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The Impact of IT in Recruitment and Selection in Turkey: E-Recruiting

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Science

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ÖNSÖZ

Amaç: İŖe alım surecinde teknolojinin kullanımı giderek artış gösteriyor. GeliŖmiŖ ülkeler online iŖe alım sürecini oldukça etkili kullanmaktadırlar. Bu çalıŖmada, Türkiyedeki firmaların iŖe alım surecinde teknolojiyi ne kadar etkili kullandıklarını analiz ettim. AraŖtırmanın amacı bu sürecin Türkiye de nasıl iŖlediğini araŖtırmak, online iŖe alım sürecinin faydaları ve firmalara kattığı deęer analiz etmektir.

Design/ Method: Bu araŖtırmada nicel bir yöntem uygulanmıŖtır. 14 sorudan oluŖan online bir anket hazırlanmıŖ olup, Türkiyedeki orta ve küçük ölçekli firmalarda görevli ‘İnsan Kaynakları’ uzmanlarıyla yapılmıŖtır. Kısıtlı bir zaman diliminde (45 gün) data tamamen insan kaynakları müdürlerinden toplanmıŖ olup, ve SSPS programı kullanılarak elde edilen datalar analiz edilmiŖtir.

Sonuç: Yaptığımız araŖtırmada elde edilen sonuç; orta ölçekli firmaların küçük ölçekli firmalara göre teknolojiyi iŖe alım surecinde daha etkili kullandıkları. Ayrıca araŖtırmamızda online iŖe alımın temel faydaları Ŗöyle analiz edilmiŖtir; zaman tasarrufu saęladığı, maliyet tasarrufu saęladığı, daha geniŖ bir kitleye hitap ettięi, gelecek için database oluŖturduęu, ve iŖ performansını arttırdığıdır. Sonuç olarak iŖe alım sürecin verimlilięini ve kalitesini arttırmak için firmaların teknolojiyi etkili kullanmaları gerektięi anlaŖılmıŖtır. Ayrıca, çoęu insan kaynakları müdürü gelecekte online iŖe alım yönteminin en etkili yöntem olacaęını ifade etmiŖlerdir.

Anahtar kelimeler: online iŖe alım, teknoloji, Türk firmaları .

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Abstract

Purpose and Aim: There is a growing interest on using IT in hiring. Most developed countries have used online recruitment more effectively. In this research, I researched to make analysis how effectively Turkish companies using IT in recruitment. Thus the aim of this research is to explore the impact of IT in recruitment process in Turkey, and also finding the benefits of IT for organizations how it would add value.

Design/ methodology/ approach: An inductive quantitative approach was used; questions of the survey were carried out on HR Managers in small and medium-size companies in Turkey. Web-based survey has been used in the research. There were 14 questions in this online questionnaire. We had limited time (45 days) to collect data from HR Managers. SSPS has been used for analysis.

Finding: The study found that small and medium size Turkish companies use IT in recruitment process. However, small size organizations use IT less in hiring while medium-size companies use IT more effectively. There were several main benefits of using IT more effectively such as saving time and cheaper method for organizations. Also, it gives a wider access to talent and creates a strong database for the future, and it affects positive way hiring efficiency of business. The results show that companies should use IT efficiency because it improves the quality of business in recruitment process. Finally, mostly HR managers agree that e-recruitment will dominate a hiring method in the future.

Originality/value: This study contributes to research in recruitment, benefits of IT and value. There was a clear research gap within the online recruitment in Turkish companies; the study aimed to bridge the gap by exploring the impact of IT and how effectively it has been using.

Key words: E-recruitment, impact of IT, online method, in Turkey.

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Addition, I want to thank the managers who took part in the survey. The project would have not been attainable with their responses.

I certify that the work presented in the dissertation is my own unless referenced

Signature.....

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Chapter 1: Introduction

1.1. Research Area

In recent years we have been observing a swift increase in research into applicant reactions to pristine technology in employee selection methods. As expected, the growing use of more sophisticated technology by companies to carry out recruitment and assessment techniques to applicant pools, this has stimulated the attention of researchers and practitioners alike in the outcome that latest technology may be having upon applicant reactions, fairness, and equality, amid other critical factors (e.g. Anderson, Born, and Cunnigham-Snell 2001; Harris 1999, 2000; Highhouse and Hoffman, 2001; Hough and Oswald, 2000; Lievens and Harris, 2003).

Over the past ten years we have experienced a tremendous rise in the use of internet also involving online recruitment in particular the web technology to employ, choose and trial the applicants. It has been recognised as the prevailing method to get exceedingly qualified and successful talented employees who will act as a ladder to realize the Organizational ambitions. Cappell Lievens (2003) claims that the usage of the Internet for recruitment and analysing has grown very swiftly as of late. Organization has to create a strategy for human resources by considering the quality and quantity of the current work force in order to achieve the organizations goals. Furthermore, internet recruitment has been acknowledged as the latest hiring method (Sharma, 2011). The internet has made it possible for the job seekers and corporate websites to communicate without difficulty as the job seekers can upload their resumes in the corporate websites so that recruiters can correspond their qualifications with the present job opportunities.

Online recruitment has been described in a different way by various authors in regards to the context and content that is used. According to Galanaki, (2002) cited by Marr, (2007) described the online recruitment as the act of promoting employment opportunities through internet and the other sources of information about jobs online. Online recruitment is also identified as e-recruitment, is the practice whereby the online technology is used particularly websites as a means of assessing, interviewing, and hiring personnel (Rouse, 2012).

An online recruitment has enormous prospective to any organization as its state-of-the-art recruiting techniques offer up to date information; open up geographical borders searching for talents and is time and cost saving (Ensher et al 2002; Sharma 2011 and Gopalia,2006). A

newspaper may price the company \$50-\$100 to publish while vacancies online may cost only \$10 a piece (Dessler, 2000, p. 154). It has decreased the recruiting cost from \$1383 for conventional system to 183\$ e-recruitment system (Haas et al, 2001).

1.2. Research Aims and Objectives

Information technology is broadly used in a variety of areas of Human Resource Management. These days, more and more companies have begun using information technology in their Human Resource Management functions to enhance their management and increase their efficiency (Mukherjee, 2014). In Turkey, Human Resources Managers are going ahead with the use of IT to effectively recruit job seekers. Two online recruitment methods are predominantly popular in Turkey. To start with, the first online hiring approach is online recruitment agencies. They use websites to post jobs and find competent workers for companies. Moreover, a lot of companies now favour to use this method to hire employees. Secondly, the other online recruiting method is career websites to be produced by companies. These companies produce their own online recruitment agencies to employ their work force (Internet & Kariyer, 2014).

Small and Medium-sized Enterprises (SME) are acknowledged as a noteworthy portion of the both developed and developing economies. For developing economies such as India they are particularly significant as SMEs take the part of a vital role in poverty reduction by means of employment generation (Mukherjee, 2014). In this study, we also concentrate on Small and Medium-sized companies in Turkey, in addition to how they use IT effectively in recruitment methods.

The function of this research is to present an overview of the influence of IT in recruitment and selection (R&S) process in Turkey. In this paper, we will concentrate on how technology has had an effect on the recruitment and selection procedure, what are the encouraging sides of IT in recruitment, e-recruitment or online recruiting, as well as how IT will shape the recruitment process in the future. Our central model is E-Recruitment. Advantages and disadvantages of online recruitment and selection for an organization will account for, and also evaluate conventional and contemporary methods of workforce attracting and screening.

This paper is structured and presented as follows. First, the literatures review examines the job search tendencies and the theoretical model and hypotheses. Second, the research method

is provided. Third, the results are presented. Next, the argument and proposition, and boundaries of the research results are reviewed. At last, the conclusion is drawn and proposals for additional study recommended.

1.3. Research Questions

Based on the discussion above, previous research questions will be addressed by this study. Each question is listed below and provides the basis of the proposed hypothesis:

- 1-) How effectively small and medium size Turkish companies use IT in recruitment?
- 2-) what are the benefits of online recruitment?
- 3-) should companies use It more effectively in hiring process? And why?

1.4.Dissertation Outline

Chapter 1: Introduction: Gives an overview of the research area and background of the study the impact of IT in Turkey: E-recruitment. Then, follow by the research aims, research questions and objectives.

Chapter 2: Literature review: Provides literature by previous academic researchers on traditional recruitment model and Internet as a recruitment model. Also gives information about recruitment in Turkey.

Chapter 3: Hypothesizes: This section presents the research of hypothesizes.

Chapter 4: Methodology: This section discusses the main research paradigms, research design, responds profiling, method of analysis, methodological approach, data collection method, data analysis, and limitations.

Chapter 5: Analysis and Discussion: This section presents analyses and discusses the survey. As thematic analysis was chosen due to appropriateness, themes are presented within the research questions. Overall the responses are discussed in relation to previous research from the literature review.

Chapter 6: Conclusion and Recommendation: The final part of the dissertation provides an overview of the overall research, within which important findings are discussed in relation to the aims and objectives. The contribution to exiting knowledge is given and lastly recommendations for management and future research.

Chapter 2: Literature Review

2.1. Introduction

Tong (2009) states that, in human resource management framework, recruitment is a procedure of supplying and obtaining the correct candidates to an organization. In essence, the method includes looking for and create a centre of attention for a group of capable candidates using a variety of viable recruitment processes (Tong, 2009).The regular recruitment technique used by organizations subsists of making contact with friends or employee referrals, commencing executive search, using newspapers classified ads, and others. Each time there are alterations in company's policy, technology, locality, mergers, purchases, de-mergers, and employees' resignation, this procedure persists to take place at regular intervals to add, maintain, or re-adjust their personnel in agreement to the corporate and human resource planning (Tyson and York, 2000; Cascio, 1998).

As international competition continues and commerce becomes more skill demanding, the employment of skilled workers becomes crucial (Tong and Sivanand, 2005), and drawing the perfect applicants at the correct time is becoming increasingly challenging. The utilization of traditional recruitment means is no longer adequate and suitable to exert a pull on a pool of skilled applicants. Numerous organizations have preferred utilizing refined recruitment strategies or blending a variety of recruitment techniques to attract them (Tong and Sivanand, 2005). For instance, by merging newspaper ads with executive search, or employment agencies, and others for recruitment; however this only adds to the increased of recruitment costs per hire (Pollitt, 2005, 2004).

Employment is the process of finding and attracting the personnel the company requires. Variety is a part of recruitment involved with determining which applicants should be selected for the positions. The four steps of staffing and choosing are (Armstrong, 2010):

1. Defining requirements – preparing role profiles and person specifications; deciding terms and conditions of employment.
2. Planning recruitment campaigns.
3. Attracting candidates – reviewing and evaluating alternative sources of applicants, inside and outside the company: advertising, e-recruiting, agencies and consultants.

4. Selecting candidates – sifting applications, interviewing, testing, assessing candidates, assessment centres, offering employment, obtaining references; preparing contracts of employment.

A crucial first stage in employee hiring is to exert a pull on individuals to submit an application for positions in a firm (Barber, 1998). Companies that attract more skilled candidates have a greater collection of candidates to pick from, which causes better utility for firm selection procedures (Boudreau & Rynes, 1985). In addition, if persons do not submit an application to open positions they cannot be influenced by consequent recruitment activities (Barber & Roehling, 1993; Rynes, 1991; Rynes & Barber, 1990). Therefore, a number of scholars have requested for further research investigating the aspects that affect attraction throughout the applicant generation phase of recruitment (Barber, 1998; Rynes, 1991).

Armstrong (2010) nevertheless stresses that the purpose of selection is to measure the suitability of applicants by calculating the scope to which the applicants may be able to execute a task effectively. It requires determining on the extent to which the features of candidates in terms of their skills, experience, credentials, education and training match the person requirement. Furthermore, using this evaluation to come to a decision between candidates is also a necessary. The primary procedure of deciding is separate interviews and evaluation centres. Recruitment “involves those practices and activities implemented by the organisation with the first string purpose of identifying and attracting potential employees” (Breaugh and Starke, 2000) and is therefore an important step of human resource (HR) management because it “plays the major function of drawing a significant resource – human capital – within the organisation” (Barber, 1998). The critical importance of recruitment is time and again described in the literature (Boxall and Purcell, 2003), the importance being on the necessity to attract and maintain high-quality worker thus creating a competitive edge, as is coherent with the resource-based view (Barney, 1991; Wright and McMahan, 1992; Barney and Wright, 1998).

Lievens et al. (2002) supposed that the “war for talent” expected that the pressure in companies transferred from the selection to the attraction of the workforce, furthermore workforce market deficiency and recruitment complications led to a more economical recruitment market. Parry & Wilson (2010) argue that recruitment was the second most important precedence for HR personnel (Parry & Wilson, 2007). It has been predicted that the

recruitment market's "future is on the net" (Edgeley, 1995) and that the internet had carried "radical change to corporate recruiting" (Cappelli, 2001).

2.2. Traditional Recruitment Methods

Conventional Method-Recruitment via Employee Referral, Consultancy, advertisement, transfer, promotion etc. (Mukherjee et. al., 2014)

Conventional recruitment procedures consist of advertising in newspapers and various other forms of print media, posting vacancies at job centres, using temp agencies and hiring internally. Named methods have been successful for many years and continue to be useful now. Companies throughout the globe have benefited from the conventional recruitment procedures which have assisted them to a great degree and provided workers which have performed key roles in defining their companies. Many of the conventional ways employers have used to attract candidates are still in use (Human Resources Management, 2014). They include:

Newspaper Advertising: Job adverts in local or national newspapers. The greatest method to circulate the information about new vacancies is throughout the use of local newspaper adverts. Moreover it is argued that this is the most straightforward form of recruitment and nonetheless the most efficient method, too. An advert in print media is still an efficient and attractive way to find job seekers although it can also reach people who are not actively seeking work. It's important to approach print media adverts on two levels: local and national. Advertising locally will mean that you'll attract people in the local area, while national adverts are great for widening the net and drawing in candidates from further afield, which works great for higher level positions. The impact of the trade press should also be taken into account. A well-constructed ad to be found in appropriate trade publications means you're precisely seeking out people whose skills and experience in your area may potentially make them ideal for the job (HR Manager, 2014).

One of the earlier and still widely used recruiting techniques and was once the most excellent way to advertise to reach the greatest number of people. Nonetheless, recent newspaper sales have plummeted significantly and many papers are having a hard time to get by. Consumers are progressively more inclined towards online sources for the news and therefore job advertisements have consecutively moved to online outlets (Employersjob, 2014).

Help Wanted Posters: Help wanted posters are low-cost and can be a focus for a wide range of applications. If using this approach, recording the precise skills you need, possibly will decrease the number of unqualified applicants (Human Resources Management, 2014).

Employment Agencies: When a candidate is employed by means of such an agency, the employer then has to pay a commission fee based on the nature and level of the position (Human Resources Management, 2014).

Temporary Help Agencies: Short-term help agencies can be observed in a selection of industries containing accounting, health services, trades, information technology and sales. The yellow pages can be checked to find listings locally. A highly used recruitment method is through provisional employment agencies that can pick out prospective candidates for your company and find you skilled professionals in your line of work effortlessly (Bassman, 2013).

Job agencies and temp agencies are a common option to fill up vacancies swiftly both for short-term and long-term positions. Temp agencies have always been a good source of applicants as the agencies do much of the hard work in sourcing and recruiting applicants. Nevertheless, the expenses of using a job agency are great, particularly when contrasted with the convenience of using less expensive online methods (HR Manager, 2014).

Table 1: Traditional Recruitment Ways

Ways	% of workplaces using
Newspapers	65%
Employment Service	57%
Internal notices	52%
Recommendations by existing employees	45%
Word of mouth	44%

Source: Kersley et al 2006

While today these traditional methods are still popular, new advancements are challenging and improving upon them (360 Degrees, 2013).

2.3.The Internet As A Recruitment Method

The utilization of Web based employment has increased considerably more in recent years. Nevertheless, it has not yet come started to dominate as a recruitment technique as it had been predicted by numerous researchers and practitioners (Parry & Wilson, 2007). As stated by Arthur (2001), 96% of US firms were online, with expenses on electronic advertising expected to rise from \$48 million in 2001 to \$460 million by 2006. In a more recent study,

Cober and Brown (2006) argued that 50% of new employments in the USA came from online sources. In the UK, online recruitment has grown to be prevalent for both companies and applicants. For example, the CIPD (2006) discovered that 64% of UK companies used e-recruitment, signifying that the increase of the Internet as a recruitment apparatus has been significant. An online recruitment has vast latent to any company as its state-of-the-art recruiting method that provides up to date information; open up geographical borders searching for talents and is time and cost saving (Ensher et al 2002; Sharma, 2011).

Modern Methods-Online recruitment, e- recruitment, or web-based recruitment (the use of online technology or the internet to attract candidates)(Mukherjee et. Al., 2014).

According to Strohmeier (2007) “e-HRM is the planning, implementation and application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities”.

E-recruitment is recognized as the utilization of the Internet to attract potential employees to a company that can entail the employment of an organisation’s own institutive website in addition to the use of trading job boards (Parry, 2006). Chapman and Webster (2003) show that E-recruitment administers job statements and job gaps, search for applicants and the interview process. Mukherjee (2014) give emphasis to that it is also known as an applicant-tracking system; a web-based application which allows the electronic management of organizational employment requirements (Mukherjee et, al., 2014).

Online recruitment has been described in a different way by various authors according to the framework and content to be used. According to Marr (2007) identified online recruitment as the act of advertising jobs via the internet and the various other different sources of information regarding jobs online. Web-based recruitment is, too, identified as e-recruitment; it is the procedure whereby the online technology is used especially websites as a tool of examining, interviewing, and recruiting personnel (Rouse, 2012).

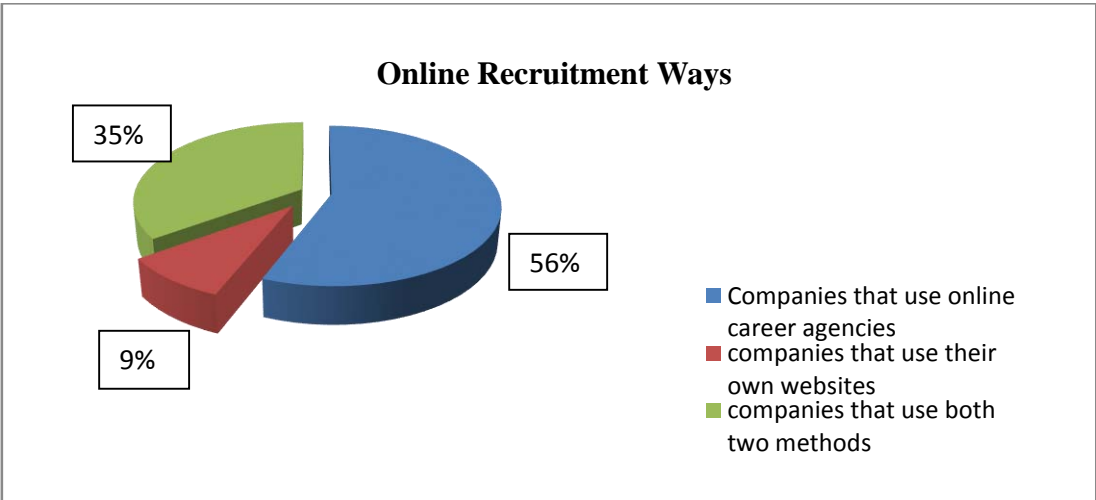
It has been claimed that not enough is understood in relation to candidate’s reactions to online recruitment and selection processes (Sylva & Mol, 2009). In spite of recent evaluations of candidate’s reactions and online recruitment processes, a study into applicant reactions in particular to preliminary recruitment websites continues to be noticeably sparse (Anderson, 2003; Bartram, 2000; Chan & Schmitt, 2004; Lievens & Harris, 2003).

Many have argued that the considerable rise in recruitment actions on the Internet is no bolt from the blue as payoffs can be sizeable. It has been predicted that the change of recruitment activities to the Internet can effect in monetary savings of up to 90% of the costs of conventional recruitment means and substantial time savings as the hiring sequence is cut by almost 25% (Cappelli, 2001; Cober, Brown, Blumental, Doverspike, & Levy, 2000; Freeman, 2002; Lievens & Harris, 2003).

Furthermore it can be argued that companies' attraction has taken place at a crucial time and job seekers on the Internet are increasingly viewed like consumers (Cober, Brown, Keeping, & Levy, 2004). It occurs that a web-based recruitment system has become a must for organizations who wish to be ambitious (Sylva & Mol, 2009). Furthermore, An online recruitment has great prospective to any company as its state-of-the-art recruiting technique offers current information; open up geographical borders searching for talents and is time and cost saving (Ensher et al 2002; Sharma, 2011).

Company recruitment web sites have become a key tool for companies to generate applicants, often serving as the primary vehicle by which job applicants initially gather information about the attributes of organizations, learn about job openings, and submit employment applications. As a result, the effectiveness of an organization's web site at communicating employment information is a crucial determinant of an organizations ability to successfully generate qualified applicants (Cappelli, 2001).

Figure 1: Internet Recruitment Ways



Source: Reineke, 2001

The career web sites are another electronic way to find candidates for the human sources. This web sites offer a large amount of candidates for companies to find candidate that they are looking for and they are prepared for both jobseeker and institutions. At the same time, the websites enables candidates to easily reach and apply to many job posting.

Most of the companies prefer to benefit from this kind of web sites because it attracts the people who are looking for jobs. Thus, most of the companies going to have technological recruitments based on the internet by way of human sources pages in career sites and/or corporate web sites (Dogan, 2014).

2.4. Compared two methods

A comparative study of Traditional and E- Recruitment will give better understanding of the process under study:

Table 2: Comparing two recruitment ways

Recruitment Process	Traditional	E-Recruitment
Attracting Candidates	Using sources that are not technology supported, like advertisement, flyers, spokespersons, to draw as many applicants as possible to contact the organization.	Using the organization's reputation product image, online technology and other methods to draw as many as possible to the organization's websites. There organisation can present themselves.
Sorting Applicants	Using paper-based test for applicants to create a manageable applicants pool	Employing sophisticated, standardized online tests to screen candidates and to winnow the applicant pool to a manageable number
Making Contact	Contacting the sorted applicants by phones and having face to face conversations	Using automated hiring management system to contact the most desirable candidate very quickly, before they are snapped by another company
Closing the Deal	Making the phone call, setting up the meeting and shaking hands	Making the phone call, setting up the meeting and shaking hands

Source: Kapse et al, 2012

2.5. Recruitment in Turkey

There are a number of methods for employers to locate talents and hire them in Turkey. The most common recruitment method is job adverts on newspaper and magazine, companies' website, HR consultancy firms, letter of recommendation, and e-recruitment.

Workforce market in Turkey has developed into of a supreme importance as the rise of the number of shareholders and the vibrant nature of human resource environment. This has guided the human resources administrators to concentrate on the most excellent method to recruit their workforce for job positions and to keep hold of the existing ones in their organizations. Recruitment comes from the word 'recruit', means any activity which is conducted by an organization so as to identify and attract potential job candidates (Noe et al, 2007; Byars & Rue, 2004). This namely means seeking out and attracting a pool of skilled workers to fill up job positions in a company.

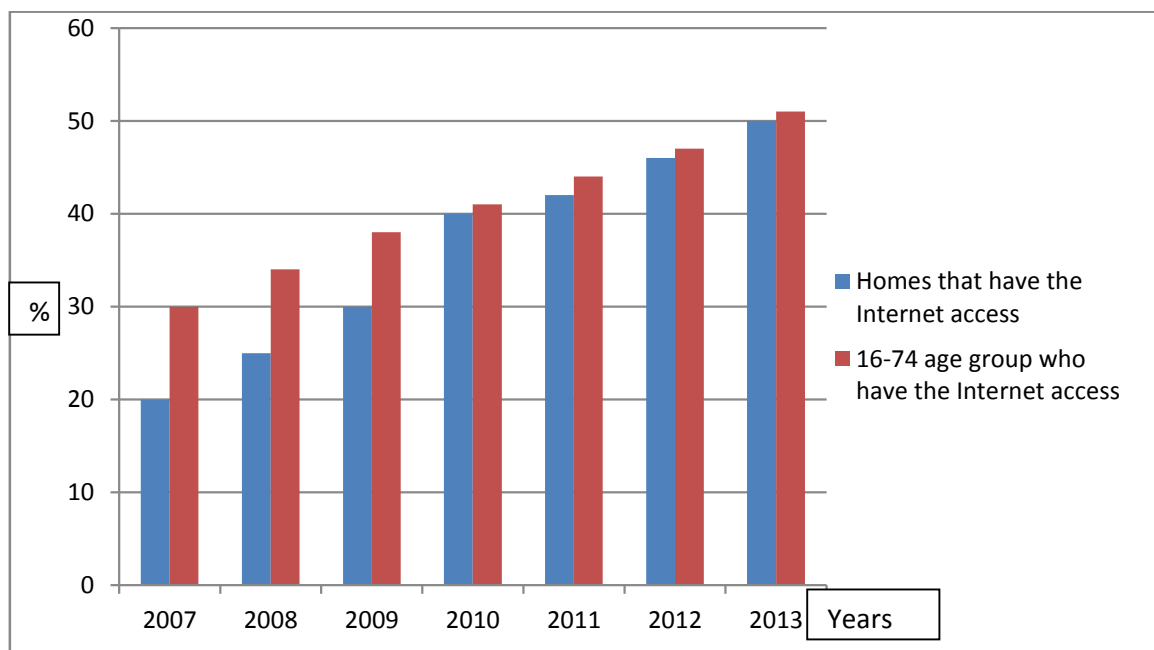
However, because of various organization culture and diversity, each organization may perhaps have distinct emphasis on recruitment concerns. Noe et al, (2007) states that, all corporations have to decide in three aspects of recruiting; staff policies which push on positions to be filled , recruitment sources pushes the kind of job reaches, and the characteristics and behaviour of the recruiter aspire both applicant and vacancies. Nevertheless the verdict will be made by the characteristics of the position and that of the candidate.

2.5.1. The Internet Recruitment In Turkey

Internet recruitment as we have examined earlier is the technique of utilizing the internet for advertising job positions, searching, attracting, interviewing and hiring qualified candidates from the pool of applicants. Internet recruitment is growing to be more prevalent and functional in numerous organizations for the reason that it is more efficient and effective in terms of time management and cost effectiveness. It is in the midst of the outside sources of recruitment (Noe et al, 2007, p. 157). To point out a few along with others are direct applicants and referrals, newspapers and magazine, public and private employment agencies, colleges and universities.

In general, there is very a small amount research which has been carried out and made available about recruitment in Turkey, and the contemporary publications on recruitment are not addressing openly about online recruitment in Turkey. There are five methods for online recruitment such as companies' web sites, job boards, e-recruiting, underhand approaches and relationship recruiting (Lievens, 2003). The most common methods in Turkey are three, which are company's web sites, job boards and e-recruiting.

Figure 2: Internet usage in Turkey



Source: Turkish statistical institute (2013)

According the existing information by Turkish statistical institute (2013), over 34 million citizens have internet access in Turkey. The last 5 years the Internet application percentage has been increasing quickly. In particular the youthful age group between 16-35. There were 20% of homes the Internet access in Turkey in 2007. And also, 30% per of 16-74 age group had internet. Compared to 2013, 50% per of home had the Internet access, and more than 50% per of 16-74 age used internet. From the study it can be derived that the younger age groups make more effective use of the internet for job seeking purposes.

In contrast, more than 70% of companies in Turkey are job posting online such as companies' websites, HR consultancy, and social partials.

2.5.2. Jobs Boards

Job board is one more technique of internet recruitment accessible in Turkey. These boards are frequently located in the recruitment agencies, universities or posted in the internet presenting the list of available jobs. In these boards the company can submit the jobs and important information so that the job seekers respond the vacant positions with their qualifications. This is done by the workers putting forward their CVs for the employers to work on. Examples of the world famous boards are HotJobs, Monster and CareerBuilder which attract many job seekers (Noe, 2007). In Turkey there are also varieties of popular job boards such as www.yenibir.com, www.tekadres.com, www.insankaynaklari.com, www.kariyer.net, www.akariyer.com, www.evclub.net, www.personelonline.com.

2.5.3. Companies Websites

Company's websites is the most common method for workforce recruitment in numerous organizations. In Turkey a lot of companies and or institutions have an online site which is also utilized for recruitment. A number of the companies may recruit on their own accord or contract out to other specialize recruitment companies. Various sizeable companies in Turkey are vastly prevalent with website recruitment. Examples: Sabanci Holding, Koc Holding, and Dogus Holding. Additionally, a number of banks such as Ziraat Bank, Vakif Bank and Halk Bank are also among other establishments which make use of recruitment methods through websites.

2.5.4. Use of Social Media

Another important and current source of recruitment adopted by organization and or companies is the use of social media especially LinkedIn, Twitter and Facebook, and viadeo. Social media is an online based communication system which allows people to interact widely and connect with others more easily (Oksuz, 2011). Social media has become a commencing point for professional life rather than chatting and other circumstances. It has broadened the recruitment process by making it free and fair as well as clarifying the policies and practice across organizations.

In Turkey there is moreover a rise in the use of social media platform for various communicative intentions. This has been uncomplicated due to the accessibility of internet services equally for computer and mobile users made available by mobile communication

corporations. Social media such as Facebook, Twitter, LinkedIn and others are presently employed by institutions, companies and/ or organizations not merely correctly advertise their visions to the communities but also look for capable candidates to fill job positions available.

It has been described by <http://www.marketingturkiye.com>, that just 4% per of companies make use of social platforms for job posting. Furthermore, alongside the existence of the above technique of recruitment, the small amount of study available demonstrates that the social platforms recruitment is yet undeveloped compared to other sources of recruitment.

2.5.5. E-recruiting

The new technique used for recruitment is e-recruiting. The recruiters use the internet to look for potential candidates by making use of particular jobs websites and particular words like “flipping” (Lievens & Harris, 2003) once they put them into the search engine it brings up the range of contents required by them like resumes, emails and the background of the employees from the companies websites.

2.6. Table of Literature Review

Chronological	Title	Method	Findings
Chapman, D.S. And Webster, J. (2003)	The use of technologies in the recruitment and selection process	This study consisted of a web-based survey administered to a broad subset of HR managers who were members of the Society for Human Resource Management (SHRM).	-What technologies are being used in HR. -HR managers' goals for using these technologies -which these goals are being met -what organizational factors lead to adopting these technologies
Williamson, I. (2003)	The effect of company recruitment web site orientation on individuals perceptions of organizational attractiveness	This study attempts to address this issue by using an experimental design to investigate the relationships among recruitment web site orientation, individual's expectations concerning the use of Internet technology, web site usability, and organizational attractiveness.	Survey results from 252 business students indicated that web site orientation and outcome expectancy influenced organizational attractiveness perceptions through influencing the perceived usability of the website.

<p>Tanova, C. And Nadiri, H. (2005)</p>	<p>Recruitment and training policies and practices The case of Turkey as an EU candidate</p>	<p>A survey as designed by the Cranfield Network on International Human Resource Management (CRANET-G) was used for this study. The survey aims to obtain data that is based on facts and it does not ask for information based on respondents' opinions, attitudes or perceptions.</p>	<p>It provides information about recruitment methods and training practices used in organizations in Turkey. It suggests that, in Turkey, small businesses are more likely to rely on employment agencies, which are considered formal recruitment sources in order to fill managerial positions, contrary to the existing literature and theoretical propositions.</p>
<p>Guller, E. (2006)</p>	<p>Recently development of E-recruitment in Turkey.</p>	<p>It was discussed why organizations use these systems in respect of its advantages and disadvantages.</p>	<p>Thus it has been possible to decrease the time and money spent on the arrangement of human resources.</p>
<p>Parry E. and Wilson, H. (2007)</p>	<p>Factors influencing the adoption of online recruitment</p>	<p>The paper uses in-depth interviews and a survey of human resource (HR) managers with recruitment responsibility.</p>	<p>Factors related to the adoption of corporate web sites and commercial jobs boards are found to be different, with positive beliefs/relative advantage, subjective norms and negative beliefs emerging in the case of corporate web sites and positive beliefs/relative advantage and compatibility for jobs boards.</p>
<p>Tong, D. (2008)</p>	<p>A study of e-recruitment technology adoption</p>	<p>Using the validated modified Technology Acceptance Model without the attitude construct as the core research framework and identifying Perceived Privacy Risk,</p>	<p>The results identify few key determinants to this technology adoption. Moreover, the weak evidence of the behavioural intention indicates that e-recruitment has</p>

		Performance Expectancy, Application-Specific Self-Efficacy, and Perceived Stress as key external variables that form the research model for the study of e-recruitment technology adoption.	not replaced some of the conventional recruitment methods.
Branine, M. (2008)	Graduate recruitment and selection in the UK	Data were collected through the use of a structured questionnaire. Questionnaires were sent to 700 UK-based employers selected from the Prospects Directory, the Graduate Employment and Training (GET) Directory and the Times Top 100 Graduate Recruiters	The analysis has shown that all employers, regardless of organisation size or activity type, tend to use more sophisticated, objective and cost-effective methods of recruitment and selection than before.
Sylva, H. and Mol, S.T. (2009)	E-Recruitment: A study into applicant perceptions of an online application system	This study examines applicant perceptions of web-based procedures, based on a field study among 1360 applicants to a multinational financial services organization applying for jobs in the United Kingdom, the Netherlands, and Belgium.	It was found that external, Belgian, and Internet savvy candidates were more satisfied with the online application procedure and its features. Also, it was found that features of the website, perceived efficiency and user-friendliness, were by far the most important determinants of applicant satisfaction.
Caglar, A. (2010)	Recruitment in the Turkish police	Semi-structured interviews and secondary data techniques were used to collect the data analysed.	It was found that while the formal selection methods involve rigorous intelligence, medical, physical and background tests, there are a number of important “invisible” variables that shape the selection process.

Dogan, A. (2011)	Electronic human resource management and its functions	In this study, the concept of “electronic human resources management” and the functions of this concept have been analysed theoretically.	Thus, it was seen many advantages of online recruitment such as saving cost, saving time.
Oksuz, B. (2011)	e use of corporate web sites in e-recruitment process and a research on this topic	the electronic human resources management (E-HRM) and electronic recruitment (E-recruitment) concepts and their importance for corporations are explained theoretically.	According to the research results; Turkey’s most admired twenty corporations use effectively their web sites to release their human resources policies and practices to their publics and also give an opportunity for online applications.
Mukherjee, A. (2014)	Role of Information Technology in Human Resource Management of SME: A Study on the Use of Applicant Tracking System.	This paper investigates the use of Applicant Tracking System (ATS) in a small sized enterprise.	Organizations have realized the growing importance of using Information Technology (IT) in leveraging their Human Resource (HR) functions.

Chapter 3: Research Questions/Hypotheses

3.1. Introduction

Human resource administration problems consist of recruitment, selection, and placement. The results imply that EUC personnel with more computer experience will achieve better in jobs which have need of advanced computer skills than personnel with a smaller amount of experience. Selection of individuals for jobs involving computer skills ought to have thorough consideration. To begin with, jobs necessitating computer-based responsibilities should be acknowledged, and job analysis should be carried out to recognize the computer skills necessary. To end with, the job candidates experience and computer skills should also be considered to respond the applicant to the job properly (Harrison & Rainer, 1992).

There are a number of factors that have been described to play a part in the greater use of technologies for screening and selection (Chapman & Webster, 2003). The research questions have been described in introduction part. In this section, hypotheses are described.

3.2. Making the process faster

A job opportunity can be displayed on a job site early in the day, the first applications turn up by lunchtime, and a candidate interviewed by the end of the day. Obviously, such is not always the case. Nevertheless, the reality that such things do occur so rapidly gives an suggestion of precisely how fast recruiting online can be.

E-recruitment permits for instantaneous real-time communication and 24x7 hiring/job search motion. Companies can display a job opportunity in as few as 20 minutes on a job seeker's site such as Bayt.com without any restrictions to the size of their advertisement and begin to receive CVs in response straight away. The posting on average continues to be active for as long as 30 days and carries on to obtain candidates' resumes instantaneously as job seekers find the ad. This is in contrast to conventional means where a newspaper ad may perhaps appear a week later and merely for a 24 hours, or a recruiter has to delay until the end of the month to obtain the profit of an ad in a monthly industry or geography-specific publication. In general, e-recruitment hiring is on usually 70% quicker than conventional hiring means and the employment cycle is sped up at every stage from posting, to receiving CVs to sorting out to administering the contacts and workflow.

H1. Using online recruitment saves the time and cost to hiring fit employees for organizations.

One of the main techniques in which IT is impacting recruitment is by mounting the pace and efficiency in dealing with candidates and customers. The Internet, for example, is accessible every hour of the week; therefore making it viable to promote a position on-line virtually immediately. As Zall (2000) comments, this single-handedly can salvage a recruiter as a large amount as five days off the time it takes to fill a job. Additionally, reply time from applicants may well as well be reduced. As a matter of fact, a number of companies give an account that they are receiving CVs on the very same day as posting. This possibly will lead to a type of just-in-time recruitment through which companies can meet their employment needs as swiftly as possible. Needless to say, the success of a just-in-time recruitment method would be contingent on the availability of appropriate workers on the market. In a tight market, job seekers, even passive ones, can search the Web, leave a resume, and receive a job when a match is secured (Goodridge, 2000). This procedure is changing the environment of the employment relationship as well. Employment can develop into transactional rather than extensive relationship, whereby an employee using his/her skills adjusts to barter and move from one employer to a different so as to boost his/her career (Piturro, 2000).

3.3. Cost related recruitment

For most industries, recruiting expenses are amongst the top costs. Recruiting not simply includes the actual expenses of employing a successful applicant, but training and preservation expenses as well. Every employee is needs to receive training and direction and a period of time to gain knowledge of the aspects of his job. This is regarded as an asset for many employers. In the case of an employee leaving the company ahead of those expenses paying off, the recruiting process commences all over again, which is recorded as a financial loss. Correctly managing online recruitment and assortment procedures can significantly cut the expenses and improve workforce preservation, which is a better return on investment.

Online recruiting includes a reduced amount of human contact, achieves a much broader audience, files records electronically and provides selection tools electronically. This decreases the expenses for storage space, on top of the expenditures of employees necessary to maintain and manage recruitment and selection procedures.

IT may well in addition help the organization save money by helping to decrease turnover. For example, State Street, a Quincy, Massachusetts-based supplier of managing and organization services for institutional shareholders, with over 17,400 employees globally and

a 350-person IT contractor staff, wanted to cut costs and rules and regulations in recruitment by chance to IT.com. This company provides pre-screening evaluations, taking account of skills and mental examination, and a data bank of prospective workers' skills and experience. Using IT.com's data bank, State Street was in the situation to create better assessments of sought-after employees' qualities, consequently able to hold on to people longer and saving the company from \$2 to \$5 million when using this service (Samson, 2000).

The straightforward expense cuts achieved due to technology use is specified as a first-level effect (Sproull & Kiesler, 1991). First-level effects are the intended investments in expense or rises in production or effectiveness caused by the use of a technology.

H2. Web based recruitment is cheaper and faster method if compared traditional ways in hiring process.

Promotion expenses are also usually lesser on the Internet opposed to conventional methods. Although there are a number of inconsistencies in the accounted figures on the cost-per recruit in conventional against IT systems, there is agreement that the second cost far less.

Expenses of promoting vacancies and/or looking for workers on online job platforms can be up to 90% less than the expenses of using conventional search business and/or advertising techniques. Online promoting at approximately USD250 on a webpage like Bayt.com are significantly more lucrative than the 30% of annual income fee that a lot of conventional recruiters charge or the expenses of newspaper/publication ads for the same reach and time period.

3.4.Audience

Online recruiting gets through to a much bigger or better targeted audience than former methods do. Alongside with reaching job seekers everywhere, one can appeal to candidates with extremely specific talents. A number of Internet job boards are sought after for niche industries. Furthermore, numerous professional links permit employers to promote job openings on their websites. This not merely enables employers to come across candidates with very specific talents, it can also appeal to passive candidates who may perhaps were not looking for job opportunities. Research time and again illustrates that the typical age of candidates making use of online recruitment channels is approximately 35 years old. Online

recruitment is at the present a ordinary part of most people's job hunting regardless of level or age.

H.3a. E-recruitment helps wider audience and access to talent

Contrasting conventional processes which are more often than not limited by career level, geography, industry or other parameters online recruitment platforms usually have up to date skills catalogues that deal with all career levels, industries and regions. A lot of money is spent making sure that the databases are diverse, updated regularly, relevant and high quality. Extensive business expansion teams also make sure that connections are created whereby the portals are always important and up to date with the appropriate candidates and are used by the target job seekers regularly.

Applicants gain hugely from the wider range they acquire via online job sites. The workforce is able to gain access to positions in organisations, firms and locations they possibly will not otherwise have known of and can apply instantaneously. By uploading their CVs online the applicants can get in touch with employers/recruiters straightforwardly for many opportunities that are possibly not even listed.

3.5.Efficiency of hiring

Online recruiting provides a range of tools in addition to pre-employment screening, personality examination and assessment to screen candidates to enable you to choose capable applicants who correspond your organization's values and culture with minimal human interaction. A lot of recruiting software provides a range of these services that you can modify to meet your organization's particular requirements for each job.

H.4. Access to talent increases the hiring efficiency of the business while web based recruitment has been used.

A concluding incentive proposed for implementing a variety of technologies in recruiting and collection processes is to enhance the effectiveness of the recruiting procedure by computerizing methods such as resume screening. A potential benefit of increased effectiveness is to condense hiring sequences, thus making the company increasingly responsive to candidates and enables the company to compete with other companies for the top applicants who may perhaps otherwise be employed before a time consuming selection

process is even completed. For instance, various researchers have come to the conclusion that postponement in recruitment can lead to an applicant's withdrawal from the selection process (Arvey & Gordon, 1975; Rynes, Bretz and Gerhart, 1991).

3.6. Getting Talent

One of the described aspects is linked to the enhanced globalization of the economy and workforce market. In order to be successful in a competitive marketplace environment, firms are looking for the most excellent and talented candidates, not considering their geographical setting. Lack of highly-skilled employees in areas such as computer science and engineering has produced a great demand for international recruiting (Laabs, 1998). Nevertheless, looking for the international marketplace for talent is a costly endeavour. Many firms are put off by the expenses encompassed and others are enforced to pay in lieu of risking losing business due to a shortage of skilled workers. The utilization of IT in screening and selecting candidates has the promise to considerably cut the expenses involved at the same time as getting bigger candidate pools. For instance, firms that were at first reluctant to travel to smaller or geographically distant universities were capable of reaching applicants via videoconference technology to carry out their interviews (Chapman & Webster, 2003).

H.5. Online recruitment gives a better access to get talents.

For a lot of recruiters, Web-based pre-screening technology can help in considering an applicant's "potential fit" with the firm. This is a reasonably low-priced option to recruiting a good testing specialist or having an HR department that is devoted to critical testing. For example, using Net-Interview, an online screening technology developed by Advantage Hiring, a Pittsburgh, Pennsylvania firm, administrators and recruiters can produce a set of multiple-choice test for job applicants to complete online. These questions include those created by organizational psychologists and administrators based on a profile shaped for each job opportunity. Applicants partake in the Net-Interview when applying for a job on-line, thus enabling the recruiter to do an original review of the candidate in real time (Samson, 2000).

3.7. Social media

Facebook and LinkedIn have quickly expanded to, more than 500 million (Facebook, 2010) and 80 million (LinkedIn, 2010) users in 2010. Nowadays, Facebook and LinkedIn do seem to be utilized for various purposes and in numerous contexts. Facebook enables connecting friends, to distribute personal information, and to encounter new people (Papacharissi, 2009),

while LinkedIn enables linking professionals, to market one's skills, to share knowledge and experiences, and to plan future career steps (Trusov, Bucklin, & Pauwels, 2009). In the hiring phase, LinkedIn is more widely used compared Facebook, the second believed to be less professional than the former.

H.6. E-recruiting establishes a direct access to social media portals to reach a wider access.

It has also been noted that the concentration of SNSs use affects how the SNSs are utilized in a professional context. Taking into account the selection, both LinkedIn and Facebook are utilized by many respondents to escalate the quantity of information available for the selection interview and for a small amount of decision makers to make a decision on invitations to a first selection interview. Information available on SNSs possibly will therefore affect applicants' success of being invited. Decision makers do appreciate the information on LinkedIn in a different way from information on Facebook, indicating the benefit of LinkedIn to enhance ones training and work experience.

3.8.Database

The assembling and collection of data, filing of records and all related managerial work is done by electronic means, and thus paperwork is significantly reduced. Considerably less physical space is required for file storage, and overall, the ecological footprint is smaller than more conventional hiring systems.

H.7. Online recruitment cuts the paper work needed, and also produces a valuable database for future use.

Web based recruitment gathers all candidates' information, and generates a talent pool for firms. It helps companies to discover comfortably new workers without new job posting.

To conclude, the objective of this study is to assess the success of online recruitment systems in more detail. An exploration into the utilization of online recruitment and its consequence on the employment of other conventional hiring media, alongside with data on users' insights, may well permit us some insight into how lucrative this technique is perceived to be in Turkey. Moreover, a more detailed assessment of the utilization of online recruitment systems

inside firms could enable us to survey the aspects that drive the success of online recruitment. In order to achieve this, we have complemented this survey study with Human Resources administrators. Furthermore, the successful use of IT may entail considerable new procedures and processes. As a matter of fact, it can be claimed that this is the purpose of IT's use in recruitment. That is to say that, new systems are required in order to cut labour expenses, quicken transactions, increase effectiveness, and offer improved service to stakeholders.

Chapter 4: Research Methodology

4.1. Introduction

This chapter will outline the procedures and methods and the types of measurements launched in retrieving data for this particular research. In this chapter the structure of questionnaire, sampling method, sample size, sample profile, type of statistical technique being used and the steadfastness of scale will also be mentioned. Shortcomings and any type of limitation will also be explained.

4.2. Research Design

Two types of research methods are included which are (1) quantitative research and (2) qualitative. The qualitative research will be made of case studies, focus groups, and forum debates. The quantitative research will contain of the survey and interview. The current study will be accepting quantitative research by applying a survey questionnaire to gather data from the small and medium of HR Managers of Turkish companies. The survey was created to estimate the effect of IT in recruitment development in Turkey.

4.3. Sampling of the Research

A sample is the portion of the population chosen for the investigation and is the subset of the population (Bryman and Bell, 2003). Sampling displays how well it produces the characteristics of the population it represents.

The population fixated for this survey will be managed among HR Managers in Turkey. Populations are a part of society's individuals sharing the same set of frequent traits, and for this particular study this would be the Hr Managers of Turkish companies. Surveys will be conveyed by self-administered questionnaires within Marmara region, especially in Istanbul. Marmara is most advanced region of Turkey for industry and Istanbul is the biggest city in Turkey and also one of greatest city in the world.

4.4. Research Participants

This research is going to include a web-based survey administered to a vast subset of HR managers who are also members of Turkish companies for human resource management department.

We use a section of the data gathered from Turkey. This is an continuing project directed at inspecting online recruitment and the effect of IT in hiring process in Turkey. Stratified odd sampling will be used to choose Turkish companies. HR managers of the chosen Turkish companies are contacted and are inquired for their hiring process, and how sufficient they use the IT in enrolment and selection.

In June 2014, we have created the web-based survey to analyse HR professionals' use of technologies with job applicants. We have sent the survey to more than 300 organizations, and we anticipated that this survey was going to gather a broad diversity of data from HR professionals representing more than 50 organizations' HR managers. The HR professionals' representatives will be contacted and requested to complete the web survey.

4.5. Research Procedure

The early phase was that 14 questions in the survey were created and then used Survey monkey online survey website to retrieve all data from HR managers from Turkey. Further, all our hypotheses in this study were requested as questions in the survey. We had 45 days to gather data from 20 June to 05 August. We only got 50 replies from organizations' HR managers for our survey even though we had sent it to more than 300 Turkish companies.

Small and Medium Turkish companies were chosen and also gotten HR managers' data to relate them. Then, the survey's link was sent to them, and we got the reply online with a receipt via email. During the process which consisted of 45 days, we received 50 responds, and the other companies didn't give us any comment or replies. After this period, we completed the process of collecting data, and began to analyse the results from the survey we received.

In order to define the boundary of circumstances for the generalization of the results of this research we will first explain the data that was collected as element of the application procedure followed by a depiction of the research survey.

4.6.Measurement

The questionnaire was preceded by a brief introductory text. Anonymity and confidentiality of the participants' replies were highlighted. It was unquestionably cited that replies would not affect the selection process in any way and that the company did not have any connection to individual responses.

The questionnaire was judged in a non-proctored environment since all guidance was on the computer. It took respondents roughly 5 minutes to complete the survey. The survey was provided in the language reciprocal with the preceding online application process (English, Turkish). Native speakers checked the translations which were made from English to Turkish. All replies were judged on the following five-point Like scale (1-Strongly disagree, 2-disagree, 3- neither disagree nor agree, 4-agree, 5-Strongly agree), with exception of items on generic background information. The survey enclosed different topics which concluded in an overall of 50 items.

The respondents determined the degree of use of impact of the online recruitment methods. The device also measures the emphasis of the e-recruitment and forthcoming of the online recruitment for employers. For the quantitative survey, the research used a non-probability examining manner. Following the theoretical purposive sampling principles, the goal was to combine diverse type of organisations that consist of small and medium size. The sample was made of 50 Turkish organisations' HR managers in Marmara region of Turkey, specifically in Istanbul.

4.7.Method of Data Analysis

The inquiry of data gathered will be carried out by using quantitative analysis. Quantitative data analysis is something "that occurs typically at a late stage in the overall process and is also a distinct stage" (Bryman and Bell, 2007, p.348). With this style of analysis, all data will be portrayed with the use of table, graphs and figures in a way to be more clear and simple to interpret.

Our research is established on this quantitative analysis and it is concluded by producing different kinds of fluctuation and analysing their relationship between them. More importantly, bivariate analysis as type of quantitative data analysis manner will be applied, regarding the analysis of two variables at the same time in a way to cover whether both of

these two variables are linked. By analysing these relationships, it provides evidence that the variation between those variables coincide (Bryman and Bell, 2007). The statistical manner also backs this analysis and is known as SPSS for Windows. It is the most extensively used package of computer software that can provide a quantitative analysis (Bryman and Bell, 2007) and it can help easily to interpret the data and depict them diagrammatically.

4.8. Limitations:

This research amid the process of gathering data portrayed some limitations. More precisely, the limitations came arose when the methodology was being carried out. The gathering of data was time consuming and created time pressure by preventing the effortless and easy conduct of the research. The selection also of questionnaires and the choice of closed questions were narrow in information and could create low effectiveness. Lastly, the research faced human resource restriction as the amount of the replies who engaged in the survey was not so rewarding and didn't cover all conditions of HR Managers owed to the fact that the survey took place during a time where a large amount of HR Professionals had taken their time off. It was hard to associate with managers and get replies from them.

Chapter 5: Findings and Discussion

5.1. Introduction

Online recruitment uses the capability of the internet to engage people to jobs. Essentially, it is about exhibiting vacancies on either corporate sites or job websites. At this very primitive level it is precisely useful at getting a great level of replies. While it may cause hundreds more candidates than the common print advertising, generally attracting more applicants is only part of the process. The present prospect is that absolute efficient online recruitment could be as little as 10% of the dominant blue-chip corporate companies.

The data were subject to analysis using SPSS Version 12. Previously to applying exploratory factor and regression analyses the data were inspected to secure that they were responsive to the use of these techniques. This included examining the replies to each question for untrue responses, missing values, for obedience to the normal circulation and for outliers.

Data gathering was done in Turkey. The goal of the data is to describe how efficient Turkish companies are using IT in recruitment. I made the survey with 50 HR Managers of Turkish companies. According to my survey conclusions, underneath is information to announce HR Managers of the companies which engaged to survey.

5.2. Responds rate and responds profiling

In this part, all information is about the size of companies, and established date of them. This information is really important for us because it contains small-size and medium-size firms. Firms that have 1-100 employees are in small-size category. Firms that have more than 100 employees are in medium-size category. Based on this information, HR managers of the 25 small-size firms are involved in our survey. On the other hand, HR managers of the 27 medium-size firms are involved in our survey. Information on the left side of the figure shows us the establishment years of the firms in years. There are total of 6 categories. We can see that most of the companies involved in our survey are establish before 1990.

Table 3: Information of HR Managers

		How many employees do you have?					Total
		1-25	26-50	51-75	76-100	more than 100	
When was your company established?	before 1990	2	1	0	0	18	21
	1991-1995	3	3	1	0	4	11
	1996-2000	2	0	1	1	3	7
	2001-2005	0	0	0	1	1	2
	2006-2010	4	0	0	0	1	5
	after 2010	2	1	0	1	0	4
Total		13	5	2	3	27	50

5.3.How effectively using IT in recruitment

In this part, I'm going to analyse the survey we made with HR Managers about how firms effectively use the technology in hiring process. We indicated total of 50 firm's 23 of them are based on small-scale and the other 27 of them are based on medium-scale firms. The table below shows how to effectively use the IT according to number of employment in other words, according to its scale.

Table 4: Using IT in Recruitment

		Do you use IT more effectively in pre-employment?					Total
		Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree	
How many employees do you have?	1-25	0	4	2	5	2	13
	26-50	0	2	2	0	1	5
	51-75	0	1	0	1	0	2
	76-100	0	2	0	1	0	3
	more than 100	1	3	5	10	7	26
Total		1	12	9	17	10	49

5.3.1. Small-Size

We asked the question of ‘Do you use IT more effectively in pre-employment?’ and presented the following options in parenthesis (Strongly Disagree, Disagree, Neither Disagree or Agree, Agree, Strongly Agree) to analyse how companies effectively use IT in hiring process.

The table on the upper right sight shows us the information that we obtained from the firm's scale. With the participation of 23 small scale companies and HR Managers, the following results have been obtained in our survey; 9 people declared in using effective IT concept in hiring process. 4 people were unstable about effective use of IT concept. Remaining 10 people stated that, firms effectively use IT in hiring process.

With regards to these results we can see an interesting table. 9 people do not effectively use IT concept in contrast to 10 people effectively use of IT concept. These rates are very close to each other however it shows how IT concept is being effectively used.

5.3.2. Medium-Size

When we look the medium-scale firms (more than 100) we can see more clear results. Totally, 27 HR Managers and firms that have got more than 100 employers joined our survey.

Out of 27 HR Managers who joined our survey only 4 members did not believe the use of effective technology in hiring process. Additionally, 5 people were unstable about this concept. However 18 people states that, firms do use effective technology in online hiring process. When we view the results obtained from the medium-scale firms shows majority believes that technology is effectively used in Turkey. Consequently, when we look at both firms we can come to a conclusion that; small-scale firms uses technology only in hiring progress in Turkey but we cannot say it's adequately effective. But at the same time results that we obtained shows us that the use of technology will be effective in the future because there is half and half percentage. Otherwise, we can say that majority of the medium-scale firm's uses technology effectively in hiring process.

5.4.Item analysis

The SPSS frequency item analysis test results show that, for how effective IT achieved the score of (mean=3.469, SD=1.138), whereas saving time was reported at the score of (mean=3.96, SD=1.009). For saving the cost, the score is (mean=3.61, SD=1.076) however, wider access has the score of (mean=4.24, SD=0.624). Cheaper method represents the score of (mean=3.48, SD=1.092) but the hiring efficiency of business has the score of (mean=3.74, SD=0.943). For social media portals, the score is (mean=3.38, SD=1.260), where better

access to talent has the score of (mean=3.94, SD=0.956). E-recruitment always work has the score of (mean=3.06, SD=1.018) on the other hand, dominating recruitment method has the score of (mean=4.36, SD=0.749). Lastly, strong database for the future has the highest score of (mean=4.28, SD=0.719). The complete item analyses are best shown in Table 4.2 below. The higher mean value represents the highest score it achieved.

Table 5: Items Analysis Results (Mean and Standard Deviation)

	N	Mean	Std. Deviation
Do you use IT more effectively in pre-employment?	49	3.4694	1.13838
Do you think online recruitment saves time?	50	3.9600	1.00934
Do you believe online hiring also saves the cost?	49	3.6122	1.07657
Does it help wider access?	50	4.2400	.62466
Is it a cheaper method if compared to traditional ways?	50	3.4800	1.09246
Does it increase the hiring efficiency of the business?	50	3.7400	.94351
Does it establish direct access to social media portals?	47	3.3830	1.26066
Does it give you a better access to talent?	50	3.9400	.95640
Do you agree online hiring does not always work?	50	3.0600	1.01840
Do you believe it will dominate a recruitment method in the future?	50	4.3600	.74942
Do you agree online hiring creates a strong database for the future?	50	4.2800	.72955

5.5. Reliability

Descriptive statistics for the e-recruitment measures are presented, and as indicated, all measures attained satisfactory levels of internal consistency given that the alpha value (α) was greater or equal to 0.80. All items have acceptable reliability and high alpha value from (0.840) to (0.890). Average of 9 items of Cronbach's Alpha is (0.868). According to Peter (1979) the alpha value ranged from (0.70) to (0.90), which is acceptable in social sciences. According to Nunnally (1978), overall the measures are satisfactory.

Table 6: Reliability Analysis Scale (Alpha)

Items	Cronbach's Alpha
Do you think online recruitment saves time?	.848
Do you believe online hiring also saves the cost?	.839
Does it help wider access?	.855
Is it a cheaper method if compared to traditional ways?	.842
Does it increase the hiring efficiency of the business?	.844
Does it give you a better access to talent?	.841
Does it establish direct access to social media portals?	.886
Do you agree online hiring creates a strong database for the future?	.858
Do you think it reduces the paperwork in the hiring process?	.867

5.6. Testing of hypothesis

5.6.1. Pearson Correlation Coefficient

To test the present research hypothesis, correlation analysis is used to analyse the strength and significant relationship between the variables in the e-recruitment process. Table 7 below shows the results of the correlation finding for this research.

To test H1 hypothesis, is the study specified for the test of, significance, it is two-tailed because of the way H1 is hypothesized with a directional relationship in variables. Correlation analysis results in saving time ($r=0.835$, $p=0.001$), therefore, H1 is supported. It is revealed that there is positive relation between e-recruitment and saving time in hiring process. Current research confirmed with the previous in Zall (2000) and Piturro (2000).

To test H2 hypothesis, it is significant, it is two-tailed because of the way H2 is hypothesized a directional relevance in two variables. Correlation analysis shows to us that saving the cost ($r=0.835$, $p=0.001$), therefore, H2 is supported. The results are consistent with previous research's findings.

To test H3 hypothesis, correlation is significant at the 0.001 levels and $r=0.540$, therefore the hypothesis is supported. There is a positive correlation between online recruitment and reaching wider access to get talent in recruitment process.

To test H4 hypothesis, correlation analysis results regarding efficiency of business in hiring show ($r=0.750$, $p=0.001$), therefore the hypothesis is supported. Result shows that there is positive and quite strong relationship between increasing efficiency of business in hiring and getting a better access to talent when online recruitment has been used.

To test H5 hypothesis, correlation analysis results regarding a better access to talent show ($r=0.590$, $p=0.001$) for saving time, and ($r=0.560$, $p=0.001$) for cheaper method, therefore the hypothesis is supported. The results are supported from previous findings with Chapman & Webster (2003). It means using online recruitment is a cheaper and faster way for employing while it gives a better access to talent.

To test H6 hypothesis, correlation analysis results for social media portals ($r=0.270$, $p=0.035$), H6 is unsupported. The results are unsupported from previous findings with Papacharissi (2009). It means that using social media in Turkey is not a recruitment way for employers to reach wider candidates; therefore it is a surprise of this research.

To test H7 last hypothesis, results for creating strong database for the future ($r=0.640$, $p=0.001$) concluded that H7 is supported as well. The results are in line with previous researches. The result reports using online recruitment creates a strong database for the future to reach talent by easy way.

Table 7: Correlation Analysis between Variables

		Do you think online recruitment saves time?	Do you believe online hiring also saves the cost?	Does it help wider access?	Is it a cheaper method if compared to traditional ways?	Does it increase the hiring efficiency of the business?	Does it give you a better access to talent?	Does it establish direct access to social media portals?	Do you agree online hiring creates a strong database for the future?
Do you think online recruitment saves time?	Pearson Correlation Sig. (2-tailed) N	1 .835 ^{**} 50	.835 ^{**} 1 49	.469 ^{**} .001 50	.554 ^{**} .000 50	.610 ^{**} .000 50	.589 ^{**} .000 50	.190 .202 47	.348 ^{**} .013 50
Do you believe online hiring also saves the cost?	Pearson Correlation Sig. (2-tailed) N	.835 ^{**} .000 49	1 1 49	.450 ^{**} .001 49	.684 ^{**} .000 49	.600 ^{**} .000 49	.470 ^{**} .001 49	.319 .031 46	.294 ^{**} .041 49
Does it help wider access?	Pearson Correlation Sig. (2-tailed) N	.469 ^{**} .001 50	.450 ^{**} .001 49	1 1 50	.396 ^{**} .004 50	.454 ^{**} .001 50	.537 ^{**} .000 50	.267 .070 47	.432 ^{**} .002 50
Is it a cheaper method if compared to traditional ways?	Pearson Correlation Sig. (2-tailed) N	.554 ^{**} .000 50	.684 ^{**} .000 49	.396 ^{**} .004 50	1 1 50	.559 ^{**} .000 50	.556 ^{**} .000 50	.218 .140 47	.289 ^{**} .042 50
Does it increase the hiring efficiency of the business?	Pearson Correlation Sig. (2-tailed) N	.610 ^{**} .000 50	.600 ^{**} .000 49	.454 ^{**} .001 50	.559 ^{**} .000 50	1 1 50	.751 ^{**} .000 50	.327 .025 47	.464 ^{**} .001 50
Does it give you a better access to talent?	Pearson Correlation Sig. (2-tailed) N	.589 ^{**} .000 50	.470 ^{**} .001 49	.537 ^{**} .000 50	.556 ^{**} .000 50	.751 ^{**} .000 50	1 1 50	.208 .161 47	.639 ^{**} .000 50
Does it establish direct access to social media portals?	Pearson Correlation Sig. (2-tailed) N	.190 .202 47	.319 .031 46	.267 .070 47	.218 .140 47	.327 .025 47	.208 .161 47	1 1 47	.244 .099 47
Do you agree online hiring creates a strong database for the future?	Pearson Correlation Sig. (2-tailed) N	.348 ^{**} .013 50	.294 ^{**} .041 49	.432 ^{**} .002 50	.289 ^{**} .042 50	.464 ^{**} .001 50	.639 ^{**} .000 50	.244 .099 47	1 1 50

** Correlation is significant at the 0.01 level (2-tailed).

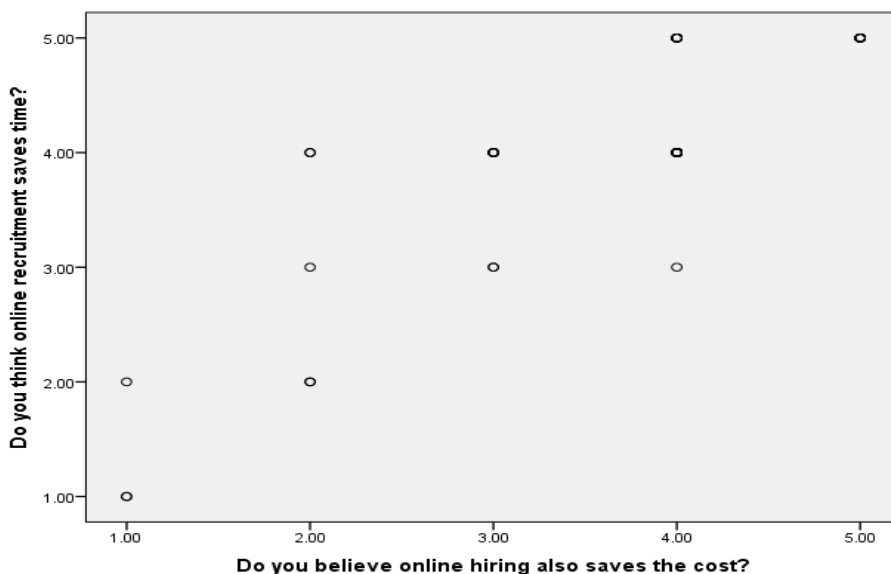
* Correlation is significant at the 0.05 level (2-tailed).

5.7. Association of variables

5.7.1. Time and Cost

There is a positive and strong strength correlation between two variables called saving time and saving cost.

Figure 3: Correlation between time and cost



HR Managers think that e-recruitment saves the time and the cost in hiring process. It is a good way for organization to use online employee hiring.

5.7.2. Access to Talent and Efficiency of Business

There is quite high value in these variables. Getting to talent and increasing the efficiency of business in hiring are related in positive and strength correlation. Web-based recruitment gives an opportunity a better access to talent in hiring process. It increases the efficiency of the business in employing when organizations reach the fit talents.

5.7.3. Social Media, Database and Wider Access

Online recruitment can reach lots of people thank to the Internet, and it does not matter where people will apply the job. It is a benefit of e-recruitment to access wider audiences, and also creates a strong database for the future whenever companies need to workforces.

The surprise thing is that human resources department in Turkey do not use effective social media for staff employing. However, in Western countries such as the United States and the United Kingdom, human resource managers use the social media in recruitment process.

Chapter 6: Conclusion and Recommendations

6.1. Introduction

In the previous chapter, it was discussed about the findings and analysis of the current research using several tools to test the relationship between the variables within the online recruitment. The results have confirmed that these variables have shown significant relationships impact of IT in recruitment process. The inclusion of saving time and cost and wider access to talent into this study seemed in line with previous findings where it finds an increase of significant proportion in the explanation of variation of the overall model. In this chapter, the discussion of the results, suggestion for future research and conclusion are all outlined.

6.2. Discussion

The principal objective of this study was to assess the impact of IT in recruitment process in Turkey, and also to analyses the benefits of e-recruitment. The other aim of the study was to assess how effectively Turkish companies use IT in hiring process. Correlation analysis results revealed that saving time, saving cost, reaching wider audience, giving a better access

to talent and creating strong database for the future are strongly associated with benefits of online recruitment. In saving time, empirical findings are consistent with previous findings. This means online recruitment saves the time while organization has used the web-based recruitment way.

Results show that saving cost by using online recruitment is consistent with previous findings in. Surprisingly, I could not find any research has been done in Turkey about impact of IT in recruitment, and also benefits of IT. Therefore, while using IT more effectively in pre-employment by organization, it saves the cost for them, and also adds value to increase efficiency of the business in hiring. On the other hand, **the correlation between saving time and saving cost is high significant**. It means that using e-recruitment is quite significant and adding value to organization with saving time and cost to find talent for the organizations. The study on the developed country which has been done in the UK and in the USA show there are some benefits of online recruitment, and the mostly they are positive impacts.

Furthermore, correlation analysis results also show that access wider audience by using online recruitment is consistent with the previous findings. Moreover, there is a positive and significant relationship between wider access and e-recruitment. It also shows that reaching wider access help organizations to fine best talents and staffing them. It means wider access increases the efficiency of recruitment process in business.

Present findings found that creating database for the future is consistent with previous findings. It has been found that creating database as a green solution to not using paperwork anymore in recruitment process. There is significant variable in association with database for the future and using e-recruitment.

Correlation analysis results for giving access better to get talents also found consistency with previous findings. It is significant variable in association with creating database, and increasing hiring process efficiency of business. On the other hand, it is a cheaper and faster way in pre-employing while it gives a better access to talents.

6.3. Suggestion for the Future

Future research should examine the potential impact of IT in selection process responses to questions about hiring and selection. This implies that much more emphasis has been placed

on observing HR Managers' thinking about the impact of IT in recruitment process. There would seem to be, a need for much more longitudinal research to focus on observing changes in recruitment process over time. In this research, we could not reach more than 50 HR Managers to get responds because many of them did not give us any feedback or responds. It was difficult process for the research to make an analysis of point of view of HR Managers in Turkey. It should be better for new findings if it is possible to get more than 100 responds for the research.

In this research, question of "Do you think online recruitment will dominate a hiring method in the future?" has been asked to understand what HR Managers think about future recruitment method. 88% of HR Managers agree that e-recruitment will dominate a hiring method in the future. It means every organization must understand changing of recruitment methods, and also uses IT more effectively to improve the quality of recruitment process. It should not forget one effective HR Professional must innovate and integrate IT in HR practices into unified solutions that solve business problems. It has been argued by researcher that HR professionals who understand technology will create increased organizational identity outside the company and increase social relationship inside the company.

In Turkey, I think more companies may use their own website for recruitment, and should use social media portals more effectively because they do not use it more in contrast to developed countries.

6.4. Conclusion

The present study attempted to evaluate the impact of IT in recruitment process in Turkey. Results from this study show that there are some benefits of technology in hiring process to get value for organizations. As such, it provides a faster process, decreasing cost, reaching wider access to get talents, increasing hiring efficiency, and creating database for the future. In conclusion, all variables within the e-recruitment constructs are well correlated and significant reliability with positive correlation.

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Appendixes

Appendix 1: Survey Questions

Please indicate the extent to which you agree or disagree with each of the following statements by circling the number that best describes your opinion against each statement using the scale given.

Strongly Disagree 1	Disagree 2	Neither Disagree nor Agree 3	Agree 4	Strongly Agree 5
-------------------------------	----------------------	--	-------------------	----------------------------

- | | |
|--|--|
| 1. When was your company established? | B-1990, 1991-1195, 1996-2000, 2001-2005, 2006-2010, A-2010 |
| 2. How many employees do you have? | 1-25, 26-50, 51-75 , 76-100, more than 100 |
| 3. Do you use IT more effectively in pre-employment? | 1 2 3 4 5 |
| <i>Do you think</i> | |
| | 1 2 3 4 5 |
| 4. Online recruitment saves time? | 1 2 3 4 5 |
| 5. It saves the cost? | 1 2 3 4 5 |
| 6. It helps to reach wider access? | 1 2 3 4 5 |
| 7. It is a cheaper method if compared to traditional ways? | 1 2 3 4 5 |
| 8. It increases the hiring efficiency of business? | 1 2 3 4 5 |
| 9. It gives you a better access to talent? | 1 2 3 4 5 |
| 10. It establishes direct access to social media portals? | 1 2 3 4 5 |
| 11. It reduces paperwork in hiring process? | 1 2 3 4 5 |
| 12. It creates a strong database for the future? | 1 2 3 4 5 |
| 13. It does not always work? | 1 2 3 4 5 |
| 14. It will dominate a recruitment method in the future? | 1 2 3 4 5 |

Thank you very much for participating

Appendix 2: Answers of Survey's Questions:

1.Question's answers:

		Value	Count	Percent
Standard Attributes	Position	1		
	Label	When was your company established?		
	Type	Numeric		
	Format	F8.2		
	Measurement	Ordinal		
	Role	Input		
Valid Values	1.00	before 1990	21	42.0%
	2.00	1991-1995	11	22.0%
	3.00	1996-2000	7	14.0%
	4.00	2001-2005	2	4.0%
	5.00	2006-2010	5	10.0%
	6.00	after 2010	4	8.0%

2.Question's answers

		Value	Count	Percent
Standard Attributes	Position	2		
	Label	How many employees do you have?		
	Type	Numeric		
	Format	F8.2		
	Measurement	Ordinal		
	Role	Input		
Valid Values	1.00	1-25	13	26.0%
	2.00	26-50	5	10.0%
	3.00	51-75	2	4.0%
	4.00	76-100	3	6.0%
	5.00	more than 100	27	54.0%

3.Question's answers

		Value	Count	Percent
Standard Attributes	Position	3		
	Label	Do you use IT more effectively in pre-employment?		
	Type	Numeric		
	Format	F8.2		
	Measurement	Ordinal		
	Role	Input		
	Valid Values	1.00	Strongly Disagree	1
2.00		Disagree	12	24.0%
3.00		Neither Disagree Nor Agree	9	18.0%
4.00		Agree	17	34.0%
5.00		Strongly Agree	10	20.0%
Missing Values	System		1	2.0%

4.Question's answers

		Value	Count	Percent
Standard Attributes	Position	4		
	Label	Do you think online recruitment saves time?		
	Type	Numeric		
	Format	F8.2		
	Measurement	Ordinal		
	Role	Input		
	Valid Values	1.00	Strongly Disagree	2
2.00		Disagree	3	6.0%
3.00		Neither Disagree Nor Agree	5	10.0%
4.00		Agree	25	50.0%
5.00		Strongly Agree	15	30.0%

5.Question's answers

		Value	Count	Percent
Standard Attributes	Position	5		
	Label	Do you believe online hiring also saves the cost?		
	Type	Numeric		
	Format	F8.2		
	Measurement	Ordinal		
	Role	Input		
	Valid Values			
	1.00	Strongly Disagree	3	6.0%
	2.00	Disagree	5	10.0%
	3.00	Neither Disagree Nor Agree	8	16.0%
	4.00	Agree	25	50.0%
	5.00	Strongly Agree	8	16.0%
Missing Values	System		1	2.0%

6.Question's answers

		Value	Count	Percent
Standard Attributes	Position	6		
	Label	Does it help wider access?		
	Type	Numeric		
	Format	F8.2		
	Measurement	Ordinal		
	Role	Input		
	Valid Values			
	1.00	Strongly Disagree	0	0.0%
	2.00	Disagree	1	2.0%
	3.00	Neither Disagree Nor Agree	2	4.0%
	4.00	Agree	31	62.0%
	5.00	Strongly Agree	16	32.0%

7.Question's answers

		Value	Count	Percent
Standard Attributes	Position	7		
	Label	Is it a cheaper method if compared to traditional ways?		
	Type	Numeric		
	Format	F8.2		
	Measurement	Ordinal		
	Role	Input		
Valid Values	1.00	Strongly Disagree	1	2.0%
	2.00	Disagree	12	24.0%
	3.00	Neither Disagree Nor Disagree	7	14.0%
	4.00	Agree	22	44.0%
	5.00	Strongly Agree	8	16.0%

8.Question's answers

		Value	Count	Percent
Standard Attributes	Position	8		
	Label	Does it increase the hiring efficiency of the business?		
	Type	Numeric		
	Format	F8.2		
	Measurement	Ordinal		
	Role	Input		
Valid Values	1.00	Strongly Disagree	1	2.0%
	2.00	Disagree	5	10.0%
	3.00	Neither Disagree Nor Agree	9	18.0%
	4.00	Agree	26	52.0%
	5.00	Strongly Agree	9	18.0%

9.Question's answers

		Value	Count	Percent
Standard Attributes	Position	9		
	Label	Does it give you a better access to talent?		
	Type	Numeric		
	Format	F8.2		
	Measurement	Ordinal		
	Role	Input		
	Valid Values	1.00	Strongly Disagree	0
2.00		Disagree	6	12.0%
3.00		Neither Disagree Nor Agree	6	12.0%
4.00		Agree	23	46.0%
5.00		Strongly Agree	15	30.0%

10.Question's answers

Media

		Value	Count	Percent
Standard Attributes	Position	10		
	Label	Does it establish direct access to social media portals?		
	Type	Numeric		
	Format	F8.2		
	Measurement	Ordinal		
	Role	Input		
	Valid Values	1.00	Strongly Disagree	4
2.00		Disagree	10	20.0%
3.00		Neither Disagree Nor Agree	6	12.0%
4.00		Agree	18	36.0%
5.00		Strongly Agree	9	18.0%
Missing Values	System		3	6.0%

11.Question's answers

		Value	Count	Percent
Standard Attributes	Position	11		
	Label	Do you think it reduces the paperwork in the hiring process?		
	Type	Numeric		
	Format	F8.2		
	Measurement	Ordinal		
	Role	Input		
	1.00	Strongly Disagree	0	0.0%
Valid Values	2.00	Disagree	9	18.0%
	3.00	Neither Disagree Nor Agree	7	14.0%
	4.00	Agree	22	44.0%
	5.00	Strongly Agree	12	24.0%

12.Question's answers

		Value	Count	Percent
Standard Attributes	Position	12		
	Label	Do you agree online hiring creates a strong database for the future?		
	Type	Numeric		
	Format	F8.2		
	Measurement	Ordinal		
	Role	Input		
	1.00	Strongly Disagree	0	0.0%
Valid Values	2.00	Disagree	2	4.0%
	3.00	Neither Disagree Nor agree	2	4.0%
	4.00	Agree	26	52.0%
	5.00	Strongly Agree	20	40.0%

13.Question's answers

		Value	Count	Percent
Standard Attributes	Position	13		
	Label	Do you agree online hiring does not always work?		
	Type	Numeric		
	Format	F8.2		
	Measurement	Ordinal		
	Role	Input		
	Valid Values	1.00	Strongly Disagree	2
	2.00	Disagree	16	32.0%
	3.00	Neither Disagree Nor Agree	11	22.0%
	4.00	Agree	19	38.0%
	5.00	Strongly Agree	2	4.0%

14.Question's answer

		Value	Count	Percent
Standard Attributes	Position	14		
	Label	Do you believe it will dominate a recruitment method in the future?		
	Type	Numeric		
	Format	F8.2		
	Measurement	Ordinal		
	Role	Input		
	Valid Values	1.00	Strongly Disagree	0
	2.00	Disagree	1	2.0%
	3.00	Neither Disagree Nor Agree	5	10.0%
	4.00	Agree	19	38.0%
	5.00	Strongly Agree	25	50.0%

Appendix 3: Ethics Form



Brunel Business School
Research Ethics Form

Your dissertation/project is an important part of your degree programme. It is a good opportunity for you to study a subject of *your* choice, in some depth. Collecting research data is part of that process. Brunel University and Brunel Business School want you to do this well, and in a manner that reflects well upon you and the university.

This document is designed to help you ensure that your research is conducted in an ethical manner. It is the “Ethical Clearance” part of your “proposal and research”. You need to submit this form with your proposal. In addition to this and other requirements for your project proposal, you might need to submit three documents – see Ethics Submission Guidelines for UG-PG – for consideration by your supervisor as follows:

1. A Participant Information Sheet (created by you)
2. A Participant Consent Form (created by you)
3. A Company Confidentiality Agreement Form (created by you, optional)

Section A – Information about you and your proposal

This is used to identify you and to give your supervisor a rough overview of your project.

Name: Bayram BALCI	Contact email address: lg13bbb1@brunel.ac.uk
Student Number: 1329398	Date: 07/07/2014
Degree Course Title: MSc HRM	
Module Number and Title: MG5510 Dissertation	
Name of Supervisor: Dr Satwinder Singh	
Title of Research Project: The Impact of IT in Recruitment Process in Turkey	
Describe of Data Collection Process (150 words): The first part of the data collection plans to use secondary research from academic fields within the Brunel University database. The second part of the data collection aims to use a survey with HR Managers of small and medium size companies in Turkey.	

Section B – Identification of Ethical and Risk Issues

Most research projects involve a number of potential risks. The more risk factors that can be identified at the start, the easier it will be to guard against them. Answer the questions below to identify potential risks in your project. If you are uncertain about the answer to any particular question, you need to discuss it with your supervisor. Please indicate your answer by selecting “Yes” or “No” options.

<p>1. Is it possible that an interviewee might have been told to co-operate rather than freely volunteering? Sometimes it is difficult to ensure interviewees do not feel “obligated” in some way. You will need gatekeeper consent for this.</p>	No
<p>2. Is it possible that participants might be under eighteen years of age? Normally minors are not legally able to give their consent to participation.</p>	No
<p>3. Is it possible that participants might be required to discuss sensitive issues (e.g. private or of criminal nature)? Such discussion could put yourself or the participants in danger.</p>	No
<p>4. Is it possible that your research might cause clinical or psychological harm to participants or yourself? This may include discussion of topics of sensitive nature or prolonged strenuous psychological or physical pressure for participants and/or yourself.</p>	No
<p>5. Are all or some of the participants unable to give their own consents Including organisations with gatekeepers (e.g. schools and prisons); or vulnerable participants (e.g., children, people with learning disabilities, your own students).</p>	No
<p>6. Will you be recording the identity of any participants (e.g. their name or employee number)? Sometimes it is difficult to guarantee anonymity. If so, you will need explicit consent.</p>	No
<p>7. Is it possible that identity of participants could be traced (e.g. their name or employee number)? Sometimes anonymity can be broken by combining information from more than one source. If so, you will need explicit consent.</p>	No
<p>8. Will you be storing traceable participant data on a laptop or in a file at any point during and/or after the duration of your project? There is a risk if a laptop or file is lost or stolen.</p>	No
<p>9. Is it possible that your company will want the research kept confidential? Some companies allow research only on condition that the results are not made public. If so, you will need to fill in Company Confidentiality Form.</p>	No
<p>10. Is it possible that copyright material might be copied? It may be necessary to get permission to use it.</p>	No
<p>11. Will the study involve recruitment of patients or staff through the NHS? If you answered ‘Yes’, you will have to submit an application to the appropriate external health authority ethics committee, after you have received approval from the School Research Ethics Committee.</p>	No

- If you have answered ‘No’ to all questions, you may upload **the completed form to your supervisor via uLink** (see submission guidelines).
- If you have answered ‘Yes’ to **any** of the questions (1 – 5), you will need to describe more fully how you plan to deal with the ethical issues raised by your research. You should use the [University Application Form for Research Ethics Approval](#).
- If you have answered ‘Yes’ to questions 6 – 10, please tell us in the box below how you are planning to mitigate against these risks. Once you do that you may upload **the completed form to your supervisor via uLink** (see submission guidelines).
- If you answered ‘Yes’ to **question 11**, you will have to submit an application to the appropriate external health authority ethics committee, **after** you have received approval from the School Research Ethics Committee.

Describe which risk (6-10) you have said “Yes” to and you mitigation plans:

Section C – Declaration

Please note that it is your responsibility to follow the University’s Code of Research Ethics and any relevant academic or professional guidelines in the conduct of your study. **This includes providing appropriate information sheets and consent forms, and ensuring confidentiality in the storage and use of data.** Any significant change in protocol over the course of the research should be notified to your supervisor and may require a new application for ethics approval.

You need to indicate that you have carried out various activities prior to submitting this form along with your proposal.

<p>I have watched the podcasts on (a) research ethics and (b) the research ethics clearance application process. (available at: http://people.brunel.ac.uk/~bustcce/Ethics/)</p>	Yes
<p>I have read through and understood the Brunel University Code of Ethics (available at: http://intranet.brunel.ac.uk/registry/minutes/researchethics/CoEv6.pdf).</p>	Yes
<p>I have written and attached a Participant Information Sheet ONLY needed if your research involves direct data collection from people.</p>	No
<p>I have written and attached a Participant Consent Form ONLY needed if your research requires <i>explicit</i> consent.</p>	No
<p>I have written and attached a Company Confidentiality Agreement Form Only needed if your research involves a company that is concerned about information being made public.</p>	No