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Summary

The key role of decent work for all in achieving sustainable development is highlighted by the Sustainable Development Goal 8 which aims to "promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Decent work, employment creation, social protection, rights at work and social dialogue represent integral elements of the new 2030 Agenda for Sustainable Development. This study aims at examining the role of e-technology recruitment on sustainable development. The study focuses on the impact of e-technology in recruitment for sustainable development, exploring the role of e-technology in improving job prospects for sustainable development.

Aim, research question and objectives

The main aim of this study is to explore the impact of e-technology on recruitment and its effect on sustainable development. The main research question this study seeks to answer therefore is, what are the real positive and negative impacts of e-technology in recruitment for sustainable development?

To achieve the above aim, the following objectives were defined:

- To identify the types of e-recruitment
- To identify and analyse both the positive and negative impact of e-technology for sustainable development in a developing country context
- Identify the challenges of e-recruitment in developing countries and its impact on sustainable development.

E-Recruitment and Sustainability

Recruitment can be defined as employee sourcing concerned with ensuring that organisations attract and retain appropriate human capital effectively (Armstrong, 2006). To achieve these organisations use the labour markets to identify the type of talents required and where it is available to attract and retain human capital (Torrington, 2008). Traditionally, job seekers search for jobs using tools such as newspaper advertisements, friends and families and

employee referral. Over a decade and more the traditional ways of searching for jobs using job markets has evolved rapidly due to new e-technology, globalisation, employment laws, and equality and diversity issues in the work place and in its place is a sophisticated and complex system of e-recruitment process. According to Walker (2008), in such rapid changes it is difficult to maintain the traditional ways of recruitment and imperative for firms to engage in e-recruitment.

E-recruitment is defined as the virtual environment for job seekers and employers to exchange their information (Maurer, 2007). It is a process through which organisations attract and employ potential employees through the use of a range of e-technology assisted tools such as job portals, organisational websites, social networking etc. and retains information for future job opportunity (Borstorff et al., 2005). Compared with the traditional approach the internet revolution has brought in its strides new approaches and dimensions to recruitment which enables job seekers to search for work effectively. E-recruitment is applied using advertising job vacancies on corporate, online job portals, online newspapers and advertisement potential applicants to post their resumes and cover letters using electronic formats shortlisting and storing information for future use (Galanaki, 2002).

Impacts of E- Recruitment

The critical literature review conducted illustrates some positive impacts of e-technology on recruitment. The national online survey revealed that, e-recruitment is a popular job-hunting method for 25-34 years old (CIPD, 2009). The internet communication technology has brought a number of positive impacts and significant changes in the communication with prospective job seekers (Holm, 2008). Several impacts of E-recruitment were identified from the extant literature: it provides a single medium through which job seekers search for their potential jobs (Tong, 2009); provides organisations with quality applicants who are significantly better than the traditional approach (Galanaki, 2002). Thus, it aids organisations to attract quality employees. Further, it delivers advantages such as cost effectiveness and efficiency, use of new assessment tools, provides wider applicant pool, and easy to access to passive job seekers and high response rate, marketing opportunities, and timely response from HR managers and greater attraction to organisations (Chapman et al., 2005; Kapse et al., 2012). Therefore, organisations apply e-technology in their recruitment process to improve efficiency, use new

assessment tools and standard and coordinated systems, reduce costs, and attract a wider pool of applicants (Chapman and Webster, 2003). For example, Williams (2009) found that online methods for recruitment are more popular mode as 66% of HR professionals surveyed acknowledged that the majority of their recruitment is from the job section of their company website whilst 22% of organisations uses it for job promotion. He identified that the increasing popularity was due to a range of factors; a significant number of respondents (86%) the overwhelming majority (86%) felt it was cost effective than other modes, 90% attribute it to ease of use.

Although e-recruitment has several positive impacts, it also has negative impacts. Due to its wider geographical coverage, there are issues with higher cost and expectation to relocate; huge number of applicants who are not suitably qualified, outdated CVs, too many applicants, which leads to longer times for sifting through the application forms (Mitchell, 1998). Torrington (2008) found that most organisations still find it difficult to recruit and retain young talents using online approaches. Again, the impacts in the various researches mostly focused on the organisational perspectives and do not adequately address the value and usability of e-recruitment to the prospective job seekers. Research studies (Braddy et al., 2006; Chapman, 2003; Rooy et al., 2003) focuses on the impact of e-recruitment on its use and effect on the organisational recruitment strategies rather than how it impacts on the attractiveness and usability of the potential jobseeker and preferences of all types of jobseekers such as graduates or non-graduates and other preferences (Thomson et al., 2008). Further, research studies predominantly focus on job seekers intention on websites, but limited on other types of online recruitment processes and the value to job seekers (Feldman & Klass, 2002; Lin, 2010) as more than a half of job seekers have problems with online job searches due to this issue.

This study contributes to the sustainable E-recruitment discipline in the following ways. From the literature review, various e-recruitment approaches were discovered such as advertising job vacancies on corporate websites, online job portals, online newspapers potential applicants to post their resumes. However, comparatively most literatures reviewed did not include the new trends such as e-career fair, social and professional networking. The researches so far have focused on organisational websites and job portals; however, the impact of e-technology is also dependent on certain emerging trends, social networking, e-career fair, niche job fairs etc. that is not adequately addressed in the literature, which the end users potential job seekers would

prefer. An e-recruitment survey in 2007 by the HRM society shows that that the new trends like niche job board and social networking sites, and other new e-recruitment technologies such as video resumes, are changing the recruitment landscape. However, e-technology in HRM focuses mainly on operational improvements at the administrative level rather than value adding people management techniques, as this study seeks to address these issues.

During the literature review, several positive and negative impacts of E-recruitment were discovered. The positive impacts ranged from a single medium for job searches, easily accessible, able to cover a wide geographical area and the ability to reach a larger audience (Chapman and Webster, 2003). It also helps organisations to find the right candidate in short turnaround times and with greater effectiveness. Organisations are able to attract high quality applicants and are able to better match job seekers with potential job vacancies (Galanaki, 2002). Using online recruitment is relatively cheap compared to a newspaper advertisement (Galanaki, 2002; Rupp, 2004). Further, it creates the opportunity for passive job seekers to search and apply for jobs. It also helps address niche and specialist markets and both large and small companies use it hence; affords small companies to attract the right type of human capital in the organisation.

However, the literature review revealed that there were negative impacts such as higher cost and expectation to relocate; huge number of applicants who are not suitably qualified, outdated CVs, too many applicants which leads to longer times for sifting through the application forms. Also, most of the e-recruitment and HRM research focuses on the employer and the organisational perspective rather than the end user of the e-technology, job seekers. E-Recruitment presently, does not have preferences for all job seekers, for example, others, such as ethnic minorities and developing economies context who due to cultural issues prefer other modes of recruitment than the online approach are not catered for in such processes.

From the above analysis, the literature, therefore, shows a significant gap on the impact of the value of e-technology to job seekers. This study seeks to address the lack of literature on the impact and other contemporary trends in e-recruitment in HRM for sustainable development, the perceptions of job seekers towards e-recruitment and not just from an organisation's perspective. Furthermore, the organisation perspective is an area that needs to be addressed since-recruitment is still in its developmental stages. This study, therefore, seeks to it address the impact of contemporary trends, value and perception of the job seekers and its role in sustainable development.

Current Progress

Currently, this study is at the literature review and development stage. The gap in the literature is established and the research design is currently being developed. The key factors of job seekers perception, value and contemporary trends in E-recruitment gaps identified in the literature will be used to develop a guiding framework and the research design developed to guide the empirical work.

Participation in the BAM Conference And Beyond

Up until BAM, the research design will be developed and empirical data collected. The data will be analysed and preliminary findings on the perceptions of preferences, value and contemporary agenda of E-recruitment presented at the conference. The feedback from the conference would be used to develop an article for publication in a peer-reviewed journal.

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