E-recruitment in Iran

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Abstract
In recent years, the practice of using corporate websites to recruit job applicants has increased steadily. The aim of this paper is to review and analyze the E- recruitment in Iran. in this article, we examine e-recruitment situation in premier 100 Iranian organizations through websites content analysis. These top 100 organizations were introduced by the IMI in 1390. This ranking is based on organization revenue. Findings indicate that 64 Iranian organizations had e-recruitment. Also Iranian websites were more concentrated on the form, advertising and human resources activities. Also in Iran, Organizations active in the telecommunications sector, Metal, electrical and electronics, and banks and credit unions have had the highest rate of e-recruitment.

Keywords: the E-recruitment, Information technology, Premier organizations, electronic Human Resource Management & Iran

Introduction
Changes in labour demographics, the war for talent, skills shortages and several other factors have compelled organizations to consider new ways by which to more effectively manage their human capital (Wiblen, Grant& Dery, 2010). In response to globalization, customer orientation and specialization, the companies are emphasizing on the talent recruitment, sustainment and the development of exiting employees (Faisal, Illahi, Hussain & Malik, 2011). The use of technology in human resource management has grown considerably in recent years (Hamarna, 2011). Recruitment is important for organisations since it performs the essential function of drawing an important resource into the

organisation. It has a strategic aim as it focuses on the need to attract high-quality people in order to gain a competitive advantage (Handlogten, 2009). The use of the Internet for organizational recruiting has been on the rise throughout the past decade. Recent survey results indicate that approximately 90% of large organizations have official recruitment web pages (Braddy, Meade & Kroustalis, 2008). In today's digital era, many organizations use some form of Internet recruiting to provide information to potential applicants as well as to acquire a pool of human capital by allowing applicants to apply for positions via the web (Mareschal & Rudin, 2011). For organizations, the internet provides an efficient and less costly means to provide more job and organizational information to potential applicants in a much more dynamic and consistent way than was the case in the past (Honye & Lievens, 2007).

Literature review
Electronic Human Resource Management
Advances in information technologies have changed the human resource (HR) functions within organizations (Zafar, 2013). In the information age, firms increasingly incorporate information technologies (ITs) into human resource management (HRM) to cope with technological challenges (Lin, 2011). The term e-HR was first used in the 1990's and refers to conducting Human Resource Management" transactions " using the internet or an internet (Panayotopoulou, Vakola& Galanaki, 2005). the studies show that e-HRM is an increasing phenomenon (Zafar, 2010).
e-HRM is a way of implementing HR strategies, policies, and practices in organizations through a conscious and

directed support of and /or with the full use web-technology-based channels (Hamarna, 2011) also E-HRM, the use of web-based technologies for human resource management practices and policies, is maturing within organisational life (Ruel, Bondaroak & Velde, 2007). Electronic human resource management (e-HRM) systems are argued to be transforming the role of HR by facilitating the transfer of transaction processing responsibilities to employees, managers and other third parties (Heikkila & Smale, 2010). E-HR aims at making information available to managers and employees at any time and anywhere (Panayotopoulou, Vakola & Galanaki, 2005). E-HRM has been suggested to have operational, relational and transformational impacts (Parry, 2011). E-HRM is increasingly important within working organizations owing to its potential advantages including reducing cost, improving quality, and speeding up processes (Lin, 2011). the present e-HRM concepts contain major areas of HRM such as e-recruiting, e-selection, e-learning, and e-compensation (Lin, 2011).

E-recruitment
Recruitment' includes those practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees (Parry & Tyson 2008). E-recruitment is the use of the internet to attract potential employees to an organisation, and can include the use of an organisation's own corporate website as well as the use of commercial job boards. E-recruitment is part of e-HRM and is known as one of the most popular e-HRM applications used by organizations (Handlogten,2009). E-recruiting, embracing the term web-based recruiting can be described as any recruiting processes that a business

organization conducts via web-based tools, such as a firm's public Internet site or its corporate intranet. The terms of online recruitment, Internet recruitment and E-Recruitment are interchangeable (Al-ali, 2009). Many big and small organizations are using Internet as a source of recruitment. They advertise job vacancies through worldwide web. Developments in Internet technology, notably in the falling cost and increasing accessibility of broadband will result in an even greater impact on traditional recruitment techniques (Al-ali, 2009). success of online application systems cannot be generalized to all target groups. HR strategies on the Internet might therefore unintentionally lead to differences in applicant reactions, satisfaction, and organizational attraction (Sylva & Mol, 2009). evidence suggests that online recruitment may initially have appealed particularly to graduates and highly technical organisations, where good levels of computer literacy were assumed among the target labour market (Parry & Tyson 2008).

As a result, there may be problems with the design or implementation of these systems that preclude them from achieving their intended goals. For instance, electronic HR systems may be less engaging than traditional HR systems, and less likely to capture individuals' attention. Similarly, the messages in electronic systems may lack the richness of face-to-face communication, and prevent individuals from understanding important HR information (Stone & Lukaszewski, 2009).

Organisations make use of e-recruitment because of several reasons. These include:

- cost savings;
- ease of use for candidates;

- larger candidate pool ;
- ease of use for the organisation ;
- increasing the speed to hire ;
- success in finding candidates ;
- keeping ahead of competitors (Handlogten,2009).

Trust in Electronic Recruitment
Because e-recruiters on the one hand are necessarily interested in getting as much valid information of their customers as possible and because users on the other hand increasingly distrust data collection on the Internet the ability to build user trust will be a decisive competitive advantage of E-Recruitment sites in the future (Al-ali, 2009).

Research method
we use content analysis in this research. Content analysis has been defined as a systematic, replicable technique for compressing many words of text into fewer content categories based on explicit rules of coding (Stemler, 2001). Initially content analysis dealt with' the objective, systematic and quantitative description of the manifest content of communication (Graneheim& Lundman, 2003).

this present study focuses on web content. we analyze 100 Iranian organizations websites based on 12 items. these categories include: advertisement, job board, forms fulfillment, post resume, track profile, announcing the results, HR vision, recruitment process, type of employment, HR structure, HR policies and activities & internship.

Table 1 shows the Website assessment tool. Website assessment tool were scattered in the research literature and So someone had not collected it comprehensively. This assessment tool was developed by the researchers. This

tool can be used by other researchers to
evaluate the content of the websites.

Table 1: Website assessment tool

Website assessment tool	indicators
advertisement	Date of announcement, announcement number, job title, Level, gender, place of work, condition, age, experience, required documents, registration deadlines, priorities, Test administration date, Time card distribution test, test site, test cases, how to send documents, Announcing the results, how to register, notification and explanations about the organization
job board	Job classification, job description and job search
forms fulfillment	Personal information, educational background, skills, certificates (technical and vocational), contact information, information on work experience, expertise, Referral, information about job and additional information.
post resume	Register by mail or via the link
track profile	Modify Profile
announcing the results	Announcing the results basis on the education, ID number, name, father's name and Field of Study
internship	Starting dates, registration, regulation and just mentioned internship
HR vision	Vision, Mission and Objectives
recruitment process	How staffing
type of employment	Contract, project and ...
HR structure	Number of employees , Education, Experience and ...
HR policies and activities	Welfare policy, training, performance appraisal, compensation, layoffs and social benefits

Data analysis

we use content analysis In order to analyze top100 Iranian organizations website data. In this study The top 100 Iranian Organizations were classified according to industries they engaged in. Table 2 shows the percentage of e-recruitment in top Iranian organizations.

Table 2: Percentage of e-recruitment in Iranian organizations according to industries

Industry	Number of Organizations in sector	Organizations with e-recruitment items	Percent in industry
Petrochemical	22	15	68.18
Banks and credit institutions	18	16	88.88
Automotive	14	9	64.28
Investment	12	4	33.3
Insurance	5	3	60
electronics	5	5	100
Metal	4	3	75

Contacts	4	4	100
Cement	1	0	0
Etc.	16	4	26.66
total	100	64	

In Iran, premier organizations More working in petrochemical and banks industry. also Contacts and metal Industry are the most frequent users of e-recruitment in Iran. the frequency of e-recruitment components is studied in the following table.

Table 3: Frequency of e-recruitment components

Item	Frequency	Percentage of Item
HR policies and activities	37	57.81
forms fulfillment	31	48.73
advertisement	25	39.0625
job board	17	26.56
post resume	13	20.31
HR structure	10	15.62
track profile	10	15.62
announcing the results	5	7.81
internship	4	6.25
recruitment process	4	6.25
type of employment	3	4.68
HR vision	3	4.68

As can be seen the highest frequency in the Iranian organizations related to HR Policies and practices, forms fulfillment and advertisement. In addition the lowest frequency in the Iranian organizations related to HR vision, type of employmen, internship and recruitment process. Perhaps it is because they did not pay attention to this issue and In the future, organizations must understand the importance of human resource vision, type of employmen, internship and recruitment process. In Table 4, items are calculated based on industry.

Table 4: Percentage of items

item	Automotive	Petrochemical	Banks	Drug	Contacts	electronics	Food	Transportation	Mine	Investment	Insurance	Metal
advertisement	8	24	40	8	4	8	0	4	4	0	0	0
job board	0	23.52	41.17	11.76	5.88	5.88	0	5.88	5.88	0	0	0
forms fulfillment	16.129	29.03	19.35	6.45	6.45	12.9	0	0	0	6.45	3.22	0
post resume	15.38	15.38	15.38	15.38	15.38	15.38	0	0	0	7.69	0	0
track profile	10	10	70	0	10	0	0	0	0	0	0	0
announcing the results	0	20	20	0	0	0	0	20	20	20	0	0
HR vision	66.66	0	33.00	0	0	0	0	0	0	0	0	0
recruitment process	75	25	0	0	0	0	0	0	0	0	0	0
type of employment	50	0	0	0	50	0	0	0	0	0	0	0
HR structure	10	60	10	0	0	10	0	0	0	0	15	0
HR policies and activities	5.40	35.13	24.32	0	8.10	5.40	0	2.7	0	5.4	8.1	2.7
internship	25	25	25	0	0	0	0	0	0	0	0	25

As can be seen, Use of e-recruitment parameters is different in various industries. in automotive sector is paid more attention to recruitment process. The petrochemical industry has been more attention about the structure of human resources. also in Banking industry Advertising is more considered. also track profile is more exist in the bank.

Conclusion

This study aimed to analyze e-recruitment in Iran. Corporate employment Web sites will continue to have a dramatic effect on employee recruitment for years to come. The use of e-recruitment facilitates the recruitment process by advertising jobs or contact applicants electronically. The usable websites are needed to help online job seekers to find job effectively and efficiently. Although the current economic downturn has negatively

affected employment, the recruitment of the best and the brightest candidates will remain one of the most critical tasks for organizations.

This article has presented a snapshot of how some organizations utilized their corporate employment Web sites. 36 Iranian organizations did not have any of the categories of e-recruitment, 23 organizations had only one item, 14 organizations had two items, 11 organizations had Three items, 7 organizations had four items, 5 organizations had five items, 2 organizations had six items and 2 organizations had seven items. In general it can be said that 73 Iranian organization have a few e-recruitment items (0,1 or2 item) in their website. also 27 organizations were having 3 to 7 items. The results revealed that the most frequent items in Iranian organization relating to human resources Policies and procedures and fill the form. Some Iranian organizations only know e-recruitment as fill the form and therefore only put its on their websites. In Iranian organization, More Have been emphasized on human resources practices and policies and to fill the forms. Also These organizations Have less attention to HR Vision and type of employment. Most Iranian organizations tend to attract people have the fill of form and mainly putting their ads on the site and in the perspective of human resources, has been poor. perhaps most significantly, e-recruitment is about cultural and behavioral change, both within recruitment and at management level. for e-recruitment to deliver, HR must view staffing as end- to- end process. At the end, it is important to mention that while this study provides some interesting insights into Iranian e-recruitment, the findings should be interpreted cautiously and by considering limitations in concepts, methods, sector, and sample size. Limitations of this study include the presence of expired ads, sites with white screen, no network support, lack of information, lack of standardized sites and the like.

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