



What is e-recruitment : opportunity & chalanges

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Abstract

E-Recruitment offers many conveniences for companies in the recruitment process. This research aims to analyze the opportunities and challenges of E-Recruitment in the human resource recruitment process in the company environment. The research method used involves a systematic search and comprehensive review of various sources of information, such as scientific journals, books and published articles. The results of the literature review show that many companies have implemented E-Recruitment systems and abandoned existing conventional recruitment systems. Overall, online recruitment provides benefits and convenience in terms of efficiency, wider access, and better data analysis capabilities, all of which can increase the effectiveness of the recruitment process for companies, although they still have obstacles and challenges that need to be overcome. This research can serve as a guide for companies planning to adopt or improve E-Recruitment systems.

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INTRODUCTION

In an organization, human resources are the most important asset and play an important role in the progress of an organization. The success or failure of an organization depends on the employees who work in the organization. without creative work and positive contributions from employees, the organization cannot develop. Therefore, it is necessary to have a recruitment and selection process in the organization.

The word recruitment means the right person for the right job, according to their skills and qualifications. In the era of technological development all work must be done with the help of the internet. Everything, including the way we think, live, communicate, culture, economy, demography and even society has been affected

by these technological changes. Technological changes have changed the work in life. In an organization there is always a need for trained and skilled manpower, this is how recruitment came into existence. E-Recruitment is also known as online recruitment. E-Recruitment is the use of technology to aid the recruitment process. In the traditional way, the recruitment process is different and in the modern way, the electronic recruitment process switches within the organization (Rahmawati, SE. MM. & Ratnasari, SE. MM., 2021). Some networking sites that recruit employees into organizations, for example, Nakuri.com, Monster.com, Shine.com, fresher's world, Times jobs, LinkedIn, Free jobs alert, and others.

Technological development, in the aspect of employee recruitment is one of the most important parts and has an influence on the development and progress of the company. In the recruitment process, what is often a problem is that the results of recruitment are not in accordance with the needs of the company, which can hinder the development of the company. Many companies in Indonesia have followed the E-Recruitment system to save time for job seekers, help and increase the success of the recruitment process, namely by reducing the number of applicants who look less or do not meet the requirements (Malik & Mujtaba, 2018).

Before video technology developed, recruitment in remote employee interviews was done using the telephone. However, the disadvantage was that the company and the candidate could not meet face-to-face. Now, in conducting E-Recruitment, companies use video interviews, both one-way and two-way. Although E-Recruitment offers many conveniences, companies must still be careful and must use the right strategy. This is because the recruitment process must be in line with the vision, mission, and values of the company. We can conclude that with the existence of E-Recruitment, it is easy for both applicants and companies (Ratnasari et al., 2022).

The times change many things, including in the world of work where companies switch from recruiting employees offline to online. E-Recruitment does provide a number of advantages, both for companies and applicants, such as being more effective, efficient and flexible because the selection process to interviews can be done anywhere and anytime. However, on the other hand, online recruitment barriers are an obstacle that needs to be considered as well. Given that there are case studies of online recruitment barriers and challenges being ignored, it is very possible that companies fail to get candidates who match the qualifications and needs.

RESEARCH METHODS

This research uses the literature study method to collect and analyze data relevant to the topic of E-Recruitment opportunities and challenges. This literature study involved a systematic search and comprehensive review of various sources of information, such as scientific journals, books, and published articles. Strict selection criteria were applied to ensure only high-quality sources were included in the analysis. Furthermore, the information obtained from the literature review was synthesized and critically analyzed to identify key findings and relationships between variables. This method allowed the authors to produce solid and in-depth findings on how E-Recruitment opportunities and challenges, as well as provide recommendations for practitioners and policy makers.

RESULT

Recruitment is the main element in human resource management that serves to produce human resources for a company (Malik & Mujtaba, 2018). The first use of the word E-Recruitment was in an article published in the 1990s (Bodea, C., Bodea, V., & Zsolt, 2003). Later in the 20th century, E-Recruitment became increasingly

popular. E-Recruitment consists of 2 elements namely E and Recruitment, E stands for electronic and recruitment is the process of getting workers with the right job position (Malik & Mujtaba, 2018). E-Recruitment or online recruitment is defined as a way to attract potential job candidates using the internet or can be called recruitment via the internet (Rahmawati, SE. MM. & Ratnasari, SE. MM., 2021). According to Chuks Okolie & Irabor (2017) E-Recruitment is the utilization and integration of the use of internet technology for better recruitment activities and creating a competitive advantage over companies in the same market. E-Recruitment according to Ratnasari et al. (2022) is a recruitment process that is carried out online and refers to posting vacancy information on company websites and web vendors. The existence of E-Recruitment offers many conveniences for both applicants and companies. This online recruitment allows applicants to send their application letters via electronic media such as e-mail. E-Recruitment is a series of processes to find and recruit the best qualified candidates for a job opening in a timely and cost-effective manner (Hada & Gairola, 2015a). The employee recruitment process includes analyzing job requirements, attracting candidates, screening the best candidates, hiring and welcoming employees.

It can be concluded that E-Recruitment is a series of processes to attract prospective employees with the best qualifications through the use of internet technology so as to facilitate applicants and companies. The basic implementation of E-Recruitment according to Hada & Gairola (2015b), as follows:

- **Tracking**, Helps to track the status of candidates related to the job applied for.
- **Employer's Website**, providing detailed information related to job opportunities and collection.
- **Job Portals**, containing job advertisements posted by employers and agencies.
- **Online Testing**, candidate evaluation activities through the internet.
- **Social Networking**, such as LinkedIn, Google, Facebook can help to find career opportunities.

The main reasons companies implement E-Recruitment are that it can improve the company's image, minimize recruitment costs, reduce the use of paper administrative documents, and sophisticated web tools provide convenience to the recruitment team (Hada & Gairola, 2015b). E-recruitment as a bridge between employers and job seekers, with a wider range of choices and opportunities for companies and applicants. E-recruitment has several advantages, namely recruitment advertisements can be utilized longer than the use of paper advertisements. Job advertisements can also be changed at any time and companies can write complete & detailed job descriptions so that they can answer frequently asked questions. Then, according to Chuks Okolie & Irabor (2017) the reason for switching to E-Recruitment activities is because the HR function mostly wants to utilize web 2.0 technology due to the inadequacy of the paper-based recruitment process. Managers and line managers indicated that unsystematic recording of information and improper storage of paper-based applications led to delays in screening candidate applications. This can increase the time and cost of recruitment activities, while reducing the quality of recruitment due to incompetent practices, human error, and others (Depardieu, G. & Islam, 2008). According to Radhika et al. (Radhika et al., 2015), some of the advantages of E-Recruitment include:

It's cost effective, putting job advertisements on the internet is much cheaper than putting them in newspapers, magazines, and other media.

- Using social media such as Facebook and Twitter can be used as a free publication place for job advertisements, then it can be linked to the company website so that candidates can see the job specifications and can follow up.
- **Clear communication**, press releases have a word limit that causes the message to be unclear. On the internet, there is no word limit and all information is presented in detail. In addition, the application process is automated and provides feedback to candidates who do not meet the requirements.
- **Broader search, deeper pool**, the vast reach of the internet gives companies the advantage of being able to reach a wider range of candidates so as to increase the chances of finding the right candidate.
- **Improved standardization and compliance**, the information provided by candidates is in a standard and uniform format, making it easier for comparison. This allows for a more objective assessment of candidates for shortlisting.
- **Faster time-to-appointment**, the recruitment administration system is automated, such as posting a complete job vacancy on the internet which only takes a few minutes. Submission and response times can be immediate.
- **Adoption is growing – especially among younger candidates**, In a January 2012 survey conducted by UK market intelligence company Key Note, 43.9% of respondents said they had used the Internet (via a mobile connection or traditional Internet) to search for a job. In the Key Note survey, 16.9% of those who applied for a job online received an interview. Considering that 18.5% of respondents used the Internet to apply for jobs online, this is a very high success rate. In addition, 12.7% of respondents who said they applied for a position via the Internet have found a job.
- **Green solution**, Data collection and compilation, archiving of records and all related administrative work is done electronically, resulting in significantly less paperwork. Significantly less physical space is used for file storage, and overall, the ecological footprint is smaller than traditional recruitment methods.

Many companies are now taking the next step to involve the use of the internet in their recruitment process: selecting suitable candidates can take a lot of time as well as resources, especially if many applicants respond to job advertisements (Chuks Okolie & Irabor, 2017). Software applications are currently available for screening (Omolawal, 2015). The advent of video conferencing can be used for online interviews, while job offers and acceptances can also be made online with electronic signatures. According to Etomi in Chuks Okolie & Irabor (Chuks Okolie & Irabor, 2017), the process of E-Recruitment and ICT utilization is summarized as follows:

- Organizations/companies post job advertisements on the internet (own website or employment agency website).
- Interested applicant candidates react by submitting their electronic resumes
- Resumes are screened electronically or automatically by the system
- The matching system converts the experience summary into a skills summary
- Applicant with matching profiles are contacted electronically
- Interviews are conducted online or using a computer at a predetermined location

- Subsequent discussions are conducted by telephone, email or video conference
- Requirements approved
- Offer made and accepted

Basically, E-Recruitment works on software and some software contained in web 2.0 Artificial Intelligence (AI), HR Software, Application Tracking System (ATS) and so on. The latest trend in E-Recruitment is the use of mobile applications to find jobs such as linkedin applications, Instagram, Facebook, and so on (Chuks Okolie & Irabor, 2017). The use of these mobile applications makes it easier for applicants to find jobs that suit their passions. In addition, the corporate web also plays a major role in finding potential candidates. Various social media networking sites are available and linked to the company website.

E-Recruitment faces many challenges and hurdles in its journey to success. Challenges in the implementation of E-Recruitment according to Rathee et al. (Rathee et al., 2017), namely:

- There are misjudgments because employers cannot assess the quality of candidates without interacting directly with the candidates so it is concluded that the system is less reliable.
- Lack of personal touch causes difficulties for employers to assess candidates as employees may be redundant in their applications
- There are some privacy issues involved as candidate profiles are available on online job portals
- Internet connectivity is a must because if there is no internet connection, the candidate cannot check the portal or site
- Sometimes due to high technicality of web forms, job seekers find it difficult to apply online as they are not computer savvy.
- There is also the issue of fake offers as it is difficult for candidates to filter out fake offers from genuine offers
- There is an issue of old postings as employers forget to delete old postings even after the position is filled.

DISCUSSION

Research conducted by Puri & Wisnu (2020) at the company PT Cipta Aneka Selera which has implemented E-Recruitment. In implementing E-Recruitment, there are several obstacles that are often encountered by companies, one of which is the large number of prospective applicants who register so that it takes longer for the recruitment team to carry out administrative selection. The methods used in the implementation of E-Recruitment are Online Job Boards and social media. The use of Online Job Boards and social media. This research uses a descriptive qualitative method where data is obtained by conducting interviews with key informants, namely managers and employees in the Human Resources department of PT Cipta Aneka Selera who are directly involved in the implementation of E-Recruitment. It can be concluded that the implementation of E-Recruitment of PT Cipta Aneka Selera collaborates the technology system, and Human Resources, which indeed has a very important role in the implementation of E-Recruitment. Online Job Boards and social media attributes are proven to increase the interest of applicants so that companies can have a higher chance of selecting qualified prospective workers.

In its implementation, the company can develop recruitment software that can shortlist automatically so that the administrative selection process no longer

needs to be done manually. E-Recruitment in this company is also confirmed by applicants who state that recruitment in this way is quite easy to follow and do.

Research conducted by Faradila Putri et al (2023) on a company in Tanjung Pinang called Lava Cheese implemented an effective E-Recruitment process by using social media, company websites, and online recruitment platforms to advertise their job vacancies.

This research was conducted using a qualitative approach by combining interview, observation, and documentation methods. In the selection process, Lava Cheese uses interviews, ability tests, and behavioral assessments as the main methods for selecting suitable employees. The Lava Cheese HR management team conducts careful observation and evaluation of prospective employees during the selection process. The selection criteria applied by Lava Cheese include work ability, expertise, motivation, and suitability for the company culture. Good employee recruitment and selection at Lava Cheese has a positive impact on service quality, work productivity, and the sustainability of restaurant growth. This research shows that by implementing an effective recruitment process and careful selection, Lava Cheese succeeds in getting employees who have the competence and motivation that matches the needs of the restaurant. In its implementation, Lava Cheese often faces many challenges and obstacles in recruiting employees, such as Lava Cheese Tanjungpinang having to compete with other companies to attract qualified prospective employees.

This research by Rahmawati & Ratnasari (2021) highlights the importance of E-Recruitment in companies. The purpose of this study was to determine the effect of online recruitment on job application intentions; determine the effect of job seeker perceptions on job application intentions. This study concluded that although E-Recruitment can speed up the recruitment process held by the company, it does not affect the intention to apply for a job from someone who is located far from the company holding the recruitment process. Based on the findings of this study, it was revealed that there is a significant positive relationship between job seekers' perceptions and job application intentions. Therefore, E-Recruitment service providers are advised to consider this factor when designing E-Recruitment websites. To improve usability, they can include information regarding salary, benefits, and rewards as well as other organizational policies and practices so that job seekers can make informed decisions about their prospective employers.

Research conducted by Ratnasari (2022) aims to analyze the effect of E-Recruitment on employee performance, selection on employee performance, employee placement on employee performance, and E-Recruitment, selection, and employee placement on employee performance. The method used in this research is quantitative method. With sampling techniques using saturated samples. The results showed that E-Recruitment has a positive and significant effect on employee performance of PT Cakra Mandiri Perkasa, Selection has a positive and significant effect on employee performance of PT Cakra Mandiri Perkasa, and Employee Placement has a positive and significant effect on employee performance of PT Cakra Mandiri Perkasa.

By maximizing the use of technology in Era 4.0, recruitment can be done through: 1) Use of Digital Platforms, Recruitment Management Systems (Applicant Tracking Systems - ATS). 3) Use of Big Data and Analytics. 4) Video Interviewing. 5) Online Proficiency Test. 6) Artificial Intelligence (AI) in Pre-Selection. 7) Chatbot and Communication Automation. 8) Game-based Assessment. 9) Social Media Analytics. 10) Mobile Recruitment. However, some things that must be considered in the use of technology in Era 4.0 must adjust to the specific needs of the company

to match the recruitment strategy, increase transparency and ethical use of technology must also be a concern in recruitment.

Research by Sofiana et al. (2022) This online recruitment provides benefits for both companies and candidates because it is more flexible, wide-ranging, saves time and costs, making it more efficient and effective. However, in general, there are still many challenges found in the field. First, unstable connection, internet loss, if in big cities the internet connection is quite stable, but in small towns or remote areas internet connection is a rare item resulting in the recruitment process not running smoothly. Second, unsupportive facilities, even if the internet connection supports sometimes there are candidates who have devices that are lacking or do not support the specifications with the system used by recruiters so that it affects the mood of recruiters in the interview process. Third, less formality, both recruiters and candidates may become less formal, for example underestimating the dress code during the interview. Fourth, the best candidates are missed, due to unsupported internet connections or devices it can happen that the best candidates cannot display their advantages. So that the company has missed the best candidate who is an asset to the company.

In this research, the method used is qualitative method and descriptive approach. The results of this study E-Recruitment of contract employees at PT Pegadaian Kanwil IX Jakarta 2 in the post-pandemic covid-19 era is carried out using the kalibr application, according to applicable company regulations. Includes several stages, namely opening vacancies, checking file selection, carrying out Online Assessment, conducting user interviews, signing contracts, carrying out the last stage of education and training, then on board starting work with the placement of their respective domiciles. PT Pegadaian Kanwil IX Jakarta 2 faces various obstacles experienced during the contract employee recruitment process, namely that there are still many prospective candidates who do not meet the qualifications in accordance with the provisions needed by the company. For example, for the provisions of age, status and motivation of applicants with the type of work to be applied for. As well as there are still prospective candidates, attaching file data not in accordance with the requirements of the applicable provisions and the number of prospective candidates who apply. So that the selection process takes a long time. PT Pegadaian Kanwil IX Jakarta 2 can overcome these obstacles with solutions carried out, among others, by disqualifying prospective candidates who do not meet the applicable qualification requirements, conducting recruitment again to get prospective candidates who match the qualification requirements needed by the company and being selective in selecting prospective candidates. And the company will disqualify prospective candidates who do not attach files according to the rules. Because the company only recruits candidates who have properly completed the file requirements, in order to make the recruitment process run optimally and structured.

Research conducted by Purwanti & Tiarapuspa (2023) showed that PT Bank Rakyat Indonesia Kanca Tondano conducted recruitment during the Covid-19 pandemic online with the implementation of health protocols in the selection process. Although there are obstacles such as social restrictions, the company still tries to obtain quality employees through strict selection stages. This recruitment process aims to ensure the acquisition of employees who have good work skills and motivation. This research highlights the human resource management (HRM) practices during the Covid-19 pandemic and its impact on employee performance at PT Bank Rakyat Indonesia Kanca Tondano. This research utilizes a qualitative approach.

The research findings show that PT Bank Rakyat Indonesia Kanca Tondano implemented several HR management practices to improve employee

performance during the pandemic. These practices include recruitment, training, and HR development. Despite health protocol restrictions due to the pandemic, the employee recruitment process continues to run well. The company also provides training programs that are conducted online through Zoom Meeting and other media. However, despite good HR management practices, employee performance has decreased due to the Covid-19 pandemic. This is due to the obstacles and challenges in the implementation of work due to the social restrictions imposed. Although efforts have been made to improve employee performance, the pandemic still has a negative impact on work productivity and effectiveness. This research provides an understanding of how HR management practices are carried out during the Covid-19 pandemic at PT Bank Rakyat Indonesia Kanca Tondano and its impact on employee performance. The results of this study can be the basis for companies to identify and overcome obstacles in the implementation of work during the pandemic and improve the effectiveness of HR management practices to support employee performance in this difficult time.

Overall, the results of the 6 studies related to the opportunities and challenges of E-Recruitment, this method is still recommended and implemented in large companies in the world, including in Indonesia while ensuring that the E-Recruitment process is in accordance with procedures to get qualified employees and the current form of technology implementation. Despite the obstacles and challenges, companies continue to strive to improve recruitment effectiveness and achieve optimal employee performance. In the era of 4.0 and the development of technology today, many companies have switched to using E-Recruitment instead of the traditional method as done before. Overall, online recruitment provides benefits in terms of efficiency, wider access, and better data analysis capabilities, all of which can increase the effectiveness of the recruitment process for companies even though it still has challenges and obstacles, but can still be overcome by companies.

CONCLUSION

Based on the results of the discussion it can be concluded, E-Recruitment is a series of processes to attract prospective employees with the best qualifications through the use of internet technology so as to facilitate applicants and companies. the use of E-Recruitment can improve the image of a company, minimize recruitment costs, reduce administrative documents, and provide convenience to the company's recruitment team. E-Recruitment is recommended and should be implemented in companies, especially those in Indonesia. Although there are many obstacles and challenges in implementing E-Recruitment, there are also many benefits of online recruitment. In addition to efficiency and wide access, the ability to analyze data in the E-Recruitment process can increase the effectiveness of the recruitment process.

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