convenient for the recruiters.

“The process of shortlisting may take weeks in traditional recruitment methods at times but with E-Recruitment we can do it within minutes with the help of software”. Respondent-A

“E-Recruitment is a quicker way of gathering pool of people”. Respondent-D

While it was said that E-Recruitment saves time another thing was identified that E-Recruitment creates junk data as well because a large number of candidates apply for a vacancy either they meet the criteria of job or not.

“We have to deal with a lot of junk data in E-Recruitment”. Respondent-C

But the problem of junk data can also be dealt easily with the help of different software used in E-Recruitment process by the organization.

“There are different software that can make it easy to deal with junk data by discarding resumes automatically, it depends on the software an organization uses”. Respondent-A

“Our ATS system detects the dissimilarities initially according to the levels of criteria that we set for a job”. Respondent-C

E-Recruitment increases the geographical outreach of the organization in a very small period of time and helps the organization to reach a large number of candidates easily. It can help organization to make a very variant pool of candidates from different geographical locations. But it

also includes the fact that it can create junk data. In E-Recruitment candidates from different cities can also be approached irrespective of firm's location.

"Yes, it increases the geographical outreach of the organization for attracting candidates but here also comes the factor of junk data. Candidates try to hide their actual location at the time of sending resumes". Respondent-C

"Yea especially for a software firm. We have different offices in different cities of Pakistan and Saudi Arabia, so it helps us reach the larger target audience". Respondent-D

According to the respondents of the study E-Recruitment process gives better quality of candidates to the organization as compared to the traditional methods. It gives an insight that candidate is adopting the technological change with the passage of time.

"Yes. And it is actually a quicker way for selection of candidates". Respondent-D

While at the same time the recruiters believe that this depends on the image of organization in the market. A firm can attract better talent if it has a good image in the market otherwise it goes vice versa because access of internet has made the flow of information very easy.

"Yes, E-Recruitment helps in attracting better talent but the factor that plays the main role in this is the image of organization in the market. You only manage to attract better candidates when you have a good organizational image". Respondent-C

E-Recruitment helps in making the image of organization in the market and it gives a better aura of the organization to the applicants. It shows that the organization is adopting technology with the passage of time and is achieving competency in market. Technology is changing very rapidly in this era and firms can't survive without adopting it.

"Yes, it is a great source for making organization image as it is a tool for branding organization in market among candidates". Respondent-C

“And in contrast with traditional methods, it reaches more people so it gives more recognition to the organization”. Respondent-E

However, organizations can make fake aura on the internet as well to attract potential candidates for the organization irrespective of their actual image.

“Yes, it plays a vital role in this aspect however we can't deny the fact that fake aura can also be created via E-Recruitment as things usually appear to be different in reality as they may appear on internet. But it helps in making organization image as well as it decreases the safety concerns related to organizations these days especially for females”. Respondent-D

E-Recruitment is an efficient way to save efforts required for the process of recruitment. It takes a lot of time and efforts to create a pool of people against a vacant position in the organization in traditional recruitment methods. Creating pool of people, shortlisting candidates and conducting interviews is a very difficult process but E-Recruitment has made it easy with the involvement of software. It saves human efforts required for the process.

“It saves efforts of organization and the efforts of candidates as well. It reduces the time required for shortlisting, conducting interviews and selection etc.” Respondent-E

Efforts are saved in the process but the fact cannot be denied that it still takes a lot of effort to hunt talent such as dealing with technologies, engaging software, making schedules for E-Interviews etc.

“Look I personally think that efforts are there but the direction of efforts is diverted. For example, for a traditional interview we have to make arrangements for meeting and etc. while on E-Interview we have to make sure that things must go smoothly keeping the technical factors in mind”. Respondent-D

Internet has changed many things in last two decades and world has become a global village with the access of internet. It has made things easy and accessible from every part of the world. Technology is changing rapidly in this era. A business can't survive without innovations. The survival of organization these days depend on the level of innovation an organization achieves. Organization's success depends on its human resource and it is availed with the help of recruitment. Where internet has changed many things, it has also changed the process of recruitment which is shifted towards internet-based talent hunt in past years. E-Recruitment is also a result of that technology and innovation in the globe. It seems to be a difficult and less efficient way at first glance as it involves almost no physical interactions in process of hiring but in recruiter's viewpoint it is concluded to be a very efficient way of hiring which saves time and effort of the organization and helps it reach to the large number of candidates. There are certain factors that are more efficient in traditional methods such as in traditional methods recruiter get to judge the overall personality and level of involvement of an individual which can be absent in the E- Recruitment process but overall, it is a very quick process as compare to the traditional methods. Traditional recruitment method is very time consuming due to its process. Technology has replaced many things and traditional recruitment method is one of them. The absence of physical interaction is completed with the help of final physical interviews where employer meet the candidate and fill this last column of hiring. After the spread of pandemic recruiters in Pakistan has started using the E-Recruitment methods and on average they are satisfied with the process of E-Recruitment, and they consider it as a good way for saving time and efforts in hunting talent for the organization.

E-Recruitment has reduced the level of human efforts used in the process of recruitment. It has made it very easy for the organization to hunt talent for the organization. Recruiters find it more convenient than the former recruitment process. In this study the viewpoint of those recruiters was

assessed who has exposure of working with the traditional methods as well. In Pakistan the use of E-Recruitment has increased after the pandemic and managers have exposure of traditional methods as well that's why the study has reached better contrast results in this area.

The findings reveal that E-Recruitment has expanded geographical outreach and enabled organizations to access a larger and more diverse pool of candidates. However, this increase in reach is tempered by concerns over the quality of applicants and the "junk data" generated by mass applications. The study also highlights how E-Recruitment can reinforce or mitigate social inequalities, particularly in regions with limited internet access, thus raising questions about digital equity and workforce inclusivity.

5. CONCLUSION

E-Recruitment is not just a tool for organizational efficiency; it is a reflection of the wider technological and social transformations shaping modern workplaces. While it provides organizations with a faster, more efficient means of hiring, it also raises questions about accessibility and the digital divide. For recruitment to be truly equitable, organizations must consider the social implications of digital hiring practices and work towards bridging technological gaps. The findings of this study suggest that while E-Recruitment has proven effective, it must evolve to address the challenges of inclusivity and equitable access.

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