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NICHE WEBSITES AND ONLINE TOOLS USED IN RECRUITMENT

Theoretical articles

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Abstract

Based on technological evolution and a very large number of users, the Internet plays a key role in attracting talented employees which can generate competitive advantage for the organization. Therefore nowadays niche websites, specialised recruitment sites, become increasingly important. With the creation of such sites also appeared several applications for recruiting.

The purpose of this paper is to analyze these sites and applications in order to determine the advantages and disadvantages of specialised recruitment websites (1), career sites of organizations (2) social professional sites (3) . Using these online recruitment tools lead to the development of e-recruitment.

Our conclusion is that these websites do not represent yet a universal solution for organizations although the number of users is growing. For being successful in the recruitment process, recruiters have to combine niche websites in recruiting and not use only one type of niche websites.

1. Introduction

Technological development had also an important role in the development of human resource management functions, moving from the simple use of information systems for human resources to the electronic management of human resources (e-HRM).

One of the most important functions of human resource management is to attract and retain the most talented employees which can generate competitive advantage of the organization. Thus, the fast development of the Internet and the emergence of digital generation on the labor market determined the passing from traditional recruitment to electronic recruitment (e-recruitment).

The last decade has created a "culture of Internet to a global level, which has revolutionized the way people gather information and search resources" (Selden and Orenstein, 2011). Thereby, on one hand we have a large number of users who use the internet to find a job, and on the other hand more and more recruiters use the internet to attract talented employees in a short time, with lower risks and costs in order to generate competitive advantage of the organization.

According to a report of International Telecommunication Union in Geneva, by the end of 2014 the number of internet users will reach nearly 3 billion worldwide, and in Europe recorded the highest growth in the world, where three out of four people use Internet, about 75% of the population (ITU, 2014). The number of users is still growing.

In the early 2000s in Romania occurred the first online recruitment services, which present a continuous increase of users number.

Now, in Romania there are over eight million users of Facebook Site (http://www.facebrands.ro /demografice.html) and over one million five hundred thousand users of social Linkedin Site (http://www.manafu.ro/2014/12/social-media-in-romania-decembrie-2014/), according to published sources on the internet.

Chapman and Webster (2003) have identified several factors that contributed to increase the use of technologies for recruitment. Potential cost savings, the increased globalization of the economy and labor market, represent the potential to reduce adverse impact for protected groups (using the technology solution many hope that adverse impact can be reduced or eliminated and more valid decisions made) and to improve the efficiency of the hiring system by automating processes.

But the two authors mentioned some negative factors that are registered as a result of the use of technology in recruitment. We can see that a lot of organizations identified important problems regarding the assessment tools or technology suffering a sudden malfunction or irregularity that made their departments inoperable.

For example, they mentioned what one manager said:"We are depending on [technology] too much! When we experience difficulties with our systems, we are virtually paralyzed until they are fixed".

Another disadvantage specified is expanding applicant pool, because the number of under-qualified and out-of-country applicants can rise. So, having a web site leads to a multitude of applications that require attention and there is also the risk of turning off applicants.

The loss of Personal Touch is also a negative aspect because the use of technologies may de-humanize the selection process.

Another big problem is that the applicants may not be honest about their abilities or knowledge when they are tested online. The employer cannot be sure if the person who is tested is the applicant or is someone else.

Also access to technology is partly dependent on socio-economic status. For some people this can be a problem.

In this context a lot of niche websites and online tools developed, with the main aim to improve the recruitment process and transform the traditional recruitment process in electronic recruitment (e-recruitment).

2. E-recruitment

In their work E-Recruitment Challenges, Shahila and Vijayalak (2013) define E-Recruiting as a term that "embracing the web-based recruiting, can be described as any recruiting processes that a business organization conducts via web-based tools. However, Parry and Tyson quoted by Wolfswinkel, Furtmueller and Wilderom (2010) argue that e-Recruiting is not simply recruiting using electronic means. This is supported also by Galanaki, quote all of Wolfswinkel, Furtmueller and Wilderom (2010), which make the difference between using the Internet as a mean to recruit and those activities falling within the scope of e-recruitment. It divides these electronic means of recruitment into three phases: adding pages to a recruitment website of an organization, using specialized websites in recruitment and using advertising on electronic websites media.

Galanaki also specifies other online activities falling within the scope of e-recruitment, such as remote interviews and assessments, programs (applications) internet search also interactive tools.

Wolfswinkel et al (2010) define e-recruitment as „online attraction and identification of potential employees using corporate or commercial recruiting websites, electronic advertisements on other websites, or an arbitrary combination of these channels including optional methods such as remote interviews and assessments, smart online search agents or interactive communication tools between recruiter and applicant".

Another definition for E-recruitment belongs to Margea (2008) as "the practices and activities of an organization that uses a variety of electronic means to fill open positions effectively and efficiently."

Lee (2011), in his paper "Modeling the benefit of e-recruiting process" defines this process starting from the definition of recruitment offered by Barber "recruitment includes those practices and activities within an organization aimed the identifying and attracting potential employees', as an employment process that uses a variety of electronic means and technologies for the main purpose to identify, attract and select potential employees.

In the last decade, e-recruitment applications spread throughout the world, and became leader of electronic commerce applications. Most of these systems for human resource promise lower margins also higher profits not. There may be such "disruptive technologies" especially in emerging markets or insignificant, which delivers direct effect on profitability. We have developed an example of the type "disruptive technologies / rational investment" in Table 1 of Annex (Christensen ,1997).

Trbuse highlighted the profitability of e-recruitment applications compared to other applications of this kind that promise only lower margins.

E-recruitment may have a strategic value for the company. In IES study presented by Shahila and Vijayalak (2013), organizations are turning to using e-Recruitment in order to: improve corporate image profile, reduce recruitment costs, reduce administrative burden, better employ tools for the recruitment team.

E-recruitment strategic picture shows the candidate as "is connected to the central system and there is involvement of the line manager in the process (see figure nr.1from attachment). In addition to the reported benefits such as cost efficiencies, the role of HR in this model is viewed as more of a facilitative role, in theory allowing time for recruiters to become involved in the strategic issues within resourcing". All these streamlined e-recruitment models generate competitive advantage for the organization.

3. Niche websites

In the Comprehensive English dictionary we find among others that the word niche is a distinct segment of a market. It can be sad that a niche website represents a market segment that meets certain needs. This site is a business specializing in a particular field. If we talk about recruiting, in this area a niche website meet employers' needs by recruiting suitable candidates but candidates need to find a job or even better than the existing one.

Niche websites bring the greatest gains and had the most spectacular growth.

There are now a lot of softwear applications for recruitment, and besides these applications the niche websites have been developed, specialized websites in recruiting.

These websites can be divided into three broad categories: specialised recruitment websites (1), career websites of organizations (2) social professional websites (3).

In the first category were also created specialized websites in recruitment for niche jobs. So, there are generalist websites (Myjob, BestJobs, eJob, etc.) and websites for niche jobs such as jobinmarketing.ro (for graduates in marketing, communications, public relations and advertising), joobs.ro (dedicated to the IT sector), Tjobs.ro (where vacancies are published abroad) and posturi.gov.ro (for those who want a job in the state where the government centralizes all jobs open to competition in public administration in the Official Gazette and public institutions). Another website for niche jobs which belongs to creative industries filed (photography, design, painting, architecture, etc.) is portfolios.ro.

According to a study Most Loved Employers available online (http://mostlovedemployers.inspir egroup.ro/), 82% of young people without a job appeals to recruitment websites, because it is much easier and convenient to apply online, than to go with your resume from one employer to another.

This represents an advantage for candidates and recruiters, because they have the opportunity to seek, quickly and at a much lower cost, large data bases. Recruitment traditional process costs are higher than unfolding through a recruitment website.

3.1. Specialised recruitment websites

Breaugh (2008) quotes Steel saying it was "surprising given the number of job candidates that are generated from such sources" that being the main advantage of these websites that holda huge database of many resumes. When there is an employment there are chances to apply to that ad in seconds, thus saving time and money both for companies and applicants.

In recent years they have created a lot of websites specialized in recruitment, somehow they could be called as stated Breaugh (2008) "niche websites", but in this paper we have structured them in the three categories above, considering their adaptation only for recruitment function as a niche. The trend of specialized recruitment sites is to limit the number of free posts for both companies and candidates. For example, if you are employer on myjob.ro, you are entitled to one free post valid for 30 days and then have to pay.

Specialized recruitment websites are more complex than the career websites regarding the database of potential candidates, but also offers

jobs are more numerous and diversified. They are much easier to use and have a very friendly interface. The big advantage is that they can identify and attract a large number of candidates in a very short time and at a reduced cost.

Employers have access to the database of the website, they can post job ads, receive resumes compatible channels available to promote their company (www.ecomunitate.ro).

3.2.   Career websites of organizations

Also in the category of niche websites we could introduce the career website of an organization. Such a practice very common in large companies and not only is the career website. In the website "mother" there is a section "careers" which sends the user directly to the company's career website. This website is used by the existing employees and the future candidates to apply for obtaining a job and to access useful information for their new career.

The staff of the department of human resources lies with a new task, which is to maintain / manage this career website. Comparing traditional recruitment process with recruitment process using e-recruitment we can see that the tasks and activities in e-recruitment are less sequential and can be performed simultaneously. In the new process, the task of communicating with applicants / candidates begin during the early stages of the recruitment process, and link to a new task of maintaining the organization's career website (according to Figure no. 2 adapted from Holm (2010) were added other niche sites).

The task of managing / maintaining career website has a general character but must be used in each cycle employment because each recruitment process has its own peculiarities. Therefore this task is added to the e-recruitment process.

Holm (2010) shows in her studies that the introduction of e-recruitment in organizations brings a number of advantages such as: reducing costs, increasing efficiency gains, improve customer service, enhance global orientation, enables professionals in recruitment to spend more time on value-added tasks, such as communication and implementation of a particular corporate culture, being more comfortable for both recruiters and applicants for employment.

Reduceing recruitment costs is given by reducing bureaucracy and the automation of recruitment tool.

Comparded to specialized recruitment websites the advantage is to no longer pay for each post and have total control over all information.

The problem of many of these sites is that they show no intention to establish a relationship of dialogue, to provide a personalized contact, to be flexible and dynamic in a digital age. They should

promote the employer by describing some experiences of employee in the organization they represent. Some companies have tens of thousands or even millions of fans and have to initiate a digital connection with them in order to select employees that can bring success. Most of these sites offer only a brief overview of the company, the offer of vacancies and the possibility of recording a CV. In the following years the number of these websites will continue to grow both quantitatively and qualitatively.

Here are some criterias by which one can analyze such a website: ease of use, quality and quantity of information provided, to be easy to found and an overall attractiveness.

This method of recruitment is mainly used by large companies, and consists in posting job ads on their website "Careers". A big disadvantage of this embodiment is that applicants will be only those people who know the business' website or access it for various reasons.

An example of the career website you can find on the online website to receipt future employees at PepsiCo (the company's career site). An interesting and useful feature of the career website provided by Pepsi are detailed video profiles of employees. There is also an application of searching career opportunities by region and provides a welcoming and user interface (http://www.pepsicojobs.com/ro-ro).

3.3 Social professional websites

A strong recruitment market trend is to use professional social networking sites like LinkedIn. They become valuable tools for employees and specialized recruitment companies, because many people offer information about their work. Websites like Facebook, LinkedIn, Trilulilu, Instagram, Twitter, YouTube, Xing, Ecademy or Plaxo Pulse represents professional social networks, where there are millions of resumes, which can be accessed and analyzed at any time by employers.

The use of these social networking websites as a tool for recruitment is called social recruiting, which is actually a social website used as a tool for communication, which does not only transmit information, but also allows you to interact online.

Using these websites has several advantages. In addition to interacting with people interested in a company, in real time is a good way to verify the compatibility of a candidate's values and corporate culture and work environment.

These social networks are used by companies to identify and attract various specialists, but also by the candidates for finding new career opportunities.

Using these social websites and tools created for them in lower recruitment costs and time in order to recruit suitable candidates.

Some of the online recruitment tools used by employers or recruiters as RecruitLoop (http://recruitloopcom/blog/15-online-tools-making-recruitment-faster-and-cheaper-for-any-business/) are :

- **LinkedIn**, which can be an alternative for specialized recruitment websites, but many employers do not know how to use it effectively. They can send announcements jobs, may seek candidates, can join different groups and can promote their organization.
- **Facebook** as on Linkedin they can send ads jobs, but they will be addressed only to certain types of users, Linkedin is a professional network. There are some applications available for employers, but also for the candidates, for example BranchOut (employees can use Facebook to distribute jobs available) CareerConect (employers can post jobs on Facebook) BeKnown (BranchOut is a similar app, but with a simpler menu) Work for Us (is an application focused on organizations and their recruitment needs, requires IT knowledge and the posted announcement can not be deleted, just edited) and Romanian applications BestJobs and CeeVee, etc.
- Videos applictions (ex. Youtube).
- Forums, currently there are forums for almost any field, and are posted knowledgeable, positive or negative experiences of the employer, tips, etc.

The number of these online recruitment tools through socialized websites is growing and improving, more and more employers turning to this type of recruitment services.

4. Conclusions

The emergence of digital generation on the labor market forces companies to adopt new methods of recruitment. This led to the emergence of new business models, procedures and tools that have a number of advantages for both companies and future employees, but it is important to take in consideration also their disadvantages, performing an analysis of the disruptive technologies model / rational investment, aiming to follow in the recutare profitability. E-recruitment is a strategic investment for the organization.

Niche websites in recruitment are divided into three categories:specialised recruitment websites (1), career websites of organizations (2) social professional sites (3).

Cearly pointing out the advantages and benefits of using this sites, but also potential disadvantages or negative (Lee, 2007) for have a successful recruitment process, recruiters have to combine niche websites in recruiting, and not use only one type of niche websites.

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Attachments

Table no.1. Analysis of systems that promise lower margins and not higher profits, the analysis based on the advantages that they offer.

sincron SOFTWARE DE RECRUTARE	SAP ERP HCM SAP E-recruiting
Leader recruitment solutions in Romania	**Global leader**
Advantages	
Reducing complexity	Reduce costs by streamlining and automating processes recruitment
Monitoring, control and performance evaluation of recruitment	Reduction of employment through efficient processes standardized
Streamlining the recruitment process	Reducing TCO (total cost) via an integrated talent management native
The positive impact of technology on business recruiters and consultants	Increase retention rates and reduces the risk in the process of hiring the best candidate

Table no. 2. Advantages and benefits/ disadvantages or negative (adapted Lee, (2007) An Architecture for a next-Generation Holistic E-recruiting System, Comunications of the ACM, July 2007/Vol. 50, No. 7)

Niche WebSite	Advantages	Disadvantages
Specialised recruitment websites	Brand recognition; E-Recruiting experience; High traffic; Industry best tools; Large candidate base; Large recruiter base Gathering of passive job seekers; Focused search; Community of professionals	Relatively high job posting cost; Potentially low-quality applications; Limited content control; Stickiness of the job board; Limited candidate relationship Low brand recognition; Possibility of identity theft
Career websites of organizations	Candidate relationship management; High interest in jobs by job applicants; Integration with existing systems	Needs for IT specialists; High up front development cost
Social professional websites and online recruitment tools	Low application development cost for recruiters; Quick application development	Integration issues with existing systems; Possibility of closeout due to competition; Possibility of lock-in; Low traffic

Figure nr. 1: The e-recruitment landscape (Source: Shahila D., Vijayalak R., (2013) E-Recruitment Challenges, *International Journal of Social Science & Interdisciplinary Research*, ISSN 2277 3630, IJSSIR, Vol. 2 (5), MAY Online available at indianresearchjou rnals.com118, pg. 119, from IES)
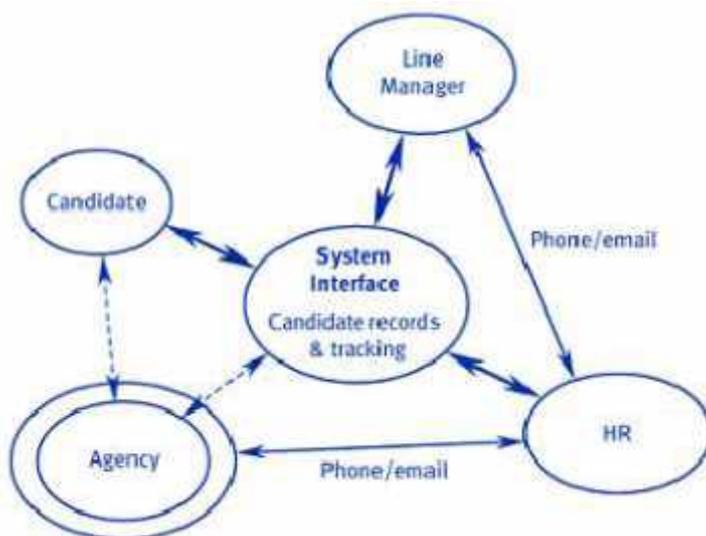
Figure no. 2 The design and sequence of tasks in traditional paper-based recruitment process vs. the (new) recruitment process using e-recruitment (adapted : Sursa: Holm B. Anna; E-recruitment: Towards an Ubiquitous Recruitment Process and Candidate Relationship Management, 3rd European Academic Workshop on Electronic Human Resource Management, 20-21 May, 2010 Bamberg, Germany)