Chapter 18
Digital Era and New Methods for Employee Recruitment

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ABSTRACT

The ever-increasing digitalization in today's business processes—and incredibly fast-growing markets—have created a more competitive business environment. And, this more competitive business environment has led companies to be more demanding regarding the employee qualifications as well as the quality of tasks carried out by these employees. Moreover, this change process has rendered the traditional human resources management methods inadequate, further digitizing the field of human resources. In this study, the authors examine the handling of recruitment functions within human resources management and the digitization process. Furthermore, they discuss both the basic dynamics of the e-recruitment processes, the tools of e-recruitment, as well as its advantages and disadvantages.

INTRODUCTION

Amazingly, in the last few decades, and primarily as a result of developments in the digital age, significant changes in the business environment have taken place, and been experienced both in the technological environment and information technology. International competition and the globalization process direct working norms, while management and human factors direct us towards new targets and policies. The new needs created by industrialization and technological changes have necessitated enterprises to renew themselves, to adopt new working and production techniques, and to apply modern business and personnel principles. These changes have not merely influenced the tasks related to information management but also caused important developments in many other unrelated areas. Among these managerial areas that have been affected by these developments, human resource management processes have lived through noteworthy transitions, as well, new technological trends have gained enormous importance in human resource management processes. While companies try to adapt to changing conditions and a new global order, the concept of human resources management, which is based on the principles of meeting and developing the capabilities, knowledge, creativity and needs of individuals, has started to be

used instead of the narrow concept of personnel management, a principle which expresses all activities related to employees. E-human resources management has gained momentum due to the increased use of in-house computers and communication technologies and the accumulation of knowledge in in-house networks. In addition, rapid changes in communication technologies, new regulations, and an increasingly competitive environment in our economic lives have led enterprises to seek new solutions (Güler, 2006). These developments in the business environment enabled the creation of real-time and interactive business technologies that had not existed before the 1990's when classical methods of recruitment were prevalent. Especially, web based technologies and online business processes have become popular among both practitioners and academicians- especially after the 1990s with the popularity of e-trade that had increased in the markets.

Owing to the developments in IT processes, the last few decades have witnessed the intense and dynamic development of IT and its impact in various human resource jobs (Berber, Dordević, Milanović, 2018). Electronic Human Resource Management, namely, e-HRM have come about as a process that involves the use of web-based technologies for providing services regarding human resource management. Generally, the concept of e-HR refers to the application of strategies, policies, and practices related to human resources in organizations with support or full reliance on web technology (Ruel, Bondarouk & Looise, 2004:365). The application of IT technologies and its innovative solutions changed the manners that HR professionals carry on within their different HR activities. Mostly activities such as collection, keeping, and updating of employees' data, employee training, and performance management underwent changes (Berber, Dordević, & Milanović, 2018). And, activities in the field of recruitment and the selection of candidates are among the activities that drastically changed, attracting the attention of modern companies of the digital era. E-HR technology has begun to be used by multiple sectors including employees of the HRM department and other employees in the organization, potential employees, and as well as the management of the organization (Dorel & Bradić Martinović, 2011).

In fact, the term e-HR has its origin in the 1990's, with the idea of the emergence of e-commerce (Lengnick-Hall & Moritz, 2003). As in the case with e-commerce, the prefix "e" was used in HRM, which resulted in the name of e-HR or in some usages e-HRM concept (Ha, 2011: 20). Later it become popular to use e-HR in explaining all HRM functions involving the use of internet and the latest technologies. In fact, E-HR can be explained as a way of conducting HR strategies in companies through a willing, conscious, and direct support of full use of internet based technologies (Ruel et al.'s; 2004). As in the case in the term e-commerce, e-HR refers to conducting human resource transactions with the help of the Internet. The use of the Internet ensured human resources would function with the ease to reach and use information at any time. (Lengnick-Hall & Moritz, 2003). And as an important function of HRM, the recruitment function has experienced many changes in this period.

Technologically speaking, the antecedent of e-HR was human resource information systems. These systems were focused on automating the human resources management systems. Although, Human resources information systems were not successful in creating the ideal internal virtual value chain. Indeed, E-HR has evolved in three stages. The first stage was the most primitive and widespread one including implementation of e-HR in publishing information, routine reports, and news related to all kinds of human resources activities. It is both the simplest form of e-HR activities and also the most restricted one since it includes one-way communication and a top-down information flow from human resources management department professionals to the rest of the employees in the organization. And, companies mostly prefer their intranets as the basic information delivery tool. In this method, generic content information is published from HR to employees like policies, procedures, and daily company

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