

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

Anna B. Holm, [annah@asb.dk](mailto:annah@asb.dk)

Centre for Organizational Renewal and Evolution (CORE)

Department of Management

Aarhus School of Business, Aarhus University

Denmark

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# Research Purpose and Question

## Research question

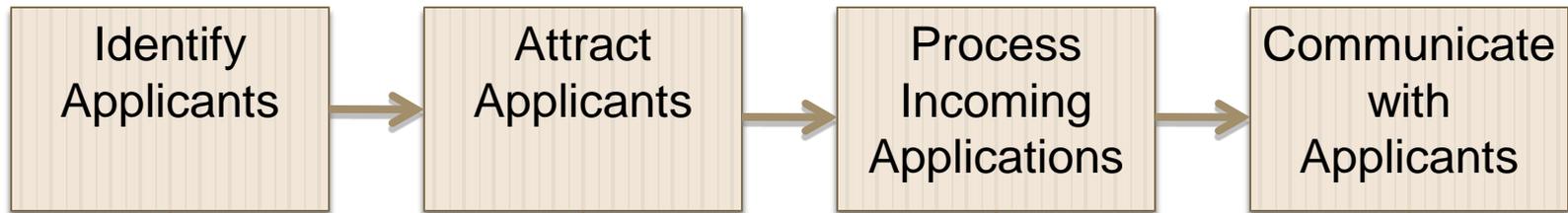
- How does e-recruiting affect the overall recruitment process?

## Purpose

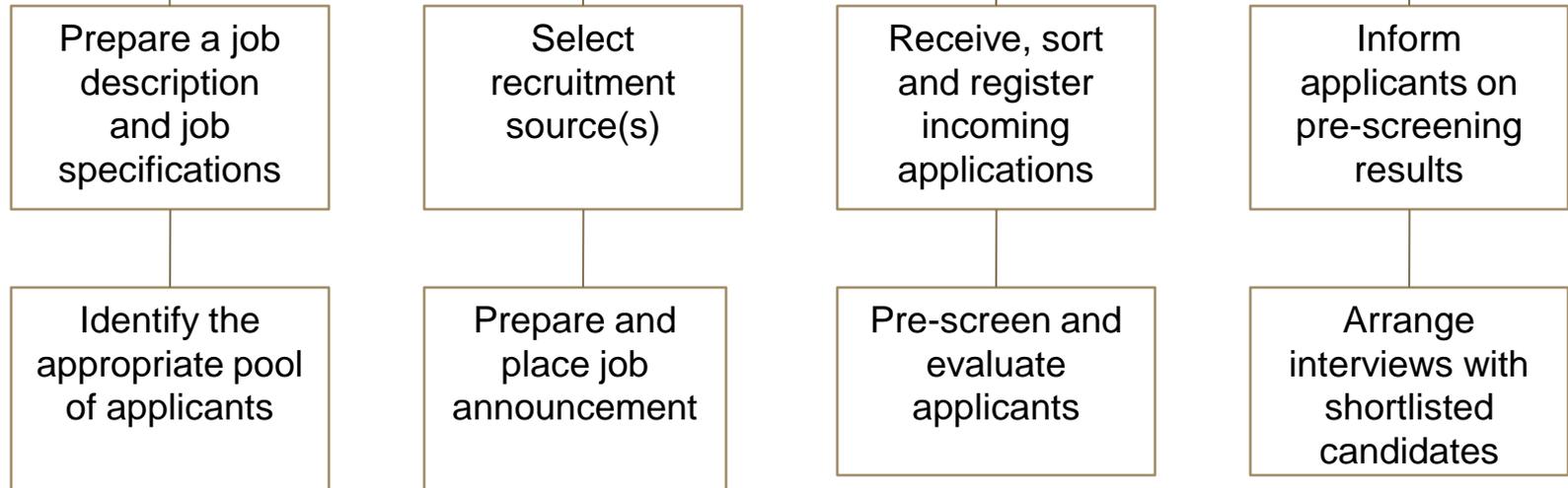
- To identify how e-recruiting affects the overall recruitment process, and whether it causes changes in the nature and sequence of tasks associated with the traditional recruitment of external candidates.

# Traditional (Paper-based) Recruitment Process

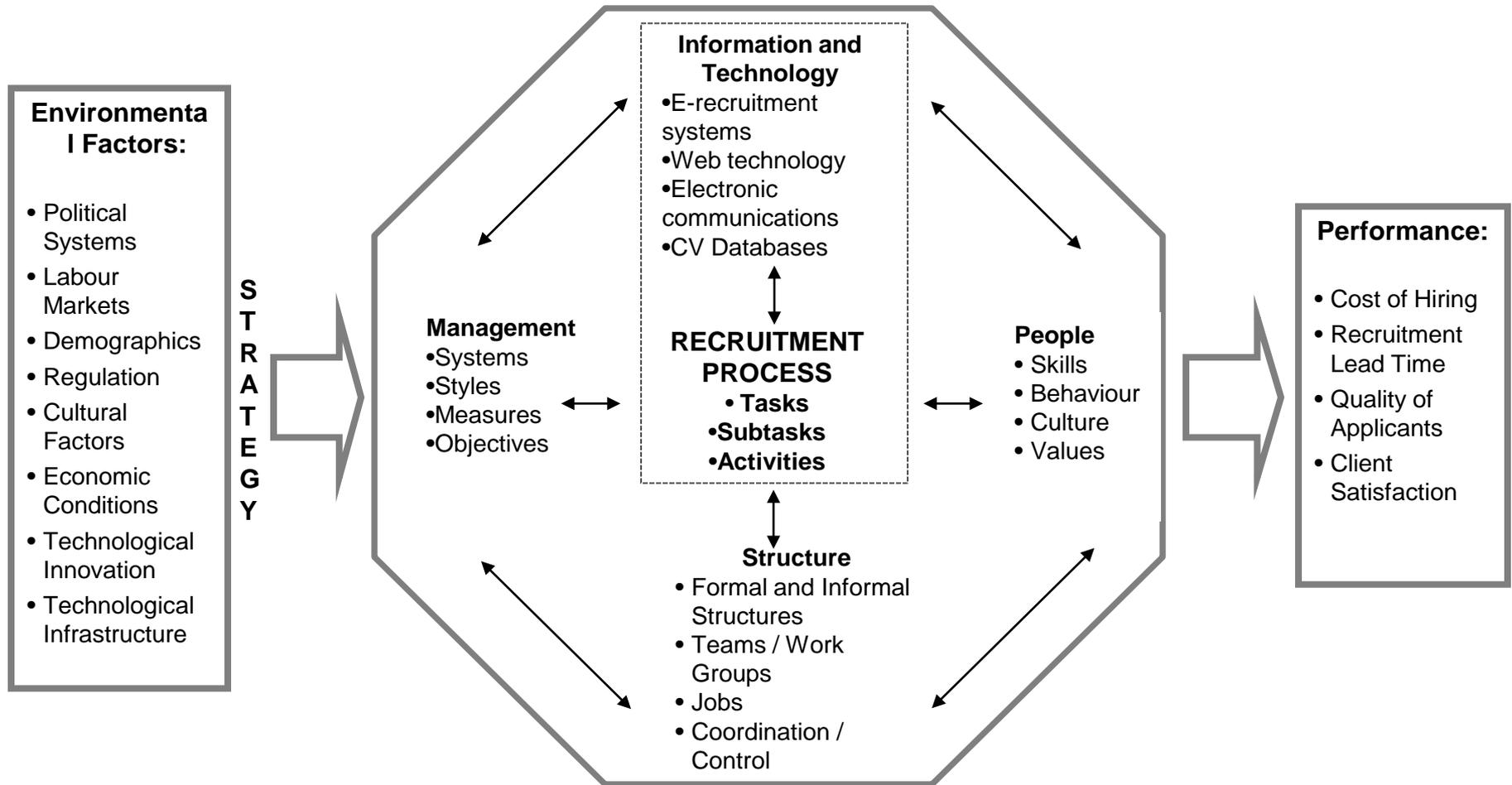
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# Recruitment Process Change Model



Adapted from Kettinger & Grover, 1995

# Research Design and Data

- Research design: comparative case studies, chosen on a selection criteria following the logic of replication .
- Data sources: semi-structured in-depth interviews with the key stakeholders, direct observations, documentation (brochures & web pages).

# Case Companies

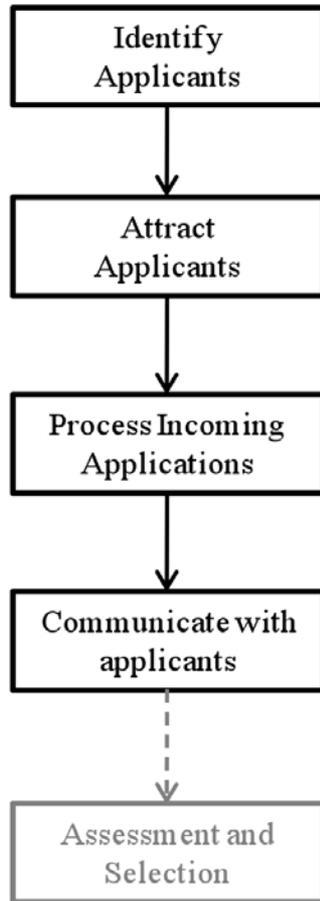
Fictitious name	Primary Industry	Ownership	Approximate Number of Employees	E-recruitment system	Corporate career website	Internet job portals
Scandifin	Banking and investment	Shareholding company	33,000+	v	v	v
Danadrinco	Alcoholic and non-alcoholic beverages	Shareholding company	45,000+	v	v	v
Energowing	Design, production, and installation of energy systems	Shareholding company	20,000+	v	v	v

# Findings

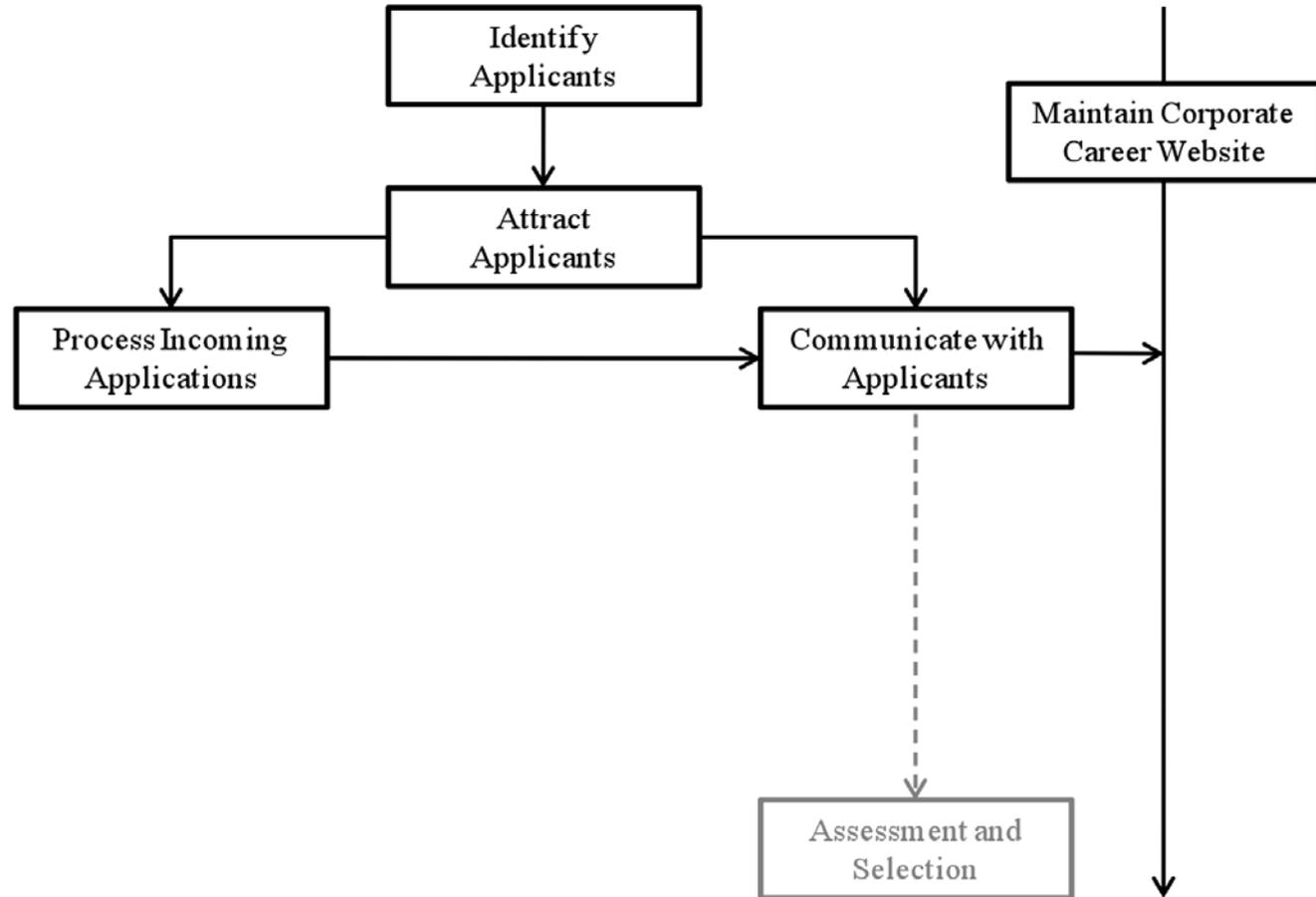
<b>Task</b>	<b>Subtasks</b>	<b>Recruitment Process Change</b>
<b>Identify applicants</b>	Prepare a job description and job specifications	No change.
	Identify the appropriate pool of applicants	No change
<b>Attract applicants</b>	Select recruitment source(s)	Changes in activities.
	Prepare and place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

# Recruitment Process Design

## Traditional recruitment process using job advertising



## Recruitment process with e-recruitment



# Conclusions

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