

## Digital recruitment: what impact on HR practices?

OUYAHIA Zoubida<sup>1\*</sup>, DJAMANE-SEGUINI Nadjat<sup>2</sup>

<sup>1</sup>Oran2 University, Algeria, z.ouyahia@yahoo.fr

<sup>2</sup>Oran 2 University, Algeria, nadjat\_sd@yahoo.fr

Received: 8/4/2022

Accepted: 10/20/2022

Published: 10/30/2022

### Abstract:

At the end of the 1990s, Web 2.0 was in use in Human Resources practices, namely recruitment, it was able to create a real revolution, and has been a major inflection point in companies.

This research aims to demonstrate the importance of digital recruitment by interviewing 513 respondents.

The results revealed the deep and volatile development of the recruitment/candidate relationship; the explosion of social networks, the multiplication of channels and their digital orientation have allowed a new management of human resources, its true contribution is based on its capacity to offer new tools. These tools are used by candidates and recruiters will facilitate their connection to the virtual job market, by changing the traditional hiring logic and reflexes beforehand.

**Keywords:** Digitalization; e-recruitment; Information technology; Sourcing.

**JEL Classification Codes :**M550 ; O30

### Résumé :

A la fin des années 90, le Web 2.0 est en usage dans les pratiques Ressources humaines à savoir le recrutement, il a pu créer une véritable révolution, et a marqué un point d'inflexion important dans les entreprises,

L'objectif de cette étude est de montrer l'importance du recrutement numérique en interrogeant 513 répondants.

Les résultats ont mis en exergue la mutation profonde et volatile de la relation recruteur/candidats ; l'explosion des réseaux sociaux, la multiplication des canaux et leurs orientations digitales a ainsi permis une nouvelle gestion des ressources humaines, dont le réel apport se situe dans sa capacité à proposer de nouveaux outils. Ces derniers utilisés par les candidats et les recruteurs faciliteront leur connexion sur le marché du travail virtuel modifiant en amont les logiques et les réflexes traditionnels d'embauche.

**Mots clés :** Numérisation ; e-recrutement ; Technologie de l'information, Sourcing

**JEL Classification Codes :**M550 ; O30

---

\*: *Ouyahia Zoubida, z.ouyahia@yahoo.fr.*

### **1. INTRODUCTION**

In terms of new technologies, we can also talk about “digital tools” (numerical) or “information technologies”. and it makes reference to all the tools that have emerged and continue to emerge as a result of the "internet revolution. (Roux & Niel, 2012). Human Resources is no exception to this rule. The integration of Web 2.0 into human resource management has been at the forefront of numerous studies over the past few years. (Besson & Digout, 2012; Bourhis, 2011; Thevenet et al.; 2009).

At the end of the 1990s, Web 2.0 was used in recruitment practices and marked a significant turning point in businesses, affecting social and knowledge relations (Besson & Digout, 2012; Igalens, 2012; Gavand, 2013). Digital recruitment is one of the most explosive areas of HR activity in terms of vendors and digital solutions. (Baudoin, Diard, Benabid, & Cherif, 2019). We are no longer talking about recruitment, but about e-recruitment or 'recruitment 2.0', which created a real revolution, going so far as to replace and resume traditional recruitment. As a result of WEB 2.0, the recruitment process has been radically transformed. (Ifri, Sellami, & Kassa, 2014).

The development of employment boards and CVs, the explosion of social networks, the growing number of channels and their digital orientation has led the recruiter/candidate relationship to a deep, rapid, volatile and less intermediate mutation by modifying upstream the traditional logic and reflexes of hiring. This leads us to the following questions: How important is e-recruiting? Where are the pros and cons? Has it affected the candidate/job seeker relationship? This article is structured as follows: followed by an overview of a number of advantages and disadvantages arising from electronic recruitment. We then carried out an empirical analysis to verify our assumptions, take a quantitative approach based on a questionnaire answered by 513 respondents.

### **2. Document Review**

#### **2.1 Definition**

There are numerous definitions used to describe recruitment. Online recruitment, or internet recruitment are synonymous terms. (Sekiou, Blondin, Fabi, & Chevalier, 1993) define recruitment as "an activity which consists in establishing a procedure which enables the organization to prepare, research and inform in order to attract a sufficient number of good candidates. With the qualifications and motivation for the post offered".

Recruitment and activities in this role have undergone significant changes, where e-recruitment has become commonplace in public and private organizations.

Recruitment is defined as "recruitment includes the practices and activities undertaken by the organization with the primary purpose of identifying and attracting potential employees» (Barber, 1998, p.5).

For (Lee, 2011), e-recruitment or online recruitment is a process of hiring a variety of electronic means and technologies for primary identification purposes, attracting and selecting potential employees, According to (Besson & Digout, 2012) ;"e-Recruitment"

corresponds to "electronic-Recruitment", with a small "e" and a large "R", this difference in typography is defended to highlight what is important for us in this word: the recruitment component that must prevail over the electronic tool component.

Nowadays e-recruitment has been an area of interest and many organizations use the Internet as a source of recruitment (Salifu, 2019). We note that there is no ultimate definition of e-recruiting. This may be largely due to the continuous variation in the way in which Internet resources are used in the recruitment process.

**Table 1.** Four generations of online recruitment

<b>Name</b>	<b>Characteristic</b>	<b>Internet instrument type</b>	<b>Most important quality for the organization</b>
<b>Web 1.0</b>	One-way communication between a company and a candidate	Company website: job sites	Ability to place extensive "recruitment" information on own website
<b>Web 2.0</b>	Companies observe communications between potential candidates	Search engine: social sites	The ability to assess a candidate without informing them
<b>Web 3.0</b>	Multilateral communication between a company, candidates and the groups to which the candidates belong	Social sites; image creation tools: games, blogs	Maintaining a network of brand ambassadors in various communities
<b>Web 4.0</b>	Completion of recruitment missions by people close to a company at the request of the company; i.e. the communication with the company is indirect	All of the above, including especially the instruments to create communities and, in addition, rewards for recommenders (and possibly recommenders as well)	Ability to reach wide and varied social groups with recruitment information

**Source:** Woźniak, 2014, p.693

### 2.2 The challenges of e-Recruitment

E-recruitment has become a must for recruiters who are constantly looking for new profiles. They aim to hire top talent without wasting time or money, and recruiters and HR departments have realized that they need to rely on innovation to address this new application flow. However, it is important to remember the challenges this recruitment approach may present for the company:

- Know how to sell yourself and highlight your "employer brand" to be able to attract the best profiles thanks to the positive signals it can send.
- Be visible on the Internet and stand out from the competition.
- Integrate digital tools and manage digital channels.
- Gain time in recruiting.

### 2.3 The benefits of e-Recruitment

**Modern:** Generation 'Y', also called 'Digital Native' or 'Always on', is a generation that has created its own name, a connected generation, through recruitment 2.0, curious, mobile, multi-tasking. All these skills are helpful and contribute to bringing innovative solutions to complex problems. (Besson & Digout, 2012). This caught the attention of recruiters and pushed them to go and get them. Recruiters make their sourcing on the social networks that this generation uses.

**Accurate:** e-Recruitment allows a targeted search, which allows to reach the candidates that correspond to the search of the company.

**Fast:** Most offers and answers are available in real time. This allows the company to save time from the time they had to publish their work in the print media.

**Cost-effective:** generally free to use, is a cost-effective solution that recruiters can borrow free of charge from numerous job sites.

**Accessible:** HR assignments can be done from anywhere; all it takes is an Internet connection to access the applications and communicate with the applicants.

**Proactive:** the company can access directly and at any time to a pool of candidates' CVs through the online CV libraries.

**International:** the other advantage of the tool is that this communication has no front; companies can therefore consider the internationalization of their recruitment (Bournois, Point, Rojot, & Scarengella, 2007).

### 2.4 The disadvantages of e-Recruitment

There are a lot of advantages to e-recruitment, but some disadvantages have also been raised the large amount of information to be processed in view of the CVs received en masse, and the risk of having less qualified candidates is higher, The increase in the number of job offers available online, the Internet being perceived as a real jungle (Beauvallet, Le garfe, Negri, & Cara, 2006) then doing interviews online is not as practical as in the traditional process, or face-to-face is the best way to evaluate.

### 2.5 e-Recruitment tools

Nowadays the company has several online tools to source candidates on the Web (Travers, 2013; Benziane, Khiat, & Semaoune, 2016), the main tools are:

**The job sites "Jobboards":** These are internet portals of entry of the candidates for the job search on generalist or specialized sites, for the objective of putting in direct relation candidates-employers. It is a real advantage for recruiters who save money by posting their job offers online via this channel, on the other hand it attracts candidates who can consult free on these specialized sites.

**Social networks:** Thanks to the integration of social media in the recruitment strategies of organizations (Boudi & Qachar, 2017), the company gained visibility and developed its employer brand. Currently, several recruiters contact the candidates via their LinkedIn or Viadeo profiles only by email or phone. This phenomenon is growing, the latter are becoming more and more famous and do not fail to fascinate the community of Internet users.

Whether they are young or old, users use it almost on a daily basis, whether it is to exchange around crucial topics of the moment, to transmit documents, but especially to disseminate CVs to apply for job offers. Companies also take advantage of this to recruit talent (Boudi & Qachar, 2017).

**Corporate website:** several candidates apply directly on the company's institutional site. This type of candidate has a strong motivation and interest in the company's brand and culture.

**Serious games:** According to the OQLF (Office Québécois de la Langue Française), A serious game is an interactive and playful audiovisual work whose content is programmed and distributed on a storage medium that allows its display on a screen, where the player controls the action that takes place there, using a game device, for entertainment or competition". The serious game is a learning environment that allows simulation and scenario that allows the recruiter to assess the candidate's skills and potential.

We can assume that in about ten years, the candidate will no longer need to put down his CV, but he will have to create a virtual character and validate his skills through a game (Godoy, 2014).

## 2.6 Job sites in Algeria

**Emploitic.com:** Is a professional web portal dedicated to employment and recruitment in Algeria, launched in 2006, approved by the state. Its main mission is to participate in the development of companies and individuals by allowing some to find the talents necessary for their growth, and others to build their professional future, offering the best technologies and services to its users.

**Empolitic Partner.com:** It is a state-approved recruitment company and partner of ANEM, whose mission is to identify the best talent for its clients and offer candidates a variety of job advertisements in all sectors of the country.

**Optioncarriere.com:** Is a job search engine that allows a global, fast and accurate search of offers available on thousands of sites. It is able to browse multiple sites and locate all the offers offered in order to reference them.

## 2. Research methodology

In order to achieve our objective and allow the generalization of our results, we have adopted an exploratory quantitative approach. We conducted a survey of a random sample. The simple random sample was selected using the probabilistic technique. This technique involves a real random draw; it gives each element of the population a known and not zero chance of being chosen (Ben Abdellah, 2014). This type of sample gives each individual not only a known and non-zero chance of being chosen, but also an equal chance (Guenoun, Djamane-Segueni, & Benyahia-Taibi, 2017).

The questionnaire was administered online through various groups on social media sites, including Facebook. The study began in November 2019 and ended in June 2020.

In total, we collected 513 questionnaires. One hundred and fifty-nine (159) were excluded. Thus, the final number of usable questionnaires is 354. These were transcribed and analyzed using SPSS (version 24.0).

Before analyzing the questions, we wanted to study the socio-demographic characteristics of the sample through the following variables: sex, age and position.

**Table 2.** Gender, age and function of respondents

		%
<b>Gender</b>	Man	85,9
	Women	14,1
<b>Age</b>	Under 25 yearsold	32,2
	Between 25 and 35 years old	54,8
	Between 36 and 45 years old	11,3
	Over 45 years old	1,7
<b>The position held</b>	Entrepreneur	5,4
	Student	12,4
	Employee	46,6
	Unemployed	35,6

**Source:** Compiled by us from SPSS (V24.0)

The distribution of respondents by gender indicates that the largest proportion (86%) of respondents is women, namely 304 respondents. About (14%) of respondents are men, 50 respondents.

In the age classification, we distinguish that more than half of the respondents are aged between 25 and 35. Follow-up by respondents under the age of 25 years of age to 32.2%. In a low frequency, we find respondents aged between 35 and 45 years with nearly 11% and those in age exceed 45 years (1.7%).

The position occupied by the respondents in our sample indicates that almost half (46.6%) is that of employees; followed by unemployed (35.6%) and students (12.4%). Only 5.4% are entrepreneurs.

### 3. RESULTS AND DISCUSSION

#### 3.1 The importance of e-recruitment

The descriptive starting of the Survey sample shows that 83.3% of the respondents claim to have use e-Recruitment (A sample of 295), while 16.7% of the respondents consider that they have never used it, as shown in Table 3.

**Table 3.** The use of e-recruitment

	Workforce	%	valid percentage	Cumulative percentage
<b>No</b>	59	16.7	16.7	16.7
<b>Yes</b>	295	83.3	83.3	100
<b>Total</b>	354	100	100	

**Source:** Compiled by us from SPSS (V24.0)

Analyzing the effect of socio-demographic data on the use of e-recruitment implies using three variables: gender, age and position.

In order to verify that the use of e-recruitment depends on socio-demographic data, we conducted the chi-square test. This first calculates the distance between the observed table and the one expected if the two variables were independent through the statistical value of chi-square ( $\chi^2$ ). In a second place, the number of degrees of freedom of the test (ddl). And finally, the asymptotic value (p-value) which indicates the probability of obtaining a value of ( $\chi^2$ ). under the assumption of independence.

**Table 4.** Chi-square test results for "use of e-recruitment" and "socio-demographic data

	Gender			Age			The position held		
	$\chi^2$	Ddl	P-value	$\chi^2$	Ddl	P-value	$\chi^2$	Ddl	P-value
<b>pearson's chi-square</b>	1.192	1	.275	13.406	3	.004	6.272	3	.099
<b>likelihood ratio</b>	1.120	1	.290	11.643	3	.009	5.570	3	.134
<b>Association linear by linear</b>	1.189	1	.276	5.293	1	.021	.849	1	.357
<b>Number of valid observations</b>	354			354			354		

**Source:** Compiled by us from SPSS (V24)

Examination of the chi-square reveals that there is a very significant dependence between the use of electronic recruitment and the age of the respondents (p-value calculated is much lower than the value used: P-value calculated 0.004; P-value retained = 0.05). We deduce that the use of e-recruitment is independent of gender and position with an asymptotic value equal to 0.275 and 0.099 respectively. We can conclude that the use of online recruitment and dependent on the age group of respondents.

Our results confirm that this generation called "Digital Native" or "Always on" caught the attention of recruiters and drove them to pick them up. Recruiters carry out their purchases on the social networks used by this generation.

Based on the results obtained, we can deduce that respondents say they use online tools more than some others. The calculation of averages confirms according to our sample the important role played by social networks such as Facebook and LinkedIn (65%) in recruitment. These have made it possible to reduce recruitment costs, but also to reach candidates not present on the CV-libraries. Followed by employment sites such as "EMPLOITIC" with 58%.

**Table5.** Tools used for e-recruitment

	<b>N</b>	<b>Mean</b>	<b>Standard deviation</b>
<b>Job sites</b>	295	1.8678	.46123
<b>Social networks</b>	295	1.9729	.41518
<b>The site or page</b>	295	1.3051	.33929
<b>OUEDKNISS</b>	295	1.2203	.16271
<b>N valid (listwise)</b>	295		

**Source:** Compiled by us from SPSS (V24.0)

Presumably, respondents who do not use electronic recruitment justify their position by not mastering digital tools (85.2%) and their attachment to traditional tools such as the press (73.8%).

**Table6.** Reasons for not using e-recruitment

	<b>N</b>	<b>Mean</b>	<b>Standard deviation</b>
<b>I prefer traditional tools</b>	59	1.7377	.44353
<b>The offers on the internet are not credible</b>	59	1.3934	.49257
<b>I don't know digitization tools</b>	59	1.8525	.35759
<b>N valid (listwise)</b>	59		

**Source:** Compiled by us from SPSS (V24.0)

### 3.2 The advantages and disadvantages of using e-recruitment

#### ✓ The benefits of using e-recruitment

The descriptive results obtained indicate that respondents have a very mixed perception of e-recruitment as they consider it unreliable and non-transparent with over 90%. The survey reveals that online recruitment primarily facilitates information and makes it fast (83.1%). Almost 80% consider it a way to save time, as candidates can apply at any time and are not forced to wait for office hours to do so. While 39% consider it as a tool offering a wide selection of applications.

Indeed, several authors have highlighted the potential benefits of this digital strategy (Bondarouk et al., 2013; Girard et al., 2011; Kissel and Büttgen, 2015; Mehrtens,



2015; Wolf et al., 2015). They feel that the recruitment process is becoming shorter, more flexible and less expensive for both parties.

**Table 7.** The benefits of using e-recruitment

	N	Mean	Standard deviation
<b>Time saving</b>	354	1.2090	.40720
<b>Ease and speed of information</b>	354	1.1695	.37572
<b>The affordable cost</b>	354	1.8390	.36807
<b>A wide choice of candidates</b>	354	1.6102	.48840
<b>Reliability</b>	354	1.9605	.19517
<b>Transparency</b>	354	1.9181	.27463
<b>Improve the image of the company's brand</b>	354	1.8051	.39670
<b>N valid (list wise)</b>	354		

**Source:** Compiled by us from SPSS (V24.0)

To assess the links between the benefits of using e-recruitment and socio-demographic data, we used the chi-square test, the features of which are detailed in Table 07. The results reveal an independence between the overall benefits of using online recruitment and socio-demographic data, p-value greater than 0.05. Except for transparency which has an acceptable risk score of 0.026. This indicates that the benefits of e-recruitment are independent of socio-demographic data.

**Table 8.** Chi-square test results for "benefits of e-recruitment" and "socio-demographic data

	Gender			Age			The position held		
	$\chi^2$	Ddl	P-value	$\chi^2$	Ddl	P-value	$\chi^2$	Ddl	P-value
Time saving	.042	1	.837	.569	3	.904	7.164	3	.067
Ease and speed of information	1.997	1	.158	4.428	3	.219	2.688	3	.442
The affordable cost	.000	1	.983	.669	3	.880	1.909	3	.592
A wide choice of candidates	.218	1	.641	2.068	3	.558	2.652	3	.448
Reliability	.586	1	.444	4.535	3	.209	.962	3	.810
Transparency	.003	1	.957	9.236	3	<b>.026</b>	1.874	3	.599
Improve the image of the company's brand	.452	1	.501	3.364	3	.339	.666	3	.881

**Source:** Compiled by us from SPSS (V24.0)

✓ **The benefits of using e-recruitment**

The survey reveals that the major disadvantage in the use of online recruitment is the lack of reliability of job advertisements on the net with 66.7%.

**Table 9.** Chi-square test results for "disadvantages of e-recruitment" and "socio-demographic data

	Gender			Age			The position held		
	$\chi^2$	Ddl	P-value	$\chi^2$	Ddl	P-value	$\chi^2$	Ddl	P-value
Unreliable job advertisements on the internet	1.164	1	.281	8.157	3	<b>.043</b>	9.017	3	<b>.029</b>
Advertising on the internet can generate a large number of CVs that are not qualified	.045	1	.832	4.343	3	.227	9.530	3	<b>.023</b>
CV formats sent on the internet are unreadable	1.915	1	.166	1.237	3	.747	1.093	3	.779
Absence of physical and direct contact	.491	1	.484	6.805	3	.078	6.778	3	.079
Few returns on internet applications	.322	1	.570	5.605	3	.132	6.827	3	.078

**Source:** Compiled by us from SPSS (V24.0)

Reading the table reveals that the majority of the disadvantages of electronic recruitment have asymptotic values (p-value) greater than 5% with socio-demographic data. With the exception of the unreliability of job advertisements on the Internet, which depends on the age and the position held, which has values above 0.05. It is also pointed out that the disadvantage (the internet ad can generate a large number of unqualified CVs) depends on the position occupied by the respondent. This reflects the independence of the disadvantages of socio-demographic data.

### 3.3 Respondents' perception of e-recruitment

#### ✓ Responsiveness in e-recruitment

Almost equally (between 45 and 47%) our sample assesses the responsiveness of responses between employers and candidates. Overall, it varies between relatively fast and not at all fast.

**Table 10.** Chi-square test results for "e-recruitment response responsiveness" and "socio-demographic data

	Workforce	%	Valid percentage	Cumulative percentage
<b>Not at all fast</b>	167	47.2	47.2	47.2
<b>Relatively fast</b>	159	44.9	44.9	92.1
<b>Very fast</b>	28	7.9	7.9	100.0
<b>Total</b>	354	100	100	

**Source:** Compiled by us from SPSS (V24.0)

According to Ollington, Gibb & Harcourt (2013), the opportunities offered by digital social networks in terms of responsiveness, reactivity and affordability, the lack of control over these new channels of communication raises challenges. In order to do so, the use of social networks by companies requires a certain dedication and availability on the part of managers throughout the period to avoid misinformation and to maintain ongoing and interactive monitoring with candidates to remain responsive and ensure a digital presence.

The analysis of chi-square suggests that the risk of making a mistake in stating that there is an independence between the response responsiveness of electronic recruitment and the age of respondents is too great (P-value greater than 0.05). In contrast to the gender and position that significantly influences the responsiveness of e-recruitment.

✓ **Effectiveness of e-recruitment**

Through the question (do you think E-recruitment is an effective method?). We note that opinions are divided. More than half (56.5%) of respondents consider e-recruitment an effective method, compared with 43.5% who consider it irrelevant.

**Table 11.** The effectiveness of e-recruitment

	<b>Workforce</b>	<b>%</b>	<b>valid percentage</b>	<b>Cumulative percentage</b>
<b>Okay</b>	200	56.5	56.5	56.5
<b>Not agree at all</b>	15	4.2	4.2	60.7
<b>Don't really agree</b>	139	39.3	39.3	100.0
<b>Total</b>	354	100	100	

**Source:** Compiled by us from SPSS (V24.0)

The chi-square test shows that the effectiveness of e-recruitment does not depend on socio-demographic data (see Table 14). Indeed, this test shows that the p-value is greater than 0.05.

**Table 12.** Chi-square test results for "e-recruitment effectiveness" and "socio-demographic" data

	<b>Gender</b>			<b>Age</b>			<b>The position held</b>		
	$\chi^2$	Ddl	P-value	$\chi^2$	Ddl	P-value	$\chi^2$	Ddl	P-value
<b>Pearson's chi-square</b>	3.809	2	.149	8.242	6	.221	12.171	6	.058
<b>Likelihood ratio</b>	5.886	2	.053	7.212	6	.302	12.309	6	.055
<b>Association linear by linear</b>	1.622	1	.203	2.724	1	.099	.990	1	.320
<b>Number of valid observations</b>	354			354			354		

**Source:** Compiled by us from SPSS (V24.0)

### 4. CONCLUSION

According to (Peretti, 2015) "Companies publish their offers on their website and receive an increasing flow of spontaneous applications or those solicited through this channel. The generalist sites that federate on the Internet the supply and demand of employment are developing. Companies can entrust them with the search for candidates with the required skills and complete the collection on their own site. 'This supports the findings of Cappeli (2001) that the online recruitment process consists of three steps: attracting, sorting and contacting candidates.

To understand the importance of e-recruitment, we used a quantitative approach and a questionnaire was distributed to a random population.

The results of the study indicate:

- ✓ Age of respondents has been shown to have an effect on the use of online recruitment. Indeed, the youngest are those who see e-recruitment as a technological innovation that makes it possible to automate the recruitment process and facilitate the distribution of CVs and job vacancies within shorter time frames (Besson & Digout, 2012)The benefits of e-recruitment are not determined by socio-demographic data. Thus, recruitment 2.0 remains widely solicited by the different generations for its ease, availability everywhere and at any time and its lower cost as well for its wide distribution.
- ✓ The socio-demographic data does not impact on the disadvantages encountered in the use of online recruitment. This confirms that the disadvantages are in the majority evoked by people who do not know the tools of digitization and therefore prefer to use traditional methods.

Finally, there were mixed responses regarding the responsiveness and effectiveness of e-recruitment. The multitude of platforms and the explosion of social networks as well as the development of job sites, we are witnessing a profound change in the recruitment/candidate relationship, transparent, fast and volatile and with fewer intermediaries.

It seems to us that the results open up future avenues for research. In this sense, the adoption of e-recruitment can be explored from the point of view of organizations.

## 5. Bibliography List:

Baudoin, E., Diard, C., Benabid, M., & Cherif, K. (2019). Transformation digitale de la fonction RH.(M. Sup, Ed.) Dunod.

Barber, A. E., 1998, Recruiting employees: Individual and organizational perspectives. Thousand Oaks, CA: Sage Publications.

Beauvallet, G., Le garfe, M., Negri, A., & Cara, F. (2006). L'usage d'Internet par les demandeurs d'emploi. *la revue de l'ires*, 52 (3).

Ben Abdellah, L. (2014). Processus d'adoption de nouvelles structures organisationnelles par les PME dans une optique d'innovation : facteurs d'adoption et mécanismes d'implémentation. Université de Tunis El Manar: Thèse de Doctorat.

Benziane, A., Khiat, A., & Semaoune, K. (2016). L'integration du web 2.0 aux ressources humaines conduite du changement et resistance.

Besson, L., & Digout, J. (2012). E-recrutement à l'ère du Web 2.0 et des réseaux sociaux. Vuibert.

Boudi, Y., & Qachar, A. (2017). L'usage des médias sociaux dans les pratiques du management des ressources humaines : E-recrutement. *Moroccan Journal of Entrepreneurship, Innovation and Management (MJEIM)*, 3 (2).

Bourhis, A., & Bourhis, A. (2011). La gestion des ressources humaines à l'ère du WEB 2.0. *Effectif*, 14 (1).

Bournois, F., Point, S., Rojot, J., & Scarengella, J. (2007). *RH, les meilleures pratiques*. Eyrolles.

Bondarouk, T., Ruël, H., Axinia, E., & Arama, R. (2013). *What Is the Future of Employer Branding Through Social Media? Results of the Delphi Study into the Perceptions of HR Professionals and Academics*, p. 23–57.

Fondeur, Y. (2006). Internet, recrutement et recherche d'emploi : une introduction. *La revue de l'ires*, 52 (3).

Gavand, N. (2013). Le recrutement : enjeux, outils, meilleures pratiques et nouveaux standards. Eyrolles.

Godoy, D. (2014). *Recrutement 2.0 : dans quelles mesures le recrutement 2.0 représente-il une solution face aux difficultés de recrutement des profils spécifiques ?* Gestion et management.

Guenoun, A., Djamane-Segueni, N., & Benyahia-Taïbi, G. (2017). L'intention entrepreneuriale chez les étudiants : Enquête auprès d'un échantillon d'étudiants de l'Université d'Oran 2. *Les Cahiers du CREAD*, 121 (3), pp. 71-106.

Girard, A., Fallery, B., & Rodhain, F. 2011. L'apparition des medias sociaux dans l'e-GRH :gestion de la marque employeur et e-recrutement. 16ème congrès de l'AIM. Saint Denis, Ile de la Réunion

Ifri, S., Sellami, K., & Kassa, R. (2014). *TIC, technologies émergentes et Web 2.0; quel impact en insertion professionnelle et employabilité des jeunes diplômés*. Béjaïa: séminaire national:insertion socioprofessionnelle et employabilité des jeunes diplômés.

Igalens, J. (2012). La RSE est-elle placardisée un train à ne pas manquer pour les DRH. *Revue Personnel - dossier RSE*, 534, pp. 62-63.

Kissel, P., & Büttgen, M. 2015. Using social media to communicate employer brand identity: The impact on corporate image and employer attractiveness. *Journal of Brand Management*, vol. 22, n°9, p. 755–777.

Lee, I. (. (2011). Modeling the benefits of e-recruiting process integration. *Decision Support Systems*, 51 (3), pp. 230-239.

Mehrtens, S. 2015. Preparing for the future: Scenarios for Employer Branding through Social Network Sites. 5th IBA Bachelor Thesis Conference. Enschede: University of Twente

Ollington, N., Gibb J., & Harcourt, M. 2013. Online social networks: an emergent recruiter tool for attracting and screening. *Personnel Review*, vol. 42, n°3, p. 248–265.

Peretti, J. (2015). *Ressources humaines*. Vuibert.

Roux, D., & Niel, X. (2012). Les 100 mots de l'internet. *Que sais-je?* (Q. sais-je?, Ed.) Presse Universitaire de France.

Salifu, M. (2019). The introduction and use of electronic recruitment (erecruitment) on the recruitment process in organizations: benefits of this technology for recruiting organizations. *Global Journal of Human Resource Management*, 7 (5), pp. 45-59.

Sekiou, L., Blondin, L., Fabi, B., & Chevalier. (1993). *La gestion des ressources humaines*. Boeck-université.

Thévenet, M., Dejoux, C., Marbot, E., & Bender, A. (2009). *Fonctions RH, Politiques, métiers et outils des ressources humaines*. Pearson education.

Travers, C. (2013). *Du e-recrutement au recrutement 2.0*. Paris: Focus RH.

Wozniak, J. (2014). On e-recruitment and four ways of using its methods. 8th International

Wolf, M., Sims, J., & Yang, H. (2015). Look Who's Co-creating: Employer Branding on Social

Media. ECIS 2015 Proceedings, Paper 205

Scientific Conference "Business and Management 2014", (pp. 691-699). Vilnius, LITHUANIA.