THE EFFECT OF E-RECRUITMENT ON THE RECRUITMENT PROCESS: EVIDENCE FROM CASE STUDIES OF THREE DANISH MNCS

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Research Purpose and Question

Research question

• How does e-recruiting affect the overall recruitment process?

Purpose

• To identify how e-recruiting affects the overall recruitment process, and whether it causes changes in the nature and sequence of tasks associated with the traditional recruitment of external candidates.
Traditional (Paper-based) Recruitment Process

- **Identify Applicants**
  - Prepare a job description and job specifications
  - Identify the appropriate pool of applicants

- **Attract Applicants**
  - Select recruitment source(s)
  - Prepare and place job announcement

- **Process Incoming Applications**
  - Receive, sort and register incoming applications
  - Pre-screen and evaluate applicants

- **Communicate with Applicants**
  - Inform applicants on pre-screening results
  - Arrange interviews with shortlisted candidates
Recruitment Process Change Model

Environmenta\inta\nts Factors:
- Political Systems
- Labour Markets
- Demographics
- Regulation
- Cultural Factors
- Economic Conditions
- Technological Innovation
- Technological Infrastructure

Management
- Systems
- Styles
- Measures
- Objectives

Information and Technology
- E-recruitment systems
- Web technology
- Electronic communications
- CV Databases

RECRUITMENT PROCESS
- Tasks
- Subtasks
- Activities

Structure
- Formal and Informal Structures
- Teams / Work Groups
- Jobs
- Coordination / Control

People
- Skills
- Behaviour
- Culture
- Values

Performance:
- Cost of Hiring
- Recruitment Lead Time
- Quality of Applicants
- Client Satisfaction

Adapted from Kettinger & Grover, 1995
Research Design and Data

- **Research design**: comparative case studies, chosen on a selection criteria following the logic of replication.

- **Data sources**: semi-structured in-depth interviews with the key stakeholders, direct observations, documentation (brochures & web pages).
### Case Companies

<table>
<thead>
<tr>
<th>Fictitious name</th>
<th>Primary Industry</th>
<th>Ownership</th>
<th>Approximate Number of Employees</th>
<th>E-recruitment system</th>
<th>Corporate career website</th>
<th>Internet job portals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scandifin</td>
<td>Banking and investment</td>
<td>Shareholding company</td>
<td>33,000+</td>
<td>v</td>
<td>v</td>
<td>v</td>
</tr>
<tr>
<td>Danadrinco</td>
<td>Alcoholic and non-alcoholic beverages</td>
<td>Shareholding company</td>
<td>45,000+</td>
<td>v</td>
<td>v</td>
<td>v</td>
</tr>
<tr>
<td>Energowing</td>
<td>Design, production, and installation of energy systems</td>
<td>Shareholding company</td>
<td>20,000+</td>
<td>v</td>
<td>v</td>
<td>v</td>
</tr>
</tbody>
</table>
### Findings

<table>
<thead>
<tr>
<th>Task</th>
<th>Subtasks</th>
<th>Recruitment Process Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Identify applicants</strong></td>
<td>Prepare a job description and job specifications</td>
<td>No change.</td>
</tr>
<tr>
<td></td>
<td>Identify the appropriate pool of applicants</td>
<td>No change</td>
</tr>
<tr>
<td><strong>Attract applicants</strong></td>
<td>Select recruitment source(s)</td>
<td>Changes in activities.</td>
</tr>
<tr>
<td></td>
<td>Prepare and place job announcement</td>
<td>Changes in the sequence of tasks – the task of communicating with applicants starts here.</td>
</tr>
<tr>
<td><strong>Process incoming applications</strong></td>
<td>Receive, register, and sort incoming applications</td>
<td>Subtask is void. Changes in the sequence of subtasks, i.e. pre-screening may commence simultaneously, as well as continuation of the task of communicating with applicants.</td>
</tr>
<tr>
<td></td>
<td>Pre-screen and evaluate applicants</td>
<td>Changes in activities.</td>
</tr>
<tr>
<td><strong>Communicate with applicants</strong></td>
<td>Inform applicants about pre-screening results</td>
<td>Changes in activities.</td>
</tr>
<tr>
<td></td>
<td>Arrange interviews with shortlisted candidates</td>
<td>Changes in activities.</td>
</tr>
</tbody>
</table>
Conclusions

• E-recruitment causes change in the design of the business process of recruiting.
• E-recruitment enabled tasks can be often performed concurrently.
• New task edited to the recruitment process – maintenance of the corporate career website.
• The task of communicating with candidates becomes the focal task.