

ANALYSIS OF ELECTRONIC RECRUITMENT POLICY: IMPLEMENTATION, DRIVING FACTORS AND BARRIERS

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis perekrutan secara elektronik dari perspektif implementasi, faktor pendorong serta faktor penghambat. Jenis penelitian ini adalah penelitian eksploratif dengan pendekatan kualitatif dan menggunakan metode studi kasus. Penelitian ini dilakukan di Kantor Pusat Jawa Timur Park 1, PT. BEON Intermedia dan PERUM JASA TIRTA I. Data primer berupa interview dan data sekunder berupa observasi serta dokumentasi. Hasil penelitian menyimpulkan bahwa: 1) Faktor-faktor untuk melakukan e-recruitment yang didasarkan pada teori Edward III, seperti: komunikasi, sumber daya, disposisi, dan struktur birokrasi, pada umumnya sudah dipenuhi oleh semua perusahaan. Tetapi dalam beberapa kasus, ada hambatan kecil, seperti kurangnya kejelasan dalam aspek komunikasi, kurangnya sumber daya dan sikap yang berbeda yang ditunjukkan oleh pelaksana; 2) Faktor pendorong untuk melakukan e-recruitment terdiri dari : persetujuan, dukungan dan kepercayaan masyarakat, pelaksana memiliki informasi yang cukup, terutama mengenai kondisi dan kesadaran masyarakat serta tugas dan kewajiban yang memadai oleh pelaksana; 3) Faktor penghambat dalam melakukan e-recruitment berasal dari: kekurangan sumber daya (waktu, uang dan sumber daya manusia), ketidakpastian faktor internal dan eksternal dan isi dari kebijakan yang tidak jelas.

Kata kunci: *Rekrutmen, rekrutmen di internet, rekrutmen secara daring, rekrutmen secara elektronik*

ABSTRACT

The purpose of this research is to analyze electronic recruitment from the perspective of implementation, driving factors as well as barriers. Type of research is exploratory research with qualitative approach and using case study method. The research was conducted at Headquarter Office of Jawa Timur Park 1, PT. BEON Intermedia and PERUM JASA TIRTA I. Primary data were retrieved from in-depth interview and secondary data were retrieved from observation as well as documentation. The results indicated that: 1) Factors to conduct e-recruitment based on Edward III theory, such as: communication, resource, disposition and bureaucratic structure, in general already fulfilled by the all company. But in several cases, there are minor obstacles, such as lack of clarity in communication aspect, lack of resource and the different attitude shown by the implementers; 2) The driving factor in order to conducting e-recruitment came from several reasons, mostly: approval, support and public trust, implementer have sufficient information, particularly regarding the conditions and subject to public awareness with the policy and adequate assignments and obligations of policy implementation; 3) The barriers in order to conducting e-recruitment came from several reasons, mostly: lack or sources (time, money, and human resources), uncertainty internal and external factors and the contents of the policy is not clear.

Keywords: *Recruitment, internet recruitment, online recruitment, e-recruitment*

INTRODUCTION

The importance of recruitment as part of a human resources policy is reflected in the organization's performance. Although, Katou (2012) described human resource management policies (including recruitment) within an organization do not affect organization's performance directly. However, it affects the attitude of employees (motivation, commitment, and satisfaction) that lead indirectly effect to the organization's performance. Other phenomena also described the importance of recruitment. When recruitment is conducted professionally, the applicants will feel valued during the process of recruitment. Allden and Harris (2013) in their research gave suggestion for businesses to apply or develop their e-recruitment activities by adopting the philosophy of a positive candidate experiences and placing it at the center of their e-recruitment strategies. This also applies to online recruitment or electronic recruitment.

Organization's branding is also conducted through recruitment. It can be concluded that the image of the organization was also influenced by recruitment. However, this is a critical element, because talent sourcing or recruitment is neither B2B (Business to Business) nor B2C (Business to Customer) but a gap as companies engage with individuals for the purpose of building a business relationship (Allden and Harris, 2013).

Currently, the trend is about to change, recruitment is conducted through online-based media; people are looking a job via internet. Kalika's study (as cited in Aurélie & Fallery, 2009) stated that every sector, every job and every function, was, is or will be disrupted by internet. Also, it does apply for the company, they attract potential applicant through online-based media. Society identified online-based recruitment as electronic recruitment (e-recruitment).

Galanaki (2002) identified the words e-recruitment, online recruitment, cyber recruiting or internet recruiting are synonymous. Moreover, Galanaki (2002) described online recruitment refers to posting vacancies on the corporate web site or on an online recruitment vendor's website. It is allowing applicants to send their resumes electronically via e-mail or in some electronic format.

Galanaki (2002) concluded in her research that the system's effectiveness is largely depends on the implementation of the system (e-recruitment), not on the source of recruitment itself. Moreover, Parry and Tyson (2008) reported in their study that the organization may find

success with online recruitment if they are adopting the right strategy to be used and implemented. At the end, Purnomo (2013) identified successful implementation depends on planning and practices of human resource management. Dhamija (2012) also described that many parts of e-recruitment are needed to be explored to enrich knowledge about e-recruitment itself. It is based on the fact that e-recruitment is becoming an important part of recruitment. It can be used to track and manage candidate applications, particularly among larger organizations.

This research tries to analyze aspects of the implementation of e-recruitment as a policy through policy implementation theory proposed by Edwards III. Edwards III model identified there are a few factors that must be considered in the policy implementation, include: communication, resources, dispositions, and bureaucratic structure.

LITERATURE REVIEW

E-recruitment

E-recruitment is a recruitment revolution itself; it is influenced by the advanced technology. Raymond j. Stone's study (as cited in Zin et al, 2016) described e-recruitment is a recruitment process using electronic resources, notably the internet. Even though, the medium has changed in e-recruitment, but many researchers concluded that e-recruitment is not just about the change of medium, but including mind-sets and organization decisions.

Dhamija (2012) identified there are three important processes in order to conduct e-recruitment:

a. Planning

Planning is crucial. The planning of e-recruitment related to company's approach to conduct the e-recruitment itself, including technical and system issue. Planning also includes designing job analysis, designing job description and designing job qualification decided by the organization.

b. Attract

Informing the public when a company requires capable candidates or there is vacancy within organization; company conducts the job-posting. Job posting is publicizing a vacant position and listing its attributes, like qualifications, supervisor, working schedule and pay rate. Job-posting can be conducted through bulletin boards, newspaper official website, social media and spread orally to others.

Moreover, Mathis and Jackson (2000) identified what to include in an effective recruit ad (including job-posting), there are detailed as follows:

Table 1. Information in an Effective Recruit Ad

Information of Candidates	Information of The Job Process of Applicants	Information of Company
1. Years of experiences	1. Job title and responsibilities	1. That it is on EEO (Equal Employment Opportunity) employer
2. Three to five key characteristic	2. Location of Job	2. Its primary business
	3. Starting pay range	
	4. Closing date of application	
	5. Whether to submit a resume & cover letter	
	6. Whether calls are invited or not	
	7. Whether to mail the application or resume	

Source: Mathis and Jackson, 2000

c. Gain Applicants

One way to get the applicant is using the official website of the company. Many companies provide career columns on their official website, where potential applicants enter their data. The advantage is the company no longer has announced that there is vacant position. Second, there is a commercial job boards (CJB). The commercial job board is a commercial provider of workforce but not completely responsible for the recruitment process.

George Edward III Policy Implementation Model

Edward III (as cited in Widodo, 2010) identified four variables that influence the success of policy implementation. The variables are detailed as follows:

a. Communication

Not enough communication to the implementer to affect the implementation of the policy; it leads to confusion. Communication in Edward III implementation model (as cited in Widodo, 2010) is the delivery of information from policy makers to the implementer. The crucial issues to be concerned in this communication process are the method of delivery (transmission), clarity and consistency in the delivery of information.

b. Resources

Resources in this context are the resources of the implementer. Edward III (as cited in Widodo, 2010) described that a policy would successfully applied if considering the resources preparation. The resources include the quality and quantity of staff (human resources), availability of information, the division of authority and support facilities. Related to support facilities, Eckhardt et al (2014) identified there are several IT tools are needed in transformation of e-recruitment, such as; corporate career website, internet job boards, e-mail and standard office software.

c. Disposition

According to Edward III (as cited in Widodo, 2010), disposition is personality/attitude/ideology/point of view from the implementer; precisely, the accuracy or suitability of the perspective among policy makers and implementer. Edward III (as cited in Widodo, 2010) concluded that the personality similarities among policy makers with implementers have a positive relation with the success of the implementation of a policy. Successful implementation determined by the capability of the implementer itself.

d. Bureaucratic structure

The last variable identified by Edward III was a bureaucratic structure. Edward III (as cited in Widodo, 2010) described that the policy could still not effective because of the insufficient from bureaucratic structure. Moreover, important things in the implementation are the existence of standard operational procedures (SOP) and fragmentation.

Driving Factors and Barriers

There are several causes of the success or failure of policy implementation. Soenarko (as cited in Widodo, 2010) identified that the success or failure of policy implementation due to several factors are detailed as follows:

Table 2. Driving Factors and Barriers in policy Implementation

Driving factor
1) Approval, support and public trust,
2) Content and policy objectives must be clearly understood,
3) Implementer must have sufficient information, particularly regarding the conditions and subject to public awareness with the policy,
4) Effective division of labor in the implementation, it is mean differentiation activities horizontally and vertically,
5) Rational division of power and authority, and

6) Adequate Assignments and obligations of policy implementation.
Barriers
1) Not appropriate theory,
2) Ineffective media/tool,
3) These tools may be not known even less used properly,
4) The contents of the policy is not clear,
5) Uncertainty internal and external factors,
6) Policy set that contains many gaps,
7) Less attention to technical problems and
8) Lack or sources (time, money, and human resources),

Source: Soenarko's study (as cited in Widodo, 2010)

RESEARCH METHOD

This research is an exploratory research with qualitative approach. This research focused on investigate and analyze based on several theories related to the implementation of e-recruitment policy (based on Edward III policy implementation model) in Jawa Timur Park 1, PT. BEON Intermedia and PERUM JASA TIRTA I, including the driving factors and barriers (based on Soenarko's study as cited in Widodo, 2010) by comparing it's phenomena in case study format. Data collection techniques in this research were interview, observation, documentation study and audio-visual study.

RESULT AND DISCUSSION

1. Implementation of Electronic Recruitment Policy at Jawa Timur Park 1, PT. BEON Intermedia and PERUM JASA TIRTA I

In conducting the implementation of e-recruitment in Jawa Timur Park 1, PT. BEON Intermedia and PERUM JASA TIRTA I, there are several indicators that must be considered in analyzing policy implementation itself. It is based on the focus that's been described by George c. Edward III that is divided into four indicators are detailed as follows:

a. Communication

E-recruitment policy is governed by top management together with the owner and then it is delivered through the disposition letter and disseminated through internal memos for Jawa Timur Park 1, using online application for PT. BEON Intermedia and only using disposition letter for PERUM JASA TIRTA I. Generally in e-recruitment, precisely in the job-posting is always published via their official website. E-recruitment policy was announced via their official website on careers column (job-posting). For the clarity aspect for target group (applicant),

there are several items that published by each official website.

From the discussion about communication variables, it can be summarized in to table 3 detailed as follows:

Table 3. Communication Variables in E-recruitment Policy

Communication Variables	JTP 1		BEON		Jasa Tirta		
	A	N A	A	N A	A	N A	
Transmission to	Implementer	✓	-	✓	-	✓	-
	Related Parties and target Group (Applicants)	✓	-	✓	-	✓	-
Clarity:							
1. Job Description							
2. Job Requirement							
3. Application Form							
4. Company's Life							
5. Employee's Testimony							
6. Employee Profile							
7. Detail Contact and How to Apply							
8. Step by Step to Apply							
9. FAQ (Frequently Asked Question)							
10. Company's primary business							
11. Job's location							
Consistency							
(A landing page for e-recruitment info as the only medium and source of info)							

Source: Author's Summary, 2017
Description: A=Available, NA=Not Available

b. Resources

Jawa Timur Park 1 has Department of Human Resources and Marketing Holding working together in order to conducting e-recruitment. However, the absence of the Information Technology Department (also the IT staff) that supports e-recruitment activities and lack of staff made e-recruitment is not conducted properly. In contrast to Jawa Timur Park 1, PT. BEON Intermedia have adequate Departments (HR and Finance as well as Visual Developer), although only managed by 3 people. But, based on the results of the interviews can be inferred that the personnel is not yet 100 percent understand

how do proper e-recruitment, but it can be overcome by learning continuously. Meanwhile, in PERUM JASA TIRTA I, e-recruitment is conducted by HR, Training and Development Bureau (as the strategic planner) as well as Information/Environment Bureau (as the technology support).

Moreover, related to e-recruitment context there are several tool to support e-recruitment activities. Fortunately, Jawa Timur Park 1, PT. BEON Intermedia and PERUM JASA TIRTA 1 have all the equipment/tool in order to conduct e-recruitment, such as; corporate career website, internet job boards, e-mail and standard office software.

From the discussion about resource variables, it can be summarized in to table 4 detailed as follows:

Table 4. Resource Variables in E-recruitment Policy

Resource Variables		JTP 1		BEON		Jasa Tirta	
		A	N A	A	N A	A	N A
Human Resource	Quality of human resource (Understanding or at least know about e-recruitment, consist of Human Resource and Information Technology Department)	✓	-	✓	-	✓	-
	Quantity of human resource (Appropriate amount of staff to conduct e-recruitment, consist of Human Resource and Information Technology Department)	-	✓	✓	-	✓	-
Budget/Financial (Financial support to conduct an e-recruitment including job posting and other third parties association)		✓	-	✓	-	✓	-
Facility (IT Equipment/Tools) (Corporate career website, internet job boards, e-mail and standard office software)		✓	-	✓	-	✓	-

Information and Authority						
(Personal who has understanding how to conduct e-recruitment and has proper authority in Human Resource and Information Technology Department)	✓	-	✓	-	✓	-

Source: Author's Summary, 2017

Description: A=Available, NA=Not Available

c. Dispositions

The implementer in e-recruitment in Jawa Timur Park 1 generally has knowledge and a positive attitude towards this policy. However, on the fact that Jawa Timur Park 1 is a subsidiary company from family backgrounds produces few different attitudes shown by the implementer. This occurs when the owner has decided certain candidates for certain positions. Also, the desire from one of top management would also like to do e-recruitment for the entire department without exception.

PT. BEON Intermedia has some different disposition shown by the implementer. Although there are differences of opinion, the personnel will ask and confirm to policy makers. Meanwhile, there is no different disposition shown by the implementer of e-recruitment in PERUM JASA TIRTA I. All personnel accept and support the e-recruitment policy.

From the discussion about disposition variables, it can be summarized in to table 5 detailed as follows:

Table 5. Dispositions Variables in E-recruitment Policy

Dispositions Variables	JTP 1		BEON		Jasa Tirta	
	A	N A	A	N A	A	N A
Personnel Understanding (Personnel understanding about e-recruitment and know about the role in conducting e-recruitment)	✓	-	✓	-	✓	-
Accepting and Support (Accepting the policy governed by top management and fully support)	✓	-	✓	-	✓	-
Personal Desire (Personal who has desire to conduct e-recruitment not based on the policy or has different thought about conducting e-recruitment)	✓	-	✓	-	-	✓
Declined Against E-recruitment Policy (Personal reject all the e-recruitment policy governed by the top management)	-	✓	-	✓	-	✓

Source: Author's Summary, 2017

Description: A=Available, NA=Not Available

d. Bureaucratic structure

The first aspect is the mechanism, in the implementation of the policy usually an organization made Standard Operational Procedure (SOP). SOP being a guide for every implementer in the action, therefore the implementation of policies not deviated from the policy goals and objectives. SOP (Standard Operational Procedure) in Jawa Timur Park 1 is not built properly, although from interview conducted there are many stages that have been trough to conduct e-recruitment, but still there is no proper e-recruitment. A little bit similar with Jawa Timur Park 1, PT. BEON Intermedia does not have “updated-content” SOP, but PT. BEON Intermedia has proper SOP related to design and apply for a job vacancy through their website. Meanwhile, in PERUM JASA TIRTA I, SOP is designed and governed by the top management through a policy. The policy is governed a year before the e-recruitment itself. The SOP contains planning and scheduling.

From the discussion about bureaucratic variables, it can be summarized in to table 6 detailed as follows:

Table 6. Bureaucratic Structure Variables in E-recruitment Policy

Bureaucratic Structure Variables	JTP 1		BEON		Jasa Tirta	
	A	N	A	N	A	N
SOP (Standard Operational Procedure) (Proper SOP decided by the top management)	-	✓	✓	-	✓	-
Bureaucratic Structure (Bureaucratic structure in organization: the flow of command and order)	✓	-	✓	-	✓	-
Fragmentation and Coordination (Job sharing and internal coordination)	✓	-	✓	-	-	✓

Source: Author’s Summary, 2017
Description: A=Available, NA=Not Available

2. Driving Factors and Barriers in Order to Implement Electronic Recruitment at Jawa Timur park 1, PT. BEON Intermedia and PERUM JASA TIRTA I

a. Driving Factors

Table 7. Driving Factors in E-recruitment Policy

Driving factor	JTP 1	BEON	Jasa Tirta
1) Approval, support and public trust,	✓	✓	-
2) Content and policy objectives must be clearly understood,	-	-	-
3) Implementer must have sufficient information, particularly regarding the conditions and subject to public awareness with the policy,	-	✓	-
4) Effective division of labor in the implementation, it is mean differentiation activities horizontally and vertically,	-	-	-
5) Rational division of power and authority, and	-	-	-
6) Adequate Assignments and obligations of policy implementation.	-	✓	✓

Source: Soenarko’s study (as cited in Widodo, 2010)

From table 7 about driving factors in e-recruitment policy in Jawa Timur Park 1, PT. BEON Intermedia and PERUM JASA TIRTA I, there are several factors that can be detailed as follows:

a) Approval, support and public trust

Support or public trust towards e-recruitment policy is reflected in the rising number of applicants experienced by Jawa Timur Park 1 and PT. BEON Intermedia. Jawa Timur Park 1, in certain positions, the applicants are increasing and came from areas outside of East Java. It is also experienced by PT. BEON Intermedia who has increasing applicants to 5 times more than normal.

b) Implementer must have sufficient information, particularly regarding the conditions and subject to public awareness with the policy

This relates to the decision of PT. BEON Intermedia to apply e-

recruitment as a media to recruit the best candidates. PT. BEON Intermedia has initiative to do a job posting not only on the official site but also uses a third party to speed up the dissemination of information.

c) Adequate Assignments and obligations of policy implementation.

It is experienced by PT. BEON Intermedia and JASA TIRTA I. In the case of PT. BEON Intermedia, responsibilities of each of the personnel are already designed in such a way. The division of tasks facilitates the operations of the e-recruitment policy itself. Similarly with JASA TIRTA I, division of tasks between the Bureau made the role and duties of the personnel are understandable. Bureau of HR, Training and Development manage the planning aspect as well as Bureau of Information and Environment manages the technical and technological issues. Fulfillment of 5M + 1E (Methods, Machines (equipment), Manpower (People), Materials, Measurement, Environment) also support the implementation of e-recruitment in PERUM JASA TIRTA I.

From table 8 about barriers in e-recruitment policy in Jawa Timur Park 1, PT. BEON Intermedia and PERUM JASA TIRTA I, there are several factors that can be detailed as follows:

a) Lack or sources (time, money, and human resources)

Jawa Timur Park 1 constrained on the amount of staff, meanwhile PT. BEON Intermedia constrained on the less-understanding of staff about conducting proper e-recruitment. For all other resources, there are no challenges at all.

b) Uncertainty internal and external factors

Jawa Timur Park 1 family-based company, all decision should be through the owner's consideration. The decision to use e-recruitment in Marketing Holding and Finance Department only as well as the phenomena the "chosen one" against many implementer attitudes.

Aspects of uncertainty from external factors are experienced by all company. Start from Jawa Timur Park 1, there is no enthusiasm from applicant for specific position to apply. In PT. Beon Intermedia, misunderstanding from the applicants perspectives, such as applicants still using paper-based application/post card and there are many applicant still do not understand about the technology in general. The last, in PERUM JASA TIRTA I, the external aspect is the uncertainty on technological aspect, especially hacking activity.

c) The contents of the policy is not clear,

Jawa Timur Park 1 didn't concern about the clarity of communication in a policy, especially for target group. For the clarity aspect for target group (applicant), there are several items that should be published by each official website. But, Jawa Timur Park 1, only mentioned some of the items, it lead to confusion for the applicants.

b. Barriers

Table 8. Barriers in E-recruitment Policy

Barriers	JTP 1	BEON	Jasa Tirta
1) Not appropriate theory,	-	-	-
2) Ineffective media/tool,	-	-	-
3) These tools may be not known even less used properly,		-	-
4) The contents of the policy is not clear,	✓	-	-
5) Uncertainty internal and external factors,	✓	✓	✓
6) Policy set that contains many gaps,	-	-	-
7) Less attention to technical problems and	-	-	-
8) Lack or sources (time, money, and human resources),	✓	✓	-

Source: Soenarko's study (as cited in Widodo, 2010)

CONCLUSION, RECOMMENDATION AND LIMITATION

Conclusion

Based on the result of analysis, the conclusions of this research are detailed as follows:

1. The variables to conduct e-recruitment based on Edward III theory in general already fulfilled by the all company. But in several cases, there is minor obstacle, such as lack of clarity in communication aspect, lack of resource and the different attitude shown by the implementers.
2. Driving factors in order to conducting e-recruitment came from several reasons, mostly: approval, support and public trust, implementer must have sufficient information, particularly regarding the conditions and subject to public awareness with the policy and adequate assignments and obligations of policy implementation.
3. Barriers in order to conducting e-recruitment came from several reasons, mostly: lack or sources (time, money, and human resources), uncertainty internal and external factors, the contents of the policy is not clear,

Recommendation

Based on the conclusion, the researcher gives recommendations are detailed as follows:

1. For Jawa Timur Park 1

It is beneficial to include job description and all other items in job vacancies to align the perception between the applicant and the organization. Also, it is beneficial to establish IT (Information Technology) Department in Jawa Timur Park 1 in order to create better website design and overcome other IT issues.

2. For PT. BEON Intermedia

It is beneficial for PT. BEON Intermedia to hire the "real" talent/candidate that actually from the Human Resource background in order to give better perspective, particularly conducting e-recruitment.

3. For PERUM JASA TIRTA I

It is beneficial to consider making an agreement or MoU (Memorandum of understanding) work together with third-parties to overcome an issue in technological context, particularly in website's security

4. For Further Researcher

Further researches are expected to clarify discussion and other topics related to e-recruitment. Lastly, finding the standard operational procedures (SOP) in the e-recruitment can be used by all types of organizations without any limitation (capacity or ability) from the organization itself would be a great challenge for future research.

Limitations

There is limitation in this research detailed as follows:

1. There is just one informant in PERUM JASA TIRTA 1 that been interviewed related to the implementation of e-recruitment policy, this situation is caused by the employee's rotation within PERUM JASA TIRTA 1. To overcome this situation, researcher conducts interview the Head of Human Resource Division who has been involved conducting e-recruitment since 2015.

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