A Critical Exploration into whether E-Recruitment is an Effective E-Entrepreneurship Method in Attracting Appropriate Employees for Enterprises

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ABSTRACT

This study critically explores e-recruitment and whether it is an effective e-entrepreneurship method in attracting appropriate employees for enterprises. The research was conducted by using both primary and secondary data. The secondary data primarily concentrated on the direct impact to enterprises and how changes in recruitment strategies could affect individuals. The primary research attempted to look at e-recruitment from the perspective of a recruitment agency and potential users of recruitment agencies. Using face-to-face interviews, online focus groups, and questionnaires, the authors investigate and show the various reasons behind individuals’ decisions to use recruitment agencies. By examining the methods employed by the Prime Recruitment agency to meet their clients’ needs (both underlying employer and potential candidates) as well as sustaining a competitive advantage in a declining recruitment market, the authors attempt to resolve outstanding grey areas.

Keywords: E-Entrepreneurship, E-Recruitment, Employees, Enterprises, Offshore

INTRODUCTION

The aim of this paper is to critically explore whether e-recruitment is one of a variety of effective e-entrepreneurship methods, enabling organisations to provide a dedicated service (vehicle) to attract appropriate employees for enterprises and augment their talent management strategy (Eduardo, 2006). The reader is initially provided with background information...
on the topic of e-recruitment, the rationale behind the research study and the aims and objectives of the research.

E-recruitment has grown dramatically in size since the mid 1990’s when the stronger economic climate resulted in increasing demand for highly qualified individuals (Lee, 2005, p. 175). Changing the ways in which enterprises recruit, and potential employees seek employment and apply for positions, it has proved to be one of the biggest shifts in recruitment practice in the last decade (Lee, 2005, p. 175).

The literature review details previous research and media coverage regarding e-recruitment. Much of the research is focussed on one area of industry, or the same type of organization, and how the changes implemented by these enterprises will impact on individuals who use these sites. Although existing research indicates that recruitment websites are used, it does not fully cover industry specific recruitment agencies. Given the short amount of time the internet, and similarly e-recruitment has been around, there is relatively little written about the subject matter. This paper aims to look at e-recruitment from the perspective of Employers, Agencies and Individuals in an attempt to find out whether the process is effective.

The aim of this research is therefore to critically explore whether e-recruitment is an effective method in attracting appropriate employees for enterprises. The four objectives are:

- To conduct a critical review of secondary data on e-recruitment, focussing on the three key areas, organizational, using recruitment agencies and how this affects the individuals who use e-recruitment websites
- To discuss the theories behind methods of research, and analysing different research methods that will be appropriate for this research.
- To gather appropriate primary research and to compare and contrast the findings with those stated in the literature review.
- To produce a clear conclusion and recommendations of how these findings could potentially impact individuals and enterprises.

Following this introduction, which provides background to the subject area and states the purpose of the study, the literature review looks at what has previously been published on e-recruitment, both academically and in the media. The research methodology explains what primary research has been undertaken and this is followed by findings of the primary research and analysis of this information. A conclusion of what has been discovered through the findings and proposals for further research are also presented, and there are recommendations as to how much these will cost to implement.

Although e-recruitment is still in relative infancy, it is fast becoming an integral part of enterprises’ HR strategy. This research project aims to find the gaps in the recruitment cycle that are being ‘missed’ and attempts to provide a solution that will benefit agencies, enterprises and individuals alike. The agency where some of the research has taken place is Prime Recruitment in Guernsey as the authors have a good working relationship with the owner, and were able to access information about the organization in an attempt to provide a more detailed analysis of the situation.

**LITERATURE REVIEW**

**Introduction**

The literature in this field is mainly centred on the changing views employers and potential employees have about e-recruitment and the problems and benefits this may bring. It examines other contributing factors including the rapid changes in technology; recruitment management; the recession and the impact this has on the amount of people applying for positions.

As this type of industry is still in relative infancy (mostly in the last 15 years or so) there is comparatively little which has been written so far apart from magazines and newspaper articles so the literature review will primarily be based on this to further explore the topic.

This literature review focuses on the main issues surrounding e-recruitment and
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