

The Use of E-Recruitment Process with the Comparison of Traditional Recruitment Process in Bangladesh: A Case Study on BRAC Bank Ltd.

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RESEARCH ARTICLE

Abstract

This paper compares e-recruitment and traditional recruitment processes and its merits and demerits. The figure of this process is arranged so that in the static equilibrium, the e-recruitment process takes the horizontal position, while the traditional recruitment process takes the vertical position. Here are presented the characteristics of both e-recruitment and traditional recruitment processes used in Bangladesh for attracting and selecting qualified candidates through the analysis of a case of BRAC Bank Ltd. Obtained results proved to be by the motion of the actual physical system. E-Recruitment has provided some remarkable benefits in terms of cost and efficiency. Due to the rapid advancement of technology and evolving digital tools, the e-recruitment process is the future of recruiting in the corporate world, while traditional recruitment processes are diminishing daily.

Keywords: E-recruitment, Traditional recruitment, Physical system, HRM

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1 INTRODUCTION

Bangladesh, like other countries, depends on the success of recruitment and selection of qualified applicants on its speed and accuracy, as in any other business today. Currently, the number of job applicants in Bangladesh is increasing, and the job is decreasing in the same way, where there has been a major challenge to human resource (HR) professionals in screening applications quickly and finding qualified candidates. According to Sołek-Borowska and Wilczewska (2018), keeping up with the present competitive situation may help come through the application of new technologies, which can ensure the speed up of the process. Undoubtedly, the applied area of new technologies and its personnel policy are often trying to keep pace with the recent trends that are changing at a surprising level (Wiernek, 2006).

All activities and practices carried out by a company to recognize, attract, and allure the job choices of the suitable candidate are included in personal recruitment (Ployhart, 2006). Sołek-Borowska

and Wilczewska (2018) advert that recruitment and selection seem to be two convergent concepts for a foreigner or one who resides somewhere far away from the company location, who is not engaged in the employee's employment process for the lack of knowledge of the company and its particularity; they should be prominent from each other, while based on human resource management.

It can be asserted that among theorists and practitioners of human resource management, their views in this field are not always the same, as the selection of employees is often very suspicious. Selection is mostly considered a stage of recruitment, where it is understood to execute an entirely personal selection. Others discuss it as a fully independent process, which follows the activities of recruitment and application to select the most suitable candidate for the specified job position from among those presented (Pocztowski and Miś, 2007).

There are many activities of HRM in Bangladeshi organizations, like in other countries, and recruitment is one of the most important HR activities that have changed incredibly fast. The change has been from a traditional recruitment process to a digital-based or electronic-based recruitment process, often called e-recruitment. Like traditional-based forms, there are many forms of e-recruitment. Among all, video recruitment is one popular form of e-recruitment, and audio form also. Video recruitment is a tool that accepts the entire candidate and permits them to connect to the project. However, the most important fact of this form is time-saving, in which the organization can play a significant role in planning the recruitment and selection strategies.

Video recruitment has made the recruitment process unique and standard through the probability of making and presenting employers with the curriculum vitae of job applicants in video form. This form is famous in Western Europe and Bangladesh because informal approaches are increasingly obtained. Video recruitment consumes less time to help the human resource management team but verifies the incoming application faithfully. Two forms of video recruitment are automatic and live (Kluza, 2015). The live form is so popular of the two forms because most companies have been using this form for an extended period, mainly involving a tool like Zoom in Bangladesh. It relates to the direct form of an interview, and very few aspects are characterized by the same. The most important point among them is the candidate's ability to organize and manage everything without a visit to the recruiter's office. By this method, both parties may interview at their place.

Zoom interviews are an efficient way for companies to quickly evaluate candidates and attract top talent across the globe. With Zoom, recruiters can easily schedule and host interviews to connect with candidates, taking advantage of Zoom's seamless experience to focus on what is important- the candidate and the interview at hand. While Zoom was and is being used to interview candidates for global recruitment, very few HR teams were introduced to 'one-way' video interviews, where candidates record their answers to questions, and the employers review them later. In this time of technological advancement, among the many inventions in HR technology, the term 'Video interviewing' is a hot topic. While the term encloses "Live video interview," there is a growing demand for an asynchronous model (Rupert, 2014). It creates a platform where incoming applications are collected. Sołek-Borowska and Wilczewska (2018) narrate that the system generates the interview questions, and the answer is saved and sent to him, who is responsible for the final selection.

In a way, pre-recorded interviews save considerable time and are more advantageous. Since everything must be done according to the schedule, so without any disruption, candidates can record their interviews when it is suitable for them, on their working day (Rupert, 2014). Video recruitment is now an argumentative and comparatively new form of personal recruitment. However, the development and advancement of video recruitment are unavoidable, and most probably, in the future, it can be predicted that all phases of recruitment and, finally selection process will be converted to an online environment, basically a video interview form. It can be emphasized that if the use of these tools can be ensured, this will not only save time and cost but also increase the efficiency and quality of the project because it is more transparent, gathering detailed information about candidates and helping to select worthy job candidates (Buckley et al., 2004). Video recruitment has many supporters in South Asia and has been very dynamic in Bangladesh since corona pandemic. Although this practice did not start long ago in Bangladesh, it

has great potential to remain a key determinant of recruitment and selection.

To change the importance of human resource management in an organization, it needs to adjust the whole enterprise strategy within one form (Jablonski, 2011). Three key steps are included with personnel selection: Recruitment, Selection, and Implementation for work (Listwan, 2010). Conducting well recruitment and selection process is important for an organization as it is the process by which a candidate can achieve organizational objectives and meet the employer's expectations, leading to their employment. Sołek-Borowska and Wilczewska (2018) state that the primary function of the personnel selection team is not only the process itself but also selecting a person in final who is fit and meets all the criteria and is suitable for a certain position.

The number of professionals is increasing from the HR area visualize that tools from modern technologies can entirely replace their hard and iterative work. Many companies use online knowledge management systems to hire employees and fully use and derive benefits from the World Wide Web. These are termed e-recruitment and systems and convert the process of publishing positions and receiving curriculum vitas (CVs) (Faliagka, 2012). The E-recruitment system has witnessed massive expansion in the past few years (De Meo et al., 2007) to accommodate HR agencies and departments for targeting a large audience at a low cost. Sołek-Borowska and Wilczewska (2018) explain that various e-recruitment systems have been proposed to bring automation and speed to the recruitment process, leading to a better user experience and increasing efficiency and effectiveness. Up to the present time, there has been very little research on the fundamental impact of e-recruitment on the recruitment process. Notably, many researchers tend to focus on the design of corporate recruitment websites (Selden & Orenstein, 2011). Conversely, not much attention has been paid to the impact of technology on the recruitment process (Parry & Tyson, 2009). Although e-recruitment has probably spread worldwide, a considerable distance is observed between research and its practice (Garcia-Izquierdo et al., 2010), probably most scholars are struggling to keep up with the plain motion of change (Anderson, 2003).

Hence the basic objective of the paper is to explore how new technological applications can impact the recruitment process in Bangladesh as a whole. The case study method was exploited here. The research problem identifies two main questions: (1) how can the traditional recruitment process sketch be affected by e-recruitment? and (2) what are the merits and demerits of traditional versus e-recruitment from a Bangladeshi perspective?

2 METHODS

A qualitative research design has deliberated the most important with a view to exploration as it allows using different data sources, which can open a new door to research. One of the authors of this paper has completed three months internship program from BRAC Bank Ltd. and gathered knowledge about e-recruitment and its process, which has access to important information on many internal aspects of this project. The researcher used the recruitment process as the main analysis task to review the business process.

Thus, they were looking for possible changes in all work and recruitment business processes that can be attributed to e-recruitment and its process by comparing it with the presented process. The data collection process is designed in such a way that it should capture the entire recruitment process of all the case organizations in Bangladesh as much as possible and which can perform a comparative analysis of each stage of the recruitment process. So, a composition of qualitative data collection methods, techniques, and data sources available in the research was exploited during the study. A concise presentation of BRAC Bank Ltd. is followed to give an overview of the studied company. The following paper is based on a case study method.

2.1 BRAC Bank Limited

BRAC Bank is a fully operational commercial bank founded in July 2001 by BRAC NGO, one of the world's most significant development finance institutions. The bank's objectives include

providing comprehensive commercial banking services, building profitable financial institutions, and pursuing profitable market niches in the Small and Medium Enterprise (SME) business sector not traditionally met by conventional banks.

As the main product of BRAC Bank Ltd. is SME, it has a strong SME focus and has developed a wide range of SME business products; these are customized for specific localized small and medium businesses across the country. The SME loan products cover a range of rural, semi-urban, and urban financial needs in the market. Besides them, industries, transport businesses, education institutions, medical centers, marine businesses, and other high-worth companies, individuals, etc., are also the bank's main customers. Its main vision is to build a progressive, healthy, democratic, and poverty-free Bangladesh. The goal is to be the absolute market leader in the number of loans given to small and medium enterprises throughout Bangladesh, to be a world-class organization in terms of service quality, and to establish relationships that help its customers to develop and grow successfully.

Though from the beginning, BRAC Bank applied the traditional method for recruiting employees, it used the e-recruitment process from 12th September 2012. About 7300 employees are currently employed in this bank, of which about 4000 are recruited through e-recruitment. BRAC Bank used sound recruitment through electronic media and HR tools. Qualified candidates from remote areas can easily apply for the job using the e-recruitment method, even in a foreign language, because it uses an extensive data method for application and implemented advanced algorithms. The authority BRAC Bank believes that how they used the recruitment process has revolutionized the recruitment sector in Bangladesh by introducing a platform and service from which users can use any available device (including a smartphone) 24 hours a day and seven days a week. Bangladesh has significantly lower human capital costs than the other neighboring countries in Asia, yet Bangladesh has a well-qualified and willing workforce (Kubisiak, 2016). As the e-recruitment method is more straightforward, cost-effective, and favorable for the candidate and the company than traditional recruitment, BRAC Bank is committed to serving the e-recruitment method for recruiting employees.

3 RESULTS AND DISCUSSION

Applying e-recruitment has quickly become the most important recruitment technique in most developed countries (Bartram, 2000; Lawrence et al., 2007; Lee, 2005; Lermusiaux & Snell, 2003; SHRM, 2008a, 2008b) BRAC Bank recruit candidate from two sources one is internal, and another is external sources. Before 12th September 2012, BRAC Bank used traditional paper-based recruitment, which was less effective than e-recruitment. The traditional (paper-based) recruitment for external candidates of job advertising was a series of tasks that happened consecutively as a linear process (Holm, 2012) that starts with the submission of demand to the authority by the concerned department and ends with contacting qualified shortlisted candidates for interview. The traditional (paper-based) recruitment process for external candidates through advertisement of BRAC Bank Limited, was developed by the researchers.

Using traditional processes during recruitment is a natural source of paper waste. Figure 1 shows the traditional recruitment process that begins with the requisition received from the concerned department. All the work in this process involves paper and is a lengthy process. After receiving the requisition from the concerned department, the marketing department will publish the advertisement upon the advice from HRM, and seven working days are required to complete the task. Advertisements will also be published on the company's website.

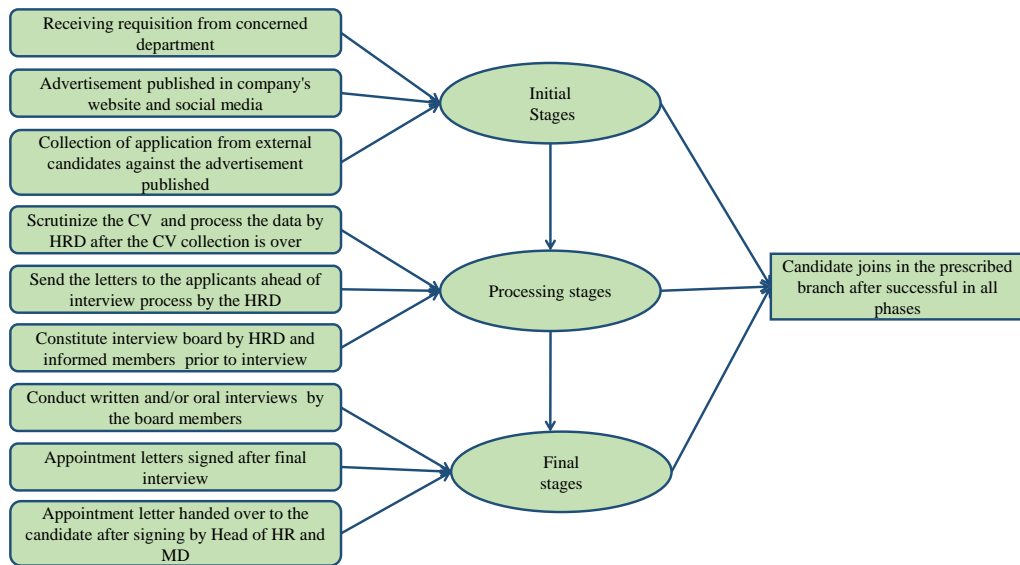


Figure 1. Conceptual framework of the traditional recruitment process of BRAC Bank Ltd.

Application duration will be 15 days for collecting CVs with applications from external candidates against the advertisement published. After collection, the human resource department will scrutinize the CVs; three working days are required to complete the task. The human resource department will arrange the interview within three working days after the CV scrutinizing is over and will scrutinize the CVs only for the post of chief risk officer and management trainee officer within ten working days after the period for collection of CVs is over and also used ten working days for data process of the scrutinized CRO and MTO applicants.

HR will send the letters to the applicants before the interview process and use 15 working days. The human resource department will arrange the interview only for the post of CRO & MTO within ten days after the CV scrutinization is over. From the date of CV collection, HRD will constitute an interview board, and members will be informed prior to the interview. HRD will use three working days to complete this task. Appointment letters will be signed three days after the final interview, and between 2 days, appointment letters to be handed over to the candidate after signing by the head of HR and Managing Director (MD). This traditional recruitment process takes about three months (90 days) as the whole process is paper-based, and paper waste is a significant issue. The environment is being polluted because of paper waste, a global issue.

On the other hand, e-recruitment is known as online recruitment, which refers to the use of web-based technology for the various processes of attracting, assessing, selecting, recruiting, and onboarding job candidates. "Every sector, every job, every function, was, is or will be disrupted by Internet" (Kalika, M. 2000). The digital world has brought a new dimension to the recruiting world," stated Maureen Sills in his September 2014 thesis. Bangladesh is moving forward in the use of technology with the advancement of the world. Most organizations use the internet to recruit candidates in Bangladesh, making recruitment easier with lower costs and finding potential human resources. Figure 2 shows the internet-based recruitment process (e-recruitment) that starts from the advertisement published by the company on the requisition received from the concerned department through social media like bd Jobs, Facebook, etc., or on the company's website. The BRAC Bank Limited case analysis divides the entire process into three stages. The electronic (Internet-based) recruitment process for external candidates through the advertisement of BRAC Bank Limited is as follows. This process was developed by a team of researchers who aimed to streamline and modernize the bank's recruitment procedures. The researcher in charge of the project led the development of the process.

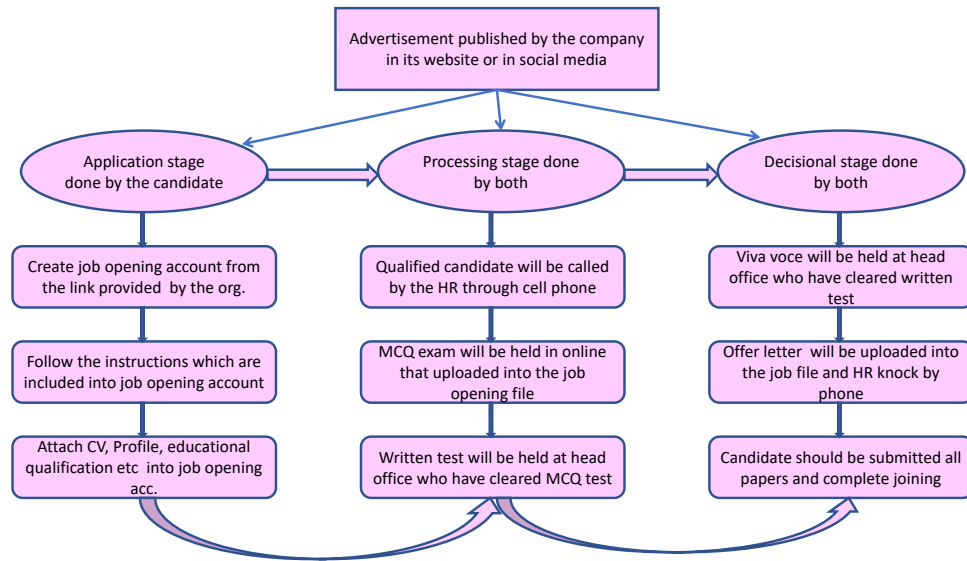


Figure 2. Conceptual framework of the e-recruitment process of BRAC Bank Ltd.

3.1 Application stage for attracting applications and its placement

The first stage of e-recruitment is the application stage for attracting competent candidates. In this phase, the candidates must create a job opening account from the link provided by the organization. The candidates can also search for bd jobs. After opening an account, the candidates must follow the instructions included in the job opening account, such as creating a unique password for personal use, a unique email address, etc. Then the candidates have to attach their Curriculum Vitae (CV), update his/her profile with personal information, educational qualification, extracurricular activities, language proficiency, etc., into the job opening account, and also apply by which the authority can verify initially who are the suitable candidates for the prescribed post.

3.2 Processing stage for shortlisting the most qualified candidates

This phase starts after the application deadline has passed. If applicant candidates eligible or be qualified initially will be called by HR by cell phone, and they will say about the interview. The first viva will be held online through the Multiple Choice Question (MCQ) exam, and the question will be uploaded into the job opening file. Each candidate will be eligible to attend the MCQ exam by using his/her unique ID and password. Candidates who will pass the MCQ test must prepare for the next written exam. The written test will be held in the head office. The exam will depend on the organization's authorization and when it will be held. In this phase, the organization, its authority, and the candidate will contribute their presence and do their activities simultaneously and cooperatively. Candidates who pass this stage will be qualified to be forwarded to the next stage.

3.3 Decisional and communication stage for selecting final candidates

This phase is only for those who successfully passed the previous two phases. Candidates who have passed the written test will qualify for viva voce or oral test. Viva voce will be held at the head office of the organization. The offer letter will be uploaded into the job file of those candidates who will be qualified in viva voce, and the HR will also communicate with the selected candidates by cell phone. HR will give some instructions, such as accepting the offer letter, checkup medical test, joining the organization, etc.

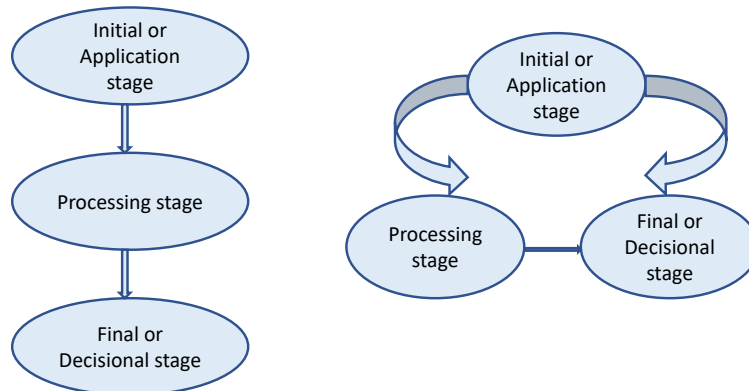


Figure 3. Comparison of traditional Vs. E-recruitment process

The candidates have to submit all papers to the branch, which will be his/her office, which means the assigned branch while he/she will join the ascertained branch. Figure 3, presented in the study, illustrates a comprehensive comparison between the conventional recruitment process and the innovative e-recruitment process. Notably, the e-recruitment process was developed by the researchers of this study. One of the most significant advantages of e-recruitment is that it is more cost-effective than the traditional process, allowing employers to reach a larger pool of candidates while, at the same time, shortening the recruiting and hiring process.

The main difference between the design of the traditional recruitment process and the e-recruitment process lies in its process tasks' continuity or sequences (Holm, 2012). Unlike the traditional recruitment process, the task of the application stage (all about recruitment by the company and application by the candidates), the processing stage (scrutinizing receiving applications or CVs by the HR department, shortlisting applications, sending interview cards to the shortlisted candidates and building interview board for MCQ or written test) and decisional stage (arranging written test, oral test and finally sending appointment letter to the candidates who have passed all the steps successfully) was performed consecutively. In contrast, e-recruitment brought significant changes in the recruitment process that can happen simultaneously within a very short time. The main findings of this study are, where applying e-recruitment process takes about three months to complete the recruitment but applying traditional process takes time from six months to a year or more. Other findings shows that using the e-recruitment process, the qualified candidates can easily be selected in keeping with the technological development which is almost impossible in the traditional process.

Time is significant nowadays in every business process and can be saved due to internet-based recruitment. In this process, multiple candidates can be selected simultaneously by quickly fixing the criteria at each step. Many companies have turned to online recruitment as a resource for filling open positions to reduce hiring costs and reach a wider variety of qualified candidates. Online recruiting allows an employer to advertise a vacant position quickly and often inexpensively merits of the recruiting method are shown in Table 1.

Table 1. Merits of e-recruitment and traditional recruitment

E-recruitment	Traditional recruitment
Lower costs to the organization. Also, posting jobs online is cheaper than advertising in the newspapers. No intermediaries	Increase the pool of job candidates at minimum cost. Help increase the success rate of the selection process by reducing the number of visibly underqualified or overqualified job applicants.
Reduction in the time for recruitment of over 65 percent of the hiring time	It helps to reduce the probability that the job applicants, once recruited and selected, will leave the organization only after a short period.
Facilitates the recruitment of suitable types of people with the required skills	Helps to meet the organization's legal and social obligations regarding the compensation of its workforce
Improved efficiency of the recruitment process	Helps to identify and prepare potential job applicants who will be appropriate candidates
Recruitment websites also provide valuable data and information regarding the compensation offered by the competitors, which helps HR managers to make various decisions like promotions, salary trends, etc.	Helps to evaluate the effectiveness of various recruiting techniques and sources for all types of job applicants

E-recruitment allows the organization to attract more qualified and competent applicants, reduces the costs associated with attracting unqualified applicants, and makes filtering the applicants easier through technology adoption. It creates an improved and sounder image for the organization, thus, allowing the organization to reach more qualified applicants. With E-recruitment methods where resumes of underqualified candidates can be separated, and a larger pool of job seekers can be found, the recruitment process has been simplified in case of time usage. Costs in recruiting are usually high in terms of advertising, travel expense, third-party recruiter fees, etc.

Electronic recruiting allows an employer to advertise a vacant position quickly and inexpensively. However, some demerits (Table 2), may also be associated with this recruiting method. Web design can be pretty complex and daunting for the e-recruitment process, but with the development of the internet and technology, web design can be more accessible than ever. There are many resources on the internet, and everyone can learn to be a great web designer independently. A lack of logistical support can also hamper the e-recruitment process. Not all online recruitment services offer an in-depth job posting analysis; therefore, it can be hard to figure out what is and is not working and how to optimize it.

Table 2. Demerits of e-recruitment and traditional recruitment

E-recruitment	Traditional recruitment
Difficult to measure the effectiveness	Long time process
Sometimes attract a lousy candidate.	Lack of diversity
Poorly designed website	Biased decision making
Poor internet connection	Lack of finding suitable candidates
Spiral cost	Candidates lose interest
Unavailability of logistics	More excellent application and processing cost

With the ease of applying for a job online, under qualified and fraudulent candidates might apply for the job role. Within hundreds or thousands of job applicants, most will not be severe or

conscious about the role of a job that can soften the talent pool. It can also affect communication. Communicating with prospective employees through a screen can lead to misconstrued messages or wrong assumptions.

4 CONCLUSIONS

It has been proved that an organization can enhance the efficiency and effectiveness of the recruitment process and can significantly reduce costs by applying an e-recruitment system in their human resource (HR) management frameworks. Through the given conducted research, it is confirmed that the application of modern technology in the recruitment and selection process of Bangladesh ensures not only the successful completion of a practical project but also the improvement of the recruitment process by which the cost and time of a particular organization or business can be reduced.

The research outcomes suggest that the traditional paper-based recruitment process is no longer present in its forms and design. The most common differences identified were characterized by changes in the queue of tasks and the nature of the related activities. Modern technology-based e-recruitment and its techniques were applied to attract applicants, process incoming applications, communicate with qualified candidates, and ensure their final joining.

Applying new technology in the recruitment process may have many advantages for an organization, but it is challenging to research. The most probable benefit of this includes reducing cost, creating a broader audience worldwide, saving time, gathering detailed information about the candidate, and more accurately processing it within a short time, and ensuring the utilization of an organization's resources. The advantages of e-recruiting may differ from organization to organization because each organization has its operating strategy, and the recruitment objective should support that strategy.

Finally, it can be said that the application of new technologies in recruitment and selection is not only a trend to change the environment, but also it will permanently affect the area of human resources in the organization. These will not take away from the employer's responsibility or work. However, any operation supported by artificial intelligence or algorithm will be most welcomed (this case indicates the application received, analyzed, and verified, providing feedback to the candidates and contact with them for final selection) (Ford, 2015).

Although it is thought that it is filled with all future solutions related to the recruitment and selection process, which will make the human resource management teams' work more accessible and smoother, many experts are still aware of making decisions by machine. It has been proven repeatedly that using technology, artificial intelligence, and machine learning has significant potential for success. However, there is still a long way to go to ensure its full use or proper utilization in HR organizations (Morgan, 2014). This paper highlights the recruitment processes and a more creative and less expensive one, which attracts a larger pool of potential employees and smoothens the selection process faster. This paper aims to identify the benefits of e-recruitment and its processes by comparing traditional recruitment. E-Recruitment helps organizations be equipped with competent staff and thus is linked with many HR activities. It can track and maintain candidate applications, mostly among more prominent organizations. E-Recruitment has provided some remarkable benefits in terms of cost and efficiency. Due to the rapid advancement of technology and evolving digital tools, the e-recruitment process is the future of recruiting in the corporate world, while traditional recruitment processes are diminishing daily.

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