

Exploring the Association of Cyber Recruitment with Organizational Attraction and Moderating Role of Job- Type

Muhammad Hafeez

School of Business Administration

Shaheed Benazir Bhutto University, Shaheed Benazir Abad- Pakistan

Tel: 00923324413597 Email: mhafeezsaim@yahoo.com/ mhafeez@sbbusba.edu.pk

Samra Ashraf

Department of Computer Sciences

Lahore Leads University, Lahore- Pakistan

Nabila Kousar

Department of English

Bahauddin Zakariya University Multan, Sub- campus Layyah- Pakistan

Muhammad Mohsin Rusool

National Savings, Lahore

Ministry of Finance, Pakistan

Received: January 18, 2017 Accepted: February 25, 2017 Published: April 11, 2017

doi:10.5296/ijhrs.v7i2.10929 URL: <http://dx.doi.org/10.5296/ijhrs.v7i2.10929>

Abstract

The aim of this study was to explore the effectiveness of Cyber Recruitment and its impact on organizational attraction. This study additionally plans to examine whether Time saving mediates and

Job-Type moderates the relationship between cyber recruitment and organizational attraction. A sample consist of 382 respondents (fresh graduate job seekers and white & blue collar job seekers) was selected by utilizing Stratified Random Sampling. Data was collected through structured questionnaire which was developed by following five point likert scale. Data was analyzed by using macro process tool for Regression analysis through SPSS. It was concluded that Cyber Recruitment has positive impact on organizational attraction. Furthermore, results also conclude that time saving mediates and Job- Type moderates the relationship between cyber recruitment and organizational attraction. It pertains that the relationship between cyber recruitment and organizational attraction varies among different job categories. So, this study provides useful information for organizations to adopt cyber recruitment system to attract potential job seekers.

Key Words: Recruitment, Cyber Recruitment, Time saving, Job- Type, Organizational Attraction.

1. Introduction

1.1 Background:

From the last few decades competitive human resource is considered as one of the most prominent sources of competitive advantages (Brewster & Chris, 1995). Though, conventional economists and accountants called labor as a variable cost. However, from the last few decades the paradigm has changed and these workers are seen as important asset of an organization and employees are called as human resource. The organizations are supposed to be competitive and successful if their resources especially human resources are competitive and firm could use these resources to achieve their goals and objectives effectively and efficiently (Bratton & Gold, 2007). It is also consistent with resource based view that also argued that distinguished internal resources can lead to competitive advantages. Barney (1991) argued that internal resources those are valuable, rare inimitable and firms could organize them lead to competitive advantages. Thus, firms having valuable, rare and inimitable workforce perform better than their competitors to gain competitive advantages.

In general Human Resource Management (HRM) can be defined as a process to recruit, select and manage competitive workforce through appropriate HR policies. However, to gain competitive advantage these HR policies should be vertically fit with organizational goals and objectives and

horizontally fit with each other. Among those HRM processes, recruitment of appropriate workforce is the most critical decision that can even affect the effectiveness of other HRM decisions of selecting and managing workforce. It is found that firms those are able to attract and recruit appropriate employees, gain competitive advantages. Recruitment is the first step of hiring process. Hiring process is about carrying out all functions of simple recruitment. It means if any candidate fulfill the requirements of specific job from different choices, then the organization will hire that person. The next stage is closing the deal and having new employee join the company and fit in within the existing company culture.

So, recruiting is the process of finding the potential candidates against the vacancies of organization. To achieve the recruiting goals the recruiting program should arrange in such a way that attracted the qualified candidates (Decenzo & Robbin, 2012). A formal definition states that it is process of finding and attracting capable applications for the employment (Beer, Spector, Lawrence, Mills, & Walton, 1984). Recruitment process starts with the searching new recruits to the submission of applications. Thus recruitment allows making a pool of qualified and appropriate candidates for selection. The message and media has a great importance. Here the word “Message” has a specific meaning of advertisement and media refers to the source. If we talk about the media, the media and the effectiveness of advertisement are closely related. Communication is another issue in searching process. So by analyzing the credibility the medium of media should be selected. Generally, there are two types of medium of media those are used for advertisement. They are internet and print media (Newspaper). Internet is fast growing media in recent age.

1.2 Cyber Recruitment:

As the technology revolutionized in all fields of human beings so it have also a great impact on internal operations for organization. There are two kinds of affection of technology positive and negative. According to Decenzo & Robbin (1988) the technology has had a positive effect on operation for different firms, and it also has changed the work style of human resource managers. The modern technology helps managers to make accurate and faster decisions, define jobs clearly and better facilitate human resource plan. Electronic recruitment (Cyber Recruitment) is the process in

which information technology is used to perform faster and improved the recruitment process (Tong & Sivanand, 2005). According to Dixon (2000) there are two types of Cyber Recruitment.

➤ *Third Party Recruiters*

Third party recruiters are experts in Electronic recruitment (Cyber Recruitment) or online recruitment and responsible for proficient in hiring solutions to its customers. They support the hiring procedure of their customers by combining software & infrastructure and resumes database. Monster.com carrier builders.com and hotjobs.com (In Pakistan rozipk.com carrier midway.com hotjobs.com are the famous Cyber Recruitment service providers).

➤ *Corporate Recruiters*

In this kind of Electronic recruitment (Cyber Recruitment) the features of recruitment are included in the website of organization. The job seekers can apply directly in the website of the specific organization for specific job (Dixon, 2000).

➤ *E- mailing:*

Worcestershire County Council introduced another type of online recruitment that is “Cyber Recruitment deals with the applications – email enquiries, emailed application forms/CVs.” (www.worcestershire.gov.uk/eycs, 2014)

In this kind of recruitment the candidate are advised to send their CVs/Resumes by e- mail. Some organizations uploaded application form on their official websites and direct the candidates that they can download application form from website and e- mail it to organization given e- mail address after filling it carefully.

1.3 Cyber Recruitment and Organizational Attraction:

In recent age recruitment is considered as a powerful instrument for attracting candidates by the organizations (Rynes, Heneman, & Schwab, 1980). An individual optimistic approach or attitude for any organization is called organizational attractiveness (Smith, Bauer, & Cable, 2001).

Organizational attraction is a basic procedure of attraction-selection attrition cycle (Scheider, Goldstein, & Smith, 1995).

Rynes & Barber, (1990) explored three general strategies for organizational attraction. They found that “improved recruitment process” is the most important and topper strategy for organizational attraction. In explaining the improvement of recruitment process the authors say that the medium via recruitment message is delivered has a great importance in this respect (Rynes & Barber, 1990). Charming features of the website attract applicant (Rakholiya & Gupta, 2013).

1.4 Research Questions:

1. How Cyber Recruitment is related with applicant’s perception about employer?
2. Does Time Saving mediate the relationship between Cyber Recruitment and organizational attraction?
3. Does Job Type moderate the relationship between Cyber Recruitment and organizational attraction?

1.5 Objectives of the study:

1. To explore the relationship between Cyber Recruitment and organizational attraction.
2. To investigate how Time Saving mediate the relationship between Cyber Recruitment and organizational attraction.
3. To examine how site Job Type moderate the relationship between Cyber Recruitment and organizational attraction.

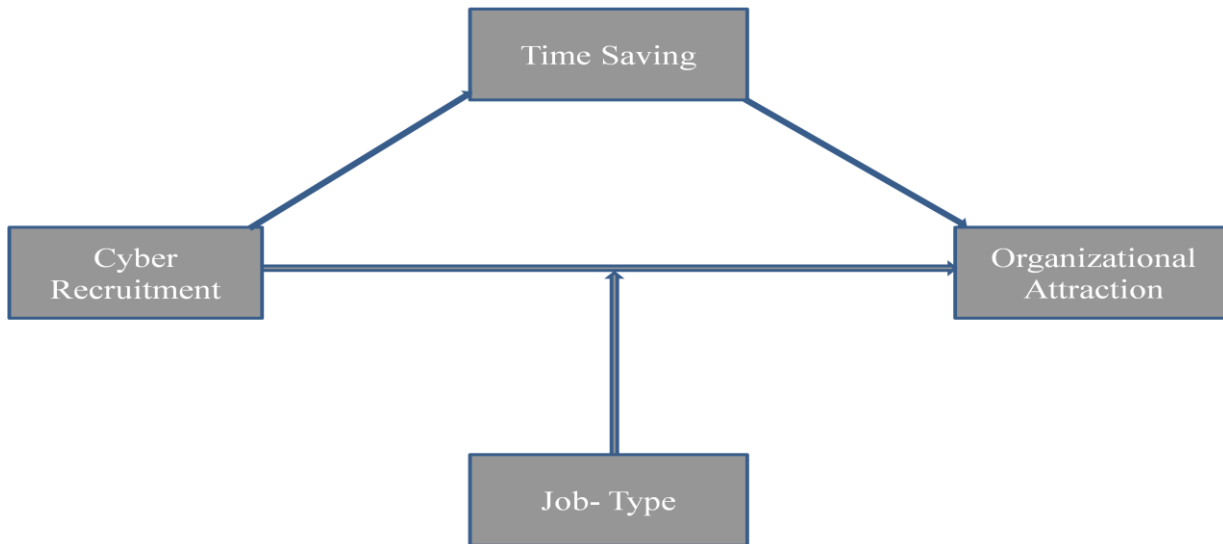
2. Research Design and Methodology

2.1 Theoretical Frame Work:

A lot of research into E-Recruitment has concurred that E-Recruitment affects the distinctive components of an organization like proficiency of recruitment, cost and intellectual capital and so on. The majority of researches have demonstrated that the positive part of E-enlistment in the organization. However this research clarifies the relationship b/w Cyber Recruitment and job attractiveness.

Research Model:

Figure 1: Research Model

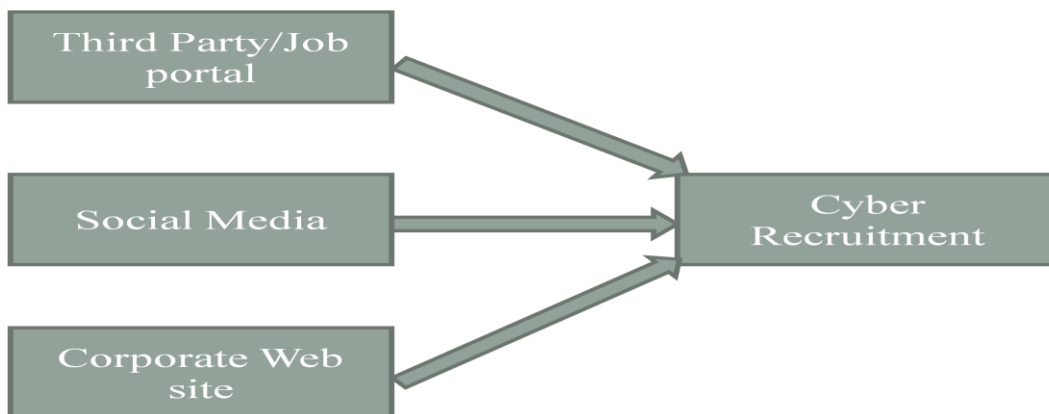


Please see the figure 1 demonstrates the independent, dependent, mediating and moderating variables of the study undertaken.

2.1.1 Independent Variables:

As shown in figure 1 (research model) there are five variables in this study. Cyber Recruitment is independent variable and organizational attractions dependent variable.

Figure 2: Factors of Cyber Recruitment

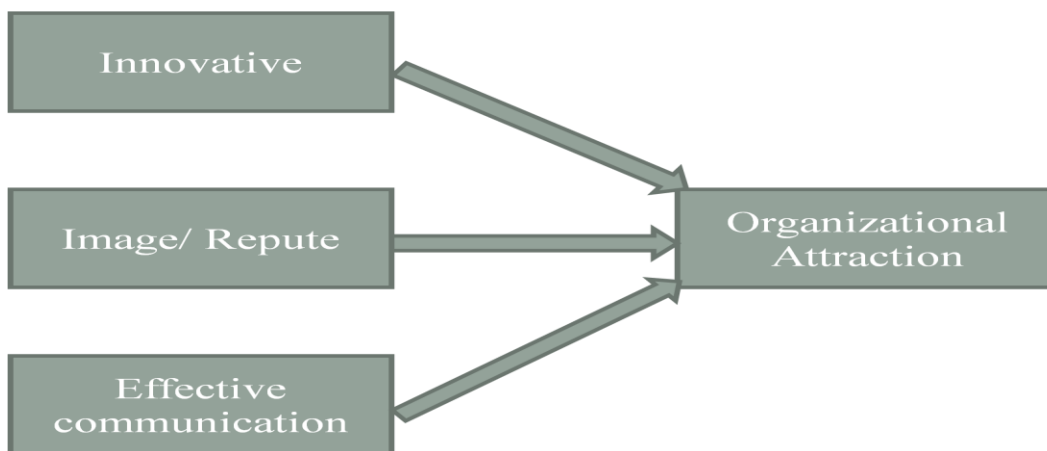


As the figure 2 shows questionnaire included first four questions to measure the independent variable. The questions of this variable are adopted from the study on the topic of “A study on the Applicant’s Perception towards Cyber Recruitment” was conducted by Rakholiya and Gupta. And the last question of this variable consists of four categories. These categories show the different source of recruitment. This question is adopted from the study on the topic of “the impact of Cyber Recruitment and job seekers perceptions on the intention to pursue the jobs” is conducted by Khan et al. (2011)

2.1.2 Dependent Variables:

As shown in figure 3 depended variable would be measured by image /repute, innovativeness and effective internal and external communication.

Figure 3: Factors of Organizational Attraction



The questionnaire included three questions to measure the job seekers perception towards organization on the basis of different recruitment sources. The questions and factors of this variable are adopted from the study on the topic of Exploring the association of Cyber Recruitment with organizational attraction and mediating role of cost effectiveness & easy to use conducted by Hafeez & Farooq (2016).

2.1.3 Mediating and Moderating Variables:

As shown in figure 1, time saving is the mediating and Job type is moderating variable. As general impressions and researches show that due to Cyber Recruitment system organization attracts job

seekers by saving their time. So time saving is considered as mediating variable of this study. Furthermore, the moderating variable Job Type refers to the types of job seekers, so we divided the job seekers in three categories.

a) Fresh Graduate Job seekers

The job seekers who are recently engaged in their finals and students of second last semester who are seeking for job.

b) White collar Job seekers

The job seekers who hold the higher or professional degree and executive level job and seeking for better opportunity. The people who work in an office or other professional environment are called white collar job holders.

c) Blue Collar Job seekers

The job seekers relating to manual work particularly in industry and seeking for the better opportunity in the same field.

One of the objectives of this study was to find the answer of the question; is the relationship between cyber recruitment and organizational attraction remains same among all these three categories of job seekers? It was the hypothesis of this study that in case of blue collar job seekers the relationship between cyber recruitment and organizational attraction could be affected. So, Job type was proposed as a moderating variable of the study undertaken.

2.2 Hypothesis:

H_{10} : There is no association between Cyber Recruitment and organizational attraction.

H_1 : There is association between Cyber Recruitment and organizational attraction.

H_{20} : Time saving doesn't mediate the relationship between Cyber Recruitment and organizational attraction.

H_2 : Time saving mediates the relationship between Cyber Recruitment and organizational attraction

H_{30} : Job type doesn't moderate the relationship between Cyber Recruitment and organizational attraction.

H_3 : Job type moderates the relationship between Cyber Recruitment and organizational attraction.

3. Research Methodology:

3.1 Population:

To meet the objectives of our study we targeted the HEC Recognized Business Schools and Home Appliances Electronic Industry from Lahore, Pakistan. The fresh graduate who are recently engage in their finals and students of second last semester who are seeking for job are selected as a population. So, our population is the business graduates from last two semesters. Data was collected from 17 HEC recognized business schools and the total population of fresh graduate was 9012. The whole information was gathered from admin and office of examination controller of concerned universities. Furthermore from home appliances industry we targeted the blue collar and white collar job holders as our population. The total population of blue collar was 4058 and white collar was 2603 employees. Our total target population including all kind of job seekers was 15673. So,

$$N= 15673$$

3.2 Sampling Technique and Sample size:

In this research the researchers took every sort of populace as strata. So as to choose the sample size from particular strata, the procedure of Stratified Random Sampling was utilized

We have used the following formula provided by Yamne (1967) to determine the sample size.

$$n = \frac{N}{1 + Ne^2}$$

Where N is Population size, n is sample size and e is level of precision.

In order to determine the total sample size two factors were considered, the level of confidence and level of precision. By assuming 95% confidence level and 5% precision rate, the sample size is

$$n = \frac{N}{1 + Ne^2}$$

Since, N=15673 and e=0.05

So,

$$n = \frac{15673}{1 + 15673(0.05)^2} = 382$$

Thus the sample should at least 382 respondents from all three kinds of population. The data was collected through structured questionnaire. The method of proportional allocation was used to distribute the total sample size between 3 strata. Following formula was used in this regard.

$$n_h = \frac{nN_h}{N}$$

Where N_h the population is size of h^{th} stratum and n_h is the sample size of h^{th} stratum.

Table 1: Sample size of each stratum

Stratums	Population (N_h)	Sample Size (n_h)
Fresh Graduate	9012	219
White Collars	2603	64
Blue Collars	4058	99
Total	9012	382

As shown in table 1, we have divided the sample size of each stratum by using given formula. The data was collected according to given sample.

4. Analysis, Findings and Discussions

4.1 Reliability Test:

In general, alpha reliabilities above 0.70 are supposed good when measured are utilized in large survey. The instruments used in basic research have reliable of about 0.70 or better in this case (Nunnally, 1978). In this case the cronbach's alpha of the Questions of different variables of current study is given below.

Table 2: Reliability Test

Reliability Statistics	
Variables	Cronbach's Alpha
Cyber Recruitment	.858
Organizational Attraction	.829
Time Saving	.865

As shown in table 2 the cronbach's alpha of the all questions is more than 0.80 which is exceptionally good and shows that our collected data is reliable.

4.2 Testing of Hypothesis:

Table 3: Descriptive Statistics

Statistics								
		Qualification	Age	Job Type	Gender	E Recruitment	Time Saving	Organizational Attraction
N	Valid	382	382	382	382	382	382	382
	Missing	0	0	0	0	0	0	0
Mean		1.9634	30.2984	.2592	1.3848	2.2976	1.9267	1.9197
Std. Deviation		1.03671	8.60751	.43875	.48719	1.09062	1.04266	1.04267
Minimum		.00	21.00	.00	1.00	1.00	1.00	1.00
Maximum		3.00	55.00	1.00	2.00	5.00	5.00	5.00

Table 3 shows the descriptive statistic of all variables.

Table 4: Analysis of hypothesis I

Following results are showing the output of OLS regression analysis where dependent variable is organizational attraction and Cyber recruitment is the independent variable.

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the estimate		
1	.825	.681	.680	.58993		
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std Error	Beta		
1	(Constant)	.107	.070		1.525	.128
	Cyber Recruitment	.789	.028	.825	28.464	.000

As shown in table 4, OLS Regression analysis was used to investigate the hypothesis that there is significant association between Cyber Recruitment and organizational attraction. Coefficient (β) is

.789 for Cyber Recruitment and its significant value is 0.000, which shows that Cyber Recruitment is screening significant impact on organizational attraction. β Means if independent variable Cyber Recruitment is changed by 1 the dependent variable organizational attraction is increased by .789. As the sample size of this study is not very large and whole population was not used as a sample so adjusted R square has been used for interpretation. Table shows that the value of adjusted R square is .680, which shows that independent variables have 68% affect on dependent variable. So, on the basis of these findings we reject H_{10} and may conclude that there is an association between Cyber Recruitment and organizational attraction.

Table 5: Regression Analysis for Mediator

Model 4						
X= Independent variable (IV)	Y= Dependent Variable (DV)	Mediator (M)			Sample Size	
Cyber Recruitment	Organizational Attraction	Time Saving			382	
IV (X) to Mediator (M)						
	Coeff	se	t	P		
Constant	.0103	.0609	.1690	.8659		
E Recruitment	.8341	.0240	34.8044	.0000		
Direct Effects of Mediator (M) on DV (Y)						
	Coeff	se	t	p		
Constant	.1001	.0554	2.0508	.0712		
Time Saving	.7171	.0466	15.3903	.0000		
Total effect of X on Y						
effect	se	t	p			
.7888	.0277	28.4635	.0000			
Direct effect of X on Y						
effect	se	t	p			
.2187	.0305	7.1680	.0000			
Indirect effect of X on Y						
effect	Bootse	BootLLCI	BootULCI			
.5701	.0464	.4757	.6613			
Model Summary						
R	R- sq	MSE	F	df1	df2	p
.9312	.8672	.1451	1237.3930	2.0000	379.0000	.0000

As shown in table 5, Macro process tool for Regression analysis was used to investigate the hypothesis that Time saving mediates the relationship between Cyber Recruitment and organizational attraction. Results show that Cyber Recruitment is a significant predictor of Time Saving, $b = .8341$, $SE = .0240$, $p < .05$, and that Time Saving is a significant predictor of organizational attraction, $b = .7171$, $SE = .0466$, $p < .05$. These outcomes support the mediational hypothesis. Cyber Recruitment was no longer a significant predictor of organizational attraction after controlling for the mediator, Time Saving, $b = .2187$, $SE = .0305$, consistent with full mediation. About 86% of the variance in organizational attraction was accounted for by the predictors ($R^2 = .8672$). These results pertained the indirect coefficient was significant, $b = .5701$, $SE = .0464$, 95% CI = .4757, .6613. Receiving Cyber Recruitment was associated with approximately .57 points higher organizational attraction scores as mediated by Time Saving. So, on the basis of these findings we reject H_{20} and may conclude that time saving mediates the relationship between Cyber Recruitment and organizational attraction.

Table 6: Regression Analysis for Moderator

Model 1						
X= Independent variable (IV)	Y= Dependent Variable (DV)		Moderator (M)		Sample Size	
Cyber Recruitment	Organizational Attraction		Job Type		382	
Model 1						
	Coeff	se	t	P		
Constant	1.1052	.1520	7.2703	.0000		
Job Type	-.7497	.1855	- 4.0407	.0001		
E Recruitment	.1555	.0834	1.8645	.0630		
Int 1	.6058	.0895	6.7656	.0000		
Int 1 E Recruitment X Job Type						
R-square increase due to interaction(s):						
	R2-chng	F	df1	df2	p	
Int 1	.0315	45.7736	1.0000	378.0000	.0000	
Conditional effect of X on Y at values of the moderator(s):						
Job Type	Effect	Se	t	p	LLCI	ULCI
0.000	.1555	.0834	1.8645	.0630	-.0085	.3196
1.000	.7613	.0325	23.3995	.0000	.6974	.8253
Model Summary						
R	R- sq	MSE	F	df1	df2	P
.8601	.7397	.2852	358.0547	3.0000	378.0000	.0000

In order to analyze the moderating role of Job Type, a dummy variable was developed on the basis of response of Job Type. The data was divided dichotomously on the basis of job categories. Blue collar job seekers were denoted with 0 and rest of the job seekers were denoted with 1.

As shown in table 5, Macro process tool for Regression analysis was utilized to examine the hypothesis that Job type moderates the relationship between E-Recruitment and organizational attraction. It is depicted in results that Int 1 is significant, R^2 change = .0315, $F= 45.7736$ and $p < .05$. These results bolster the moderation hypothesis. . Results of conditional effect of X on Y pertain that in case of 0.000 that denotes Blue Collar job seekers there is no significant association between Cyber Recruitment and organizational attraction as Effect= .1555 SE= .0834, $t= 1.8645$ and $p > 0.05$. Furthermore, in case of rest of job seekers (Fresh graduates and white collar job seekers) which is denoted by 1.000 there is a significant association between Cyber Recruitment and organizational attraction as Effect= .7613 SE= .0325, $t= 23.3995$ and $p < 0.05$. Model summary shows that our model is significant. Consequently, on the basis of these findings we reject H_{30} and may conclude that job type moderates the relationship between Cyber Recruitment and organizational attraction.

5. Conclusion:

Employees are the most imperative assets of all organizations. Accordingly, in today's unstable and dynamic environment, new techniques for dealing with these essential assets ought to be perceived and should be under high consideration. Organizations can gain competitive advantages by using these strategies. Competitive advantage occurs when vital activities result in asset or ability contrasts that create higher association level benefit and cash flows (Rumelt, 2003; Pacheco-de-Almeida and Zemsky, 2007). To gain competitive advantage any firm should be unique in relation to its rivals in ways that permit it to gain higher returns. Internet is available all the time and easily accessible for job seekers and companies as well. It may also give chance to applicants to get information at local, National and international scale. By using cyber recruitment System Company can target various kinds of candidates. The basic advantage of e-recruitment is that organization effectively attracts their targeted labor market in a short period of time.

The present study attempts to clarify the important influences of cyber recruitment on organizational attraction. We visited different HEC recognized business schools from Lahore Pakistan to collect data from fresh graduate job seekers. Furthermore we have visited different plants of home appliances industry of Lahore to collect data from blue and white collar job seekers. The information derived from collected data were inspected deeply to analyze the comprehension of E-Recruitment and its effect on organizational attraction. To meet the objectives of study three hypothesizes were developed. Ordinary least square regression was used to test these hypothesizes. The findings and results of this study showed that there is a positive association between cyber recruitment and organizational attraction. Furthermore, to analyze that whether Time saving mediate and Job Type moderate the relationship between Cyber Recruitment and Organizational attraction macro process tool for regression analysis was used. Results showed that time saving mediate the relationship between cyber recruitment and organizational attraction. It means that Job seekers attracted towards cyber recruitment because it saves the job seekers' time which enhance the overall attraction of an organization. In addition findings regarding job type showed that Job Type moderates the relationship between cyber Recruitment and organizational attraction. The study undertaken showed that there are three types of job seekers; fresh graduates, white collar and blue collar job seekers. Results pertained that fresh graduates and white collar are attracted towards cyber recruitment which enhanced the organizational attraction. On the other hand majority of blue collar job seekers have not shown a great deal of interest in cyber recruitment. It was found that there is no significant relationship between cyber recruitment and organizational attraction in case of blue collar job seekers.

So, on the basis of the findings, it is recommended to the organization to adopt Cyber Recruitment strategy as it attracts the job seekers towards organization because it saves the time of job seeker. However, cyber recruitment is not recommended for the organizations who want to recruit or attract the blue collar job seekers.

The study implies that the human recourses practitioners and policy makers need to introduce Cyber Recruitment system to attract the white collar and fresh graduates. Implementing Cyber Recruitment strategy can provide significant benefits to organizations. The recruitment study shows that in future

every organization that wants to meet the goals and competitive advantages have to adopt this Cyber Recruitment system.

Dedications:

Authors dedicate this study to Muhammad Abid Naveed, Muhammad Saeed, Musarrat Siddique, Iqra Siddique and Muhammad Moazzam for their precious help in data collection.

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