

# Attitudes toward e-recruitment.

## An explorative study in Romania

Prof. Assoc. Laurențiu Gabriel Țîru, PhD  
West University of Timișoara, Romania

Mădălina Mohorâta, Msc  
West University of Timișoara, Romania

### **Abstract**

This paper uses a measurement scale to identify the vision of individuals in relation to online recruitment. The main objectives seek to identify what sources of recruitment respondents prefer, whether their opinions are differentiated by gender and age; the occupational status is an important variable which might change the participants' opinion on the effectiveness of recruiting websites. The key objective of this paper is to emphasize the relationship between social media and recruitment, more precisely how is the entire process by the virtual environment. Based on the obtained results we may conclude that people who tend to use Facebook above the average are inclined to use and to have a positive attitude with respect to recruiting platforms. Furthermore, it can be noticed that people who would choose as a primary source of search of a job the recruitment websites display differences in perception compared to the other respondents. The conclusions drawn from this research are that age and gender are not a variable which displays differences in perception. Yet, based on the obtained results we may notice that the preferences for the use of recruiting platforms influence their opinions.

**Keywords:** human resources; recruiting process; HR methods.

### **Introduction**

This paper focuses on the efficiency of the recruitment methods used, the way they are managed, as well as the challenges associated with online recruitment. Currently in Romania, the most used online recruitment platform is LinkedIn, with over 2.17 million users. (HR Lab, 2018).

### **Updating technology in the online recruitment process**

Online recruitment is a process of attracting and hiring staff using the electronic system. (Kaur, 2015) This is a concept that began to be the subject of discussions in the mid-1990s, with the rapid appearance and evolution of the Internet. (RoyChowdhury, 2013). The first forms of human resource management appeared in 1943, at which point the technological upgrading of payment systems was intended. (Johnson, Lukaszewski, & Stone, 2016) The expected importance and benefits of digitization were not known until

after 1990 when, with the emergence of Web 1.0, the first form of online recruitment appeared. It consisted in the replacement of the employment ads, which were previously printed and published in the press (more precisely, in newspapers) and then were posted on online platforms, more precisely websites. (Wozniak, 2014)

The adoption of Web 2.0 contributed to the development of the recruitment process, which led to the occurrence of online communities (networking) represented by websites, where individuals could express their opinions on certain posts, not just watch the published ads. (Wozniak, 2014)

Web 3.0 recruitment is done by creating online groups, using connections between individuals, but also using multilateral networks, creating values online, a specific brand that individuals are looking for. (Wozniak, 2014) Online recruitment is divided into two large categories: the organization's promotion website and career websites. (Kaur, 2015) The Web 4.0 phase brought websites automation and process efficiency; various strategies such as online recommendation were developed. (Wozniak, 2014)

Between 1990 and 2010 human resource departments focused on the automation of recruitment and selection processes, training, database management, management of data on employee performance and rewards, and they did that due to the "explosion" of software products appeared on the market. (Johnson, Lukaszewski, & Stone, 2016) Digitization aims to eliminate costs and facilitate the employment process; for example, a person looking for a job is just one click away from the employer and no longer needs to search for jobs in the newspaper or go directly to the company headquarters to be able to submit their CV. (Brandao, Silva, & Vieira dos Santos, 2018)

Candidates can also apply for international jobs, and recruiters have access to a wider range of candidates. (Barber, 2006) The Internet has brought a radical change in online recruitment, with a rapid increase in use among recruiters and potential candidates. (RoyChowdhury, 2013) Technology is developing new communication methods, which makes it possible for a regular (face-to-face) interview to take place online, without any space constraints, bringing about a radical change involving new strategies and methods. (Dipboye, 2005)

Nowadays, recruitment is web-based and uses tools/software allowing to attract candidates, handle applications and CVs, provide automated feedback, select candidates and maintain an up-to-date database, all aiming to make the entire process more efficient. (Brandao, Silva, Morais, & Mario, 2017)

### **E-recruitment, definitions, types & theories**

Recruitment is the process of identifying human resources and attracting potential candidates. (Mohamed Badr ElDin Aboul-Ela, 2014) Due to the context, recruitment was the

physical interaction between the organization and the applicant, trying to figure out whether their needs and expectations were concomitant. (Brahmana & Brahmana, 2013). Attracting candidates nowadays is very important because an attractive offer published will result in an automatic increase in the number of people interested in that position. (du Plessis & Frederick, 2012). Three stages were identified in the recruitment process: launching the employment ad, interaction and connection between the company and the possible future employee, and not least the job offer. (Brandao, Silva, & Vieira dos Santos, 2018)

With the help of e-recruitment, a candidate no longer has to physically go to one place or look for ads in the newspapers. (Brahmana & Brahmana, 2013) The purpose of e-recruitment is to streamline processes, reduce the costs of an organization and gain access to a larger group of candidates. (Malhotra & Sharma, 2015) A study conducted by the Bureau of Statistics shows that in 2011, over 95% of companies had access to the internet and adopted a form of online recruitment, while only people over 60 years old do not use or have difficulty using the internet. (Wozniak, 2013)

### **Types of online recruitment**

e-Recruitment seeks to capture the attention of the most specialized candidates by using an advanced communication system. For example, candidates fill out various online forms, so a quicker sorting of candidates is possible. (Brandao, Silva, & Vieira dos Santos, 2018)

Online recruitment can be centralized (decisions are taken at the level of a single department) or decentralized (a specific department has the necessary decision-making authority for all other departments). The most effective sources of recruitment are: recommendations, recruiting agencies and publication of ads. (Kaur, 2015)

Another classification of electronic recruitment is: the website of the company targeting the "career" section and, on the other hand, there are professional websites where those interested can find a variety of available jobs. (RoyChowdhury, 2013)

### **Traditional recruitment vs. electronic recruitment**

The purpose of organizations is to identify and implement the most suitable recruitment strategies. (Sivabalan, Yazdanifard, & Ismail, 2014) The traditional hiring process consisted of hardcopy CVs, personally submitted or mailed to the organization, followed by interviews that were conducted in a certain geographical area. The selection of CVs was very difficult to do, recruiters selected a limited number of potentials, without using very well defined selection criteria. (du Plessis & Frederick, 2012)

Electronic recruitment is fast and efficient; the process is completed in a few weeks. A great minus in online recruitment is the lack of face-to-face interaction. Traditional

methods are more strategic, as they have access to the entire population, even to people without a technological education. (Brandao, Silva, & Vieira dos Santos, 2018) The traditional interview stage was more satisfactory and included a suite of methods and techniques such as: preparation of applications, references, aptitude and psychological tests, biographical data, etc. Today, a small number of traditional methods are used, which is why the risk of choosing the wrong person is higher. (Ntiamoah, Abrokwah, Agyei-Sakyi, Siaw, & Opoku, 2014) The most traditional method of recruitment was that of newspapers, while today newspapers were replaced by the media and online media. (Sivabalan, Yazdanifard, & Ismail, 2014) Online recruitment is an attractive method because candidates can conduct company-related investigations and have access to a wide range of possibilities. (Sylva & T. Mol, 2009) E-recruitment plays an important role in today's business so the two methods should be combined especially if we target senior candidates (they enter the comfort zone and fail to adapt to online processes). (Ghazzawi & Accoumeah, 2014)

Both traditional and electronic recruitment are divided into active and passive recruitment. Traditional passive recruitment involved attracting individuals by disseminating advertising materials (leaflets and posters), while online ads are placed on websites depending on the field where one operates. Traditional active recruitment involves a face-to-face approach, whereas in online recruitment the candidate is approached by e-mail. (Catalyst Regulatory Foundations, 2014) Online recruitment goes beyond the barriers imposed by traditional methods and facilitates access to candidates. (Malhotra & Sharma, 2015)

Traditional methods should not be replaced entirely with electronic ones, but should complement modern processes in order to achieve an excellent result. (Kaur, 2015)

### **Social media and its impact on online recruitment**

The most strategic method of managing human resources is to attract and retain employees within the company. (Koch, Gerber, & de Klerk, 2018) Globalization has determined management to use improved techniques, and the media are an essential source. (Siddiqi & Alam, 2016) At the same time, websites are fundamental in attracting a significant number of applicants. (Badr ElDin Aboul- Ela, 2014) The most used websites for recruitment purposes are: LinkedIn, Facebook and Twitter; websites where employers can search for candidates or check the validity of the personal data of a future employee. (Lal & Aggarwal, 2013)

Online promotion helps to strengthen the organizational brand. (Lal & Aggarwal, 2013) The number of websites has increased considerably, and the difference in perception on online recruitment depends on the type and speed of websites, but also on the methods used. (Mohammed Masa'd, 2015)

With the evolution of technology, the “war for talents” appears, a concept noticed since 1998. Nowadays, we are facing a shortage of employees, and companies try to use the most revolutionary and efficient methods of attracting staff. Recruitment has become an important pillar within an organization; websites are defined as applications that facilitate the interconnection of individuals, by creating personal profiles and developing chats to which users have unlimited access. (Mohammed Masa’d, 2015) The use of social networks allows access to a wide range of candidates that is available at any time. (Kaur, 2015)

### **Online recruitment sources**

An online platform where individuals can be recruited is Github. Github is a virtual community where professionals publish their professional achievements. (Kaur, 2015)

LinkedIn is a professional platform and represents an opportunity both to promote vacancies and to contact potential employees. (Brahmana & Brahmana, 2013) A study published by Bullhorn in 2013 shows that 85% of respondents from the English speaking countries post on LinkedIn. (Wozniak, 2014) Potential candidates are divided into: active candidates (who are looking for a job), semi-passive (who do not want to change jobs, but are interested in keeping up to date with opportunities) and passive (who do not seek in any way a job). (Koch, Gerber, & de Klerk, 2018) The LinkedIn profile is the professional mirror, the old-time CV in a modern form. (Mohammed Masa’d, 2015) LinkedIn becomes an indispensable platform for the recruitment process. (Koch, Gerber, & de Klerk, 2018)

The Facebook platform is less used for professional purposes, as it is more of a social platform. However, professional groups are created, and we frequently find employment ads. (Mohammed Masa’d, 2015)

Twitter has a low impact on recruitment, although it is a very popular website. This platform is quite difficult to use and is also a great time-saver. (Koch, Gerber, & de Klerk, 2018)

### **Advantages and disadvantages of online recruitment**

It is a proven fact that traditional methods take longer, but the Internet is not always used properly. Operating systems provide very well-defined interfaces, accessible to users. (Kapse, Patil, & Patil, 2012)

#### *Advantages of electronic recruitment*

The most important advantage is the profitability offered by this method. Compared to traditional methods, costs are significantly lower. (SABHA, 2018) Publishing ads on the Internet is often free of charge compared to publishing them in the newspaper, which is quite expensive. (Brandao, Silva, Morais, & Mario, 2017) Online ads do not have a standard

period in which they can be viewed. (Rezaul Karim, Miah, & Khatun, 2015) Ads can be published locally, nationally or internationally for free, only if a more special promotion is desired, in which case various charges apply. (du Plessis & Frederick, 2012)

With the help of technology, companies have a large number of applicants available. (Mohamed Badr EIDin Aboul-Ela, 2014) The possibility of recruitment outside the company perimeter is a great advantage when the unemployment rate is very low and the market cannot be covered, therefore companies seek potential employees from areas with lower economy or with a higher unemployment rate. (SABHA, 2018)

Another benefit is the time saving, because specialized software has appeared that analyses the collected data. (Mohamed Badr EIDin Aboul-Ela, 2014) Communication is carried out without delay, for example: before, companies used the postal system or faxes, without access to worldwide communication. (Rezaul Karim, Miah, & Khatun, 2015) At the same time, feedback is offered in a short time, with the help of e-mail platforms and software scheduled to automatically send feedback. (Brandao, Silva, Morais, & Mario, 2017) Information displayed in the online environment is clear and can be verified on several web sources, and data are collected in standard format. (Rezaul Karim, Miah, & Khatun, 2015)

The use of electronic methods benefits both the employer and the people who are looking for a job. The Internet is accessible to all, and the amount of information transmitted online is unlimited, which give the organization much more chances to succeed in hiring the right candidate. (Fred & Kinange, 2018)

### *Disadvantages*

If the database is very large and the organization is not technologically well prepared, there is a risk of loss of resources. (Brandao, Silva, Morais, & Mario, 2017)

E-recruitment can lead to discrimination, especially when candidates are selected based on ethnic criteria. (Rezaul Karim, Miah, & Khatun, 2015) Organizations should not just use modern methods, because they discriminate against the population that does not use the Internet. (Brandao, Silva, & Vieira dos Santos, 2018) Internet access carries a high risk of presenting false statements, because users can write whatever they want, and in order to avoid this risk, organizations apply aptitude and personality tests. (du Plessis & Frederick, 2012) Submitting CVs online is very simple, and the employer risks finding people who are just "testing the market", who really do not want to change their jobs, which leads to a waste of time. (Rezaul Karim, Miah, & Khatun, 2015)

We risk choosing an unsuitable candidate when, for example: interviews are conducted only online. Thus, traditional methods should complement modern ones. (Fred & Kinange, 2018)

The type of online recruitment methods used have an impact on the prestige of the company, which has the effect of closing the available positions in a much shorter time. (Rezaul Karim, Miah, & Khatun, 2015) At the same time, the implementation of artificial intelligence has helped to strengthen the recruitment process, making organizations more competitive. (Fred & Kinange, 2018)

## Methodology

The investigative method used in the present research is the sociological survey, and for the data collection the research instrument used is the questionnaire. The study aims to identify the main sources of recruitment, but also how the opinions of respondents are influenced according to socio-demographic data (sex, age, status: active or inactive person, etc.). At the same time, another important objective is to highlight the relationship between the use of social media and the use of recruitment websites.

With regard to the first objective, we have found the following hypotheses:

- H1. There are significant differences in online recruitment depending on the recruitment platform used
- H2. Male and female respondents express differentiated opinions about recruitment websites.
- H3. There are significant differences in the perception of recruitment websites depending on the age of individuals.
- H4. There are significant differences between people who have entered the labour market and students compared to the use of recruitment websites.
- H5. People who own and use recruitment accounts show different attitudes towards recruitment websites compared to those who do not own such accounts.
- H6. Individuals who regularly look for jobs on recruitment websites have a different attitude towards those who do not look for a job.
- H7. There are significant differences in the perception of recruitment websites due to the job/study area.

The second objective pursues:

- H8. There is a link between the frequency of use of social media platforms and recruitment websites.

### *The research tool*

The research tool used is the questionnaire, which consists of a 5-point Likert scale (1 = Strongly disagree - 5 = Strongly agree). The initial scale was composed of 18 items, but due to the differences of understanding produced by the translation of



the scale into Romanian, the final version was composed of 15 items, divided into 4 main dimensions. In order to strengthen the hypotheses and also to reach the proposed objectives, we decided to add another dimension from a scale that follows the dependence on social media and more specifically the Facebook addiction. Thus the dimensions that make up the scale are:

- Recruitment utility (4 items)
- Ease of use of recruitment websites (4 items)
- Perceived stress (3 items)
- General concept/Intent (4 items)
- Facebook addiction (6 items)

The initial scale was taken from (Brahmana & Brahmana, 2013), which comprised 5 dimensions and consisted of 7 steps. Due to the fact that the third dimension (*Perceived Enjoyment*) could not be adapted in the Romanian language, we replaced it with the most representative dimension for the present research, namely the one that follows the Facebook addiction. (BFAS; Andreassen et al., 2012). Thus, we have found strong indicators such as: "I think the use of online recruitment websites has been very efficient"; "I am willing to use recruitment websites to search for vacancies"; "I spend a lot of time on Facebook".

In order to analyse and compare the results, we used variables such as: gender, age, status, the main sources used when looking for a job, the existence of recruitment accounts and the number of jobs.

### *The population studied*

The research targets the active and inactive population. The questioned students follow studies in the both technical and socio-humanistic fields. The respondents from the active population category come from the IT, social sciences and humanities and economic fields. Moreover, the study was addressed to the population of Timișoara. I decided to approach the population of Timișoara as this city becomes a European capital of culture and is an important economic centre with a variety of available jobs promoted especially in the online environment.

### *Research method and data collection*

In order to carry out the research, a non-probability sampling method was used, because the present paper presents a research for didactic use. We also used this method because the research targets a small group of respondents, very well defined. Thus, the participants in the study were chosen according to socio-demographic criteria.



Data were collected online using a Google form. The questionnaire was posted on the groups of students from UVT (West University of Timisoara) and on groups targeting people employed in Timișoara, especially in the social sciences and humanities, IT and economic fields. Data were collected between February 15 and March 15 in the online environment, targeting especially people living in Timișoara.

## Results

To verify the proposed hypotheses, data were subjected to several statistical tests. We focused on the verification and validation of the used items, but also on the relationships between the used items. 174 responses were validated, showing similarities of opinion but also differences that seek to improve the use of online recruitment methods.

In order to verify the consistency of the items used, we carried out an analysis to test data credibility on the two scales used. As far as the “e-Recruitment” scale is concerned, a number of 174 valid cases were used, thus it can be observed that  $\alpha=0.93$  ( $n=15$ )  $>0.7$ , demonstrating the existence of an almost perfect consistency which confirms us that we could also use the questionnaire in Romanian. In most cases we have a strong correlation between items, except item Q10, which has the weakest correlation with item Q14,  $r = 0.31$ ; on the other hand, the strongest correlation is between items Q5 and Q7, where  $r = 0.73$ . No item had to be eliminated because the total correlation of items with the overall scale score shows that  $r > 0.3$  in all cases. The second scale, “Facebook addiction” ( $n = 174$  valid cases) was composed of 6 items. Thus, we can see that the factor  $\alpha = 0.823$ , higher than 0.7, shows that the items have a strong consistency.

We noted that Q16 had a higher average score than the other items with an average of 2.63 and the lowest average score was found in the Q18 item, with an average of 1.66, which indicates that if we remove the two items of the scale would be more consistent, but analysing the column denoting the values if one of the items were excluded, we noted that Cronbach’s alpha does not have an increase from the initial factor  $\alpha = 0.823$ .

With the help of factorial analysis we tested the data on each dimension. Following the Kaiser test, we noted that in most cases we had values above 0.8, which, being very close to 1.0, demonstrated that the factorial analysis can be used according to the data used. Only in terms of dimension 3, respectively “the perceived stress” we find a lower value: 0.67, but the data are used properly in this case also. Moreover, the Bartlett’s test of sphericity indicates values at a significance threshold  $p = 0.000 < 0.05$ , which is low enough, in all the analysed situations, to nullify the hypothesis that the variables are not correlated, thus, we have a strong connection between data. Looking at the table of data variance, we can observe that the average of over 55.5% of the

consistency of items is explained after extraction. By investigating the scree plot table, each dimension is influenced by only one factor.

The first hypothesis follows significant differences depending on the choice of respondents as to the first source they would use if they were looking for a job. Thus, we have the first group that prefers recruitment websites (89 responses), LinkedIn (44 responses) and friends/acquaintances (41 responses). In the five categories we find the following information:

I: recruitment websites:  $F$ , 3.92;  $SD$  = 0.92 at an error of 0.09; LinkedIn:  $F$  = 3.87;  $SD$  = 0.86 at an error of 0.12; Friends/Acquaintances:  $F$  3.13;  $SD$  = 0.90 at an error of 0.12.

II: recruitment websites:  $F$ , 3.94;  $SD$  = 0.86 at an error of 0.09; LinkedIn:  $F$  = 4.03;  $SD$  = 0.74 at an error of 0.11; Friends/Acquaintances:  $F$  3.36;  $SD$  = 0.94 at an error of 0.14.

III: in the category of recruitment websites we have an average of 3.69 with a standard deviation of 0.95 and an error of 0.10; in the LinkedIn category, the average is 3.76; standard deviation of 0.94 and error of 0.14; and for the friends/acquaintances category, we have an average of 3.33; standard deviation of 0.91 and an error of 0.14.

In the fourth dimension we notice that: on the group of followers of recruitment websites, the average is 3.79;  $SD$  = 0.93 at an error of 0.09; LinkedIn group:  $F$  3.84;  $SD$  = 0.87 at an error of 0.13 and the friends/acquaintances group, where  $M$  = 3.63;  $SD$  = 0.94 at an error of 0.07.

In the last dimension, the average for the group of recruitment websites is 2.19;  $SD$  = 0.76; error = 0.08; LinkedIn:  $M$  = 2.19 is almost identical to that of recruitment websites,  $SD$  = 0.79, error = 0.11; Friends/Acquaintances:  $F$  2.06;  $SD$  = 0.78 and an error of 0.12.

At the same time, the Levene test for homogeneity of variance shows that the groups are homogeneous. All dimensions have a coefficient  $p > 0.05$ .

Anova						
Dimension		Sum of squares	df	Mean Square	F	Sig.
Usefulness	Between Groups	18.93	2	9.46	11.47	0.00
	Within Groups	141.1	171	0.82		
	Total	160.03	173			
Ease of Use	Between Groups	11.93	2	5.96	8.13	0.00
	Within Groups	125.35	171	0.733		
	Total	137.29	173			
Use_stress	Between Groups	4.8	2	2.4	2.68	0.07
	Within Groups	152.93	171	0.89		
	Total	157.74	173			
Intention	Between Groups	17.39	2	8.69	10.14	0.00
	Within Groups	146.56	171	0.85		
	Total	163.95	173			
Facebook addiction	Between Groups	0.53	2	0.26	0.44	0.64
	Within Groups	103.57	171	0.6		
	Total	104.11	173			

Table 1. Anova Analysis<sup>1</sup>

Anova analysis: in two situations, namely on the stress dimension & the addiction dimension the null hypothesis is rejected because the significance threshold is higher than 0.05. With regard to the other three dimensions, the hypothesis is confirmed, thus we find significant differences between the three groups.

With regard to the utility dimension, the ratio  $F(2,171) = 11.47$  at a significance threshold of  $0.00 < 0.01$ . Thus, we find significant differences in the answers of the three categories of respondents, i.e. those who are looking for a job on recruitment websites / LinkedIn / Friends & Acquaintances about the perceptions of the use of recruitment websites. We could say that those who are looking for a job on the internet may have a more positive attitude towards the usefulness of recruitment websites.

Analysing the perception of the use of these websites we can see that we have significant differences between the three categories. Therefore  $F(2,171) = 8.13$  at a  $p = 0.00 < 0.01$ .

The stress of using recruitment websites does not bring statistical differences between the perceptions of the three groups under review. This is suggested by the ratio  $F(2,171) = 2.68$  at a  $p = 0.00 < 0.01$ .

Commenting on the dimension of the intention to use recruitment websites, we note that the respondents have different perceptions; we could say that those who

<sup>1</sup> Source: Authors

would use the internet to find a job are more likely to use recruitment websites. Thus,  $F(2,171) = 10.14$  at a  $p = 0.00 < 0.01$ .

The last dimension targeting the Facebook addiction does not influence the responses of respondents, because  $F(2,171) = 0.44$  at a  $p = 0.64 > 0.05$ .

Post hoc analysis/recruitment sources, on all three dimensions: usefulness, perception and intention, significant differences are at the level of recruitment websites and LinkedIn compared to friends/acquaintances. Thus, for both groups compared to the friends/acquaintances variable  $p = 0.00 < 0.05$  which means that there are differences.

The fact that LinkedIn is part of the same category of online platforms as recruitment websites is a reason why differentiated opinions are not formed at their level. Both LinkedIn and recruitment websites are equally used, both being part of the e-recruitment methods.

Analysing the information provided above, we can say that the research hypothesis is confirmed on three of the five dimensions.

To test the second hypothesis, we compared the conception of men (78) and women (96) of the five dimensions used to determine the existence of differences of perception of online recruitment and more specifically of recruitment websites. According to the test, in all cases we find a significance threshold considerably higher than 0.05; we can say that the beliefs of the two categories are very similar.

The analysis to validate H3 was performed on three categories of age, namely: the first group of people aged 18-25 years, where we find 80 registered answers, the second group: individuals aged between 26 and 35 (62 answers) and the last category of people aged over 36 years (32 answers). All categories were analysed on the basis of the five dimensions regarding perception of recruitment websites. We find pretty close averages between categories, so age does not influence the opinion of participants differently. Analysing the Anova test on the five dimensions, we can see an indication that the null hypothesis is rejected because the F ratio on the 5 categories is insignificant as the significance threshold is greater than 0.05. The Anova analysis presents arguments that the research hypothesis is null.

To examine H4, the research followed two target groups: active persons, i.e. employees ( $n = 100$ ) and inactive persons, i.e. students ( $n = 74$ ). Analysing the respondents' perspective on the usefulness of recruitment platforms, we noted that the active persons were more prone to use recruitment websites than students because they had not yet entered the labour market and had no interest to find/inform themselves on certain jobs.

According to H5, respondents were divided according to recruitment accounts: those holding accounts (Yes, with  $n = 111$ ) and those not holding recruitment accounts (Not with  $n = 63$ ).

The analysis of the t-test shows that respondents, whether or not they have accounts on these platforms, do not express distinct opinions. We can say that the data obtained do not support the hypothesis that there are significant differences between the two categories in terms of e-recruitment.

Therefore, in order to validate the chance hypothesis, two categories of participants were studied: those who regularly look for vacancies ( $n = 81$ ) and those who do not ( $n = 92$ ). The t test shows that this variable is not definitive in terms of the opinions of individuals. Thus, even if they are in an active or passive search, they have the same perspective on the use of online recruitment.

According to H7, we wanted to see if the job of participants influenced in some way the perspective on online recruitment platforms. The analysis was performed only on the category of active respondents where significant differences are sought between three categories of individuals with jobs in the IT (38 answers), social sciences and humanities (34 answers) and economic (29 answers) field. The descriptive analysis regarding the five dimensions show very close averages. Looking at the homogeneity test of variances we can see that the test is not significant on any dimension because the significance threshold is greater than 0.05. Thus on the utility dimension:  $p = 0.27$ ; dimension of perception:  $p = 0.62$ ; dimension of stress:  $p = 0.54$ ; dimension of intent:  $p = 0.76$  and dimension of addiction, where  $p = 0.45$ .

The last hypothesis evaluates the relationship between the four dimensions regarding online recruitment and the Facebook addiction dimension. Thus we can follow whether the Facebook addiction influences in one way or another the perception of the attitude towards recruitment websites.

		Mean e-recruitment perception	Mean Facebook Addiction
Mean e-recruitment perception	Pearson Correlation	1	0.23**
	Sig. (2-tailed)		0.002
	N	174	174
Mean Facebook Addiction	Pearson Correlation	0.23**	1
	Sig. (2-tailed)	0.002	
	N	174	174

Table 2. Correlations analysis<sup>2</sup>

<sup>2</sup> Source: Authors

There is a correlation between the two dimensions,  $r = 0.23$ ,  $n = 174$  with a  $p = 0.00 < 0.05$ . Thus, we find a strong and positive correlation between the Facebook addiction and the attitude towards recruitment websites. As the Facebook addiction increases, the perception of online recruitment is positive. People who use social media are more likely to have a positive opinion and to use recruitment websites compared to those who do not use this platform, confirming and validating the hypothesis developed.

## Conclusions

In conclusion, the paper discussing the topic of online recruitment strategies aims to highlight the opinions of respondents on recruitment websites. We find significant results in the correlation between social media and e-recruitment. Thus, individuals who are prone to overuse Facebook have a different view on online recruitment websites. They are also more likely to embrace online recruitment, because they spend more time on social media than others. At the same time, individuals who choose recruitment websites and LinkedIn as the main source to search for a job show significant differences compared to people who resort to friends or acquaintances. Overall, we can say that gender, age and status do not influence the opinions of respondents differently. Thus, the study participants share the same perception regarding the efficiency of recruitment websites and the intention to use these methods. It is worth mentioning that there are still people who do not have accounts on these platforms and it is possible for these people to apply for a job directly on the company website.

However, by analysing the evolution of the Internet, but also the strategies of replacing the traditional methods of recruitment with the digital ones, we have observed that individuals have a positive attitude and embrace this method. e-Recruitment offers a wide range of possibilities to facilitate both the process of accessing a job and of hiring the persons concerned.

In conclusion, the contribution of this paper is to highlight the perception on online recruitment and, based on the obtained results, to improve recruitment websites, for example, by eliminating the stress of using these platforms, but also by highlighting the most used recruitment platforms and impact they have in the transformation of considerations and practices on HR and recruitment processes.

## Bibliography

1. Badr EIDin Aboul-Ela, G. M. (2014). Development of a scale to measure the perceived benefits of e-recruitment from the viewpoint of the recruiter. *Journal of Business and Retail Management Research*, 40-51.
2. Barber, L. (2006). e-Recruitment Developments. IES Research network, 2-17.
3. Brahmana, R. K., & Brahmana, R. (2013). What factors drive job seekers attitude in using e-recruitment? *The South East Asian Journal of Management*, 39-51.
4. Brandao, C., Silva, R., & Vieira dos Santos, J. (2018). Online recruitment in Portugal: Theories and candidate profiles. *Journal of Business Research*, 1-7.
5. Brandao, C., Silva, R., Morais, C., & Mario, R. (2017). Using Online Recruitment: Implicit Theories and Candidates' Profile. *Advances in Intelligent Systems and Computing*, 293-300.
6. Catalyst Regulatory Foundations, E. &. (2014). Using Social Media as a Research Recruitment Tool: Ethical Issues and Recommendations. *American Journal of Bioethics*, 1-17.
7. Dipboye, R. L. (2005). *The selection/recruitment interview: Core processes and contexts*. Blackwell Publishing, 121-142.
8. du Plessis, A. J., & Frederick, H. (2012). Effectiveness of e-recruiting: empirical evidence from the Rosebank business cluster in Auckland, New Zealand. *Science Journal of Business Management*, 1-21.
9. Fred, M. O., & Kinange, U. M. (2018). Effectiveness of E-Recruitment in Organization Development. *Management and Economic Journal*, 294-301.
10. Ghazzawi, K., & Accoumeah, A. (2014). Critical Success Factors of the E-Recruitment System. *Journal of Human Resources Management and Labor Studies*, 159-170.
11. Johnson, R. D., Lukaszewski, K. M., & Stone, D. L. (2016). The Evolution of the Field of Human Resource Information Systems: Co-Evolution of Technology and HR Processes. *Communications of the Association for Information Systems*, 533-553.
12. Kapse, A. S., Patil, V. S., & Patil, N. V. (2012). E- Recruitment. *International Journal of Engineering and Advanced Technology*, 82-86.
13. Kaur, P. (2015). E-recruitment: A conceptual study. *International Journal of Applied Research*, 78-82.
14. Koch, T., Gerber, C., & de Klerk, J. J. (2018). The impact of social media on recruitment: Are you LinkedIn. *Journal of Human Resource Management*, 1-14.
15. Lal, V., & Aggarwal, S. (2013). Analyzing the Effect of Social Media on Recruitment. *International Journal of Management and Social Sciences Research*, 37-41.



16. Malhotra, R. S., & Sharma, S. (2015). Effect of E-Recruitment on Recruitment. *International Journal of Management and Commerce Innovations*, 1047-1050.
17. Mohamed Badr ElDin Aboul-Ela, G. (2014). Development of a scale to measure the perceived benefits of e-recruitment from the viewpoint of the recruiter. *Journal of Business and Retail Management Research*, 40-51.
18. Mohammed Masa'd, F. (2015). Deployment of Social Media in the Recruitment Process. *Journal of Knowledge Management, Economics and Information Technology*, 1-24.
19. Musaraj, A. (2011). Albania, the human factor and sustainable development: a lesson from the present. *Academicus International Scientific Journal*, 2(04), 35-41.
20. Musaraj, A., & Malltezi, A. (2012). Communication Technologies and the public service: Is it the case of citizens inclusion in the public service standard in Albania?. *Academicus International Scientific Journal*, (5), 26-42.
21. My Hr Lab. (2018). *Recrutare in Social Media*, 1-23.
22. Ntiamoah, E. B., Abrokwah, E., Agyei-Sakyi, M., Siaw, A., & Opoku, B. (2014). An Empirical Analysis of Recruitment and Selection Practices in the Public Sector. *International Journal of Management Sciences and Business Research*, 48-54.
23. Rezaul Karim, M., Miah, S., & Khatun, A. (2015). E-Recruitment in Practice: A Study on Jobseekers' Perception in Bangladesh. *Munich Personal RePEc Archive*, 33-42.
24. RoyChowdhury, T. (2013). Applicants' Perceptions on Online Recruitment Procedures. *Management and Labour Studies*, 185-199.
25. Sabha, S. (2018). Impact of Online recruitment on recruitment. *International Journal of Education and Research*, 47-52.
26. Siddiqi, H., & Alam, A. (2016). Social Media and Recruitment. *Perspectives in Language, Linguistics and Media* 1, 25-33.
27. Sivabalan, L., Yazdanifard, R., & Ismail, N. H. (2014). How to Transform the Traditional Way of Recruitment into Online. *International Business Research*, 178-185.
28. Sylva, H., & T. Mol, S. (2009). E-recruitment: A study into applicant perceptions of an online application system. *International Journal of Selection and assessment*, 311-323.
29. Wozniak, J. (2013). E-learning in HRM. *Progress in e-education*, 335-400.
30. Wozniak, J. (2014). On E-recruitment and four ways of using its methods. *International Scientific Conference*, 691-698.