

REFLECTING ON E-RECRUITING RESEARCH USING GROUNDED THEORY

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Abstract

This paper presents a systematic review of the e-Recruiting literature through a grounded theory lens. The large number of publications and the increasing diversity of publications on e-Recruiting research, as the most studied area within e-HRM (Electronic Human Resource Management), calls for a synthesis of e-Recruiting research. We show interconnections between achievements, research gaps and future research directions in order to advance both e-Recruiting research and practice. Moreover, we provide a definition of e-Recruiting. The use of grounded theory enabled us to reach across sub-disciplines, methods used, perspectives studied, themes discussed and stakeholders involved. We demonstrate that the Grounded Theory Approach led to a better understanding of the interconnections that lay buried in the disparate e-Recruiting literature.

Keywords: e-Recruiting, Literature Review, Grounded Theory.

1 INTRODUCTION

Although e-Recruiting is a relatively young research field (Galanaki 2002), a vast number of publications have already been produced, particularly in the last decade. A systematic overview of the field is needed for several reasons. First, various synonymous terms are used in e-Recruiting research. Second, the e-Recruiting universe has been studied across various management-oriented sub-disciplines, such as information systems, marketing, psychology, and human resources, giving the field its interdisciplinary slant. Third, the mere number of publications appearing in a short time period calls for some closure so future research effort are well-directed. Fourth, no other (type of) literature review on e-Recruiting research has appeared to date.

This review is of theoretical significance because it integrates the various e-Recruiting findings and discusses future research directions by, for instance, offering a well-founded definition of e-Recruiting. The present review should also be of practical value to managers and human resource professionals, in particular recruiters. It extracts from the disparate literature the major findings, along with a discussion and research agenda. To date, very few literature reviews have appeared in the information systems field; this could be due to the relative youth of the field (Webster and Watson 2002). We concur with Leahmann and Fernandez (2007) that a serious Grounded Theory Approach to a subfield in Information Systems research is valuable, if only to shed light on how the research stream has developed over time. Our review will show that the approach also enables us to consider and learn from articles from diverse research disciplines, and with various methods used, fields, perspectives, themes and stakeholders. Moreover, we show that the adopted approach can do much more than just strengthen rigor in qualitative research; it is an aid in sophisticated analyses of the emerging field's constitutive literatures. This paper's key question reflects on e-Recruiting research as follows: What are the major themes in e-Recruiting research (methods used, achievements, perspectives, gaps) and which future research directions can we distill from that analysis? In the Findings section a well-founded grounded definition of e-Recruiting is established, but to give the reader a guiding definition of e-Recruiting before reaching the Findings section: e-Recruiting is using the internet to recruit personnel, either through organizational websites, specialized websites or online advertisements (Galanaki 2002).

This paper is organized as follows: First, the search strategy for inclusion of papers in this literature review is described. Next, the method and the data analyses are summarized. We then present and discuss the major findings, and finally future research directions are outlined.

2 LITERATURE SELECTION

First, different strategies for conducting a literature review were compared and evaluated. Several journal articles concerned with systematically carrying out a literature review were read carefully. This provided in-depth insights on different options for performing a literature review and motivated the chosen research method, grounded theory (Glaser and Strauss 1967; Leahmann and Fernandez 2007), which is explained further in Section 4.

In order to find relevant articles for inclusion in the review, a systematic search for e-Recruiting literature in Information Systems, Human Resources Management, Organizational Behavior, Psychology and Management Publications and Computer Science was conducted. The research databases Scopus, Web of Science, AIS Electronic Library, ACM Digital Library and IEEE Electronic Library were used. The specific search terms used can be found in List 1. The search in these three databases resulted in 230 articles. There were of course some article overlaps, particularly between Scopus and Web of Science. By removing duplicates and comparing the titles and abstracts of all these search results, controlling for the number of citations of the individual papers, doing forward and

backward citations, comparing impact factors of the publications, and ultimately reading the full texts, two reviewers cut the sample down to 45 highly relevant articles. The selection criteria for inclusion were twofold: An article had to be published in a peer-reviewed international journal, and e-Recruiting needed to be the major focus of research. For a graphical representation of this elimination procedure see Figure 1.

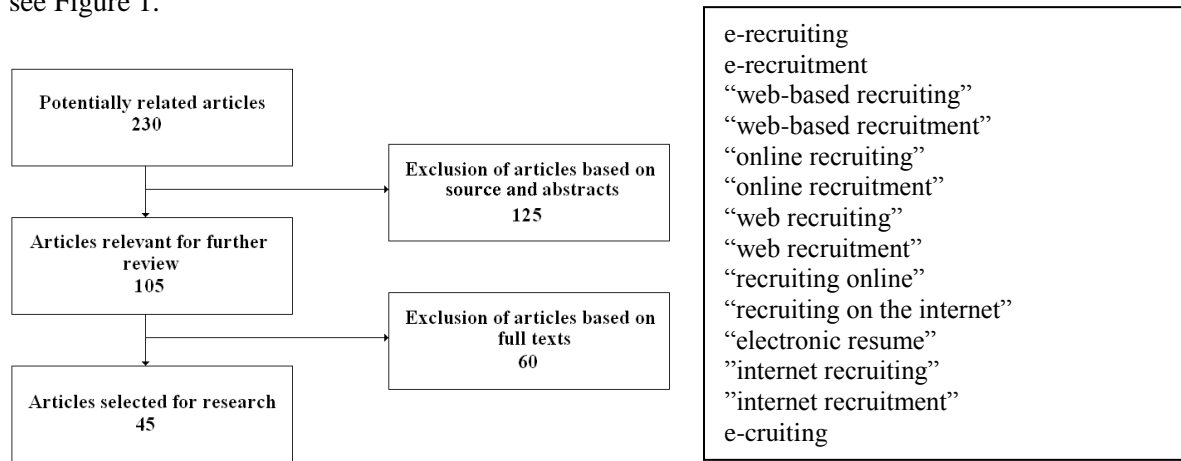


Figure 1. Selection procedure articles.

List 1. Search terms.

3 METHOD

Using the grounded theory approach as presented by Glaser and Strauss (1967) and revised by Leahmann and Fernandez (2007) for the study in the IS field, we will present thematic analyses of the e-Recruiting literature. Although the approach was used as a method for case studies in the Information Systems field, it is distinctly relevant for this literature review due to its neutral starting point and the way the reading and analysis of the papers continuously influence each other. This upcoming literature review benefits from the use of grounded theory by learning across (1) disciplines, (2) methods, (3) fields, (4) perspectives, (5) themes, (6) and stakeholders, while also uncovering interconnections between (7) achievements, (8) research gaps and (9) future research directions. Applying grounded theory to existing data (i.e., published articles) and thus allowing the findings to emerge from that data, ensures performing a neutral and thorough literature review – by taking the panoply of articles as new emergent data, and going through each one by one.

Grounded theory was implemented as follows. The analytical steps fell into four broad procedures: (1) open coding, (2) theoretical coding, (3) comparative analysis, and (4) theory building. A first reading of the literature provided a rough overview of thematic concepts. In this process, two researchers read and carefully discussed the individual papers. Open coding of incidents in the text followed. A detailed codebook was then compiled and compared between the two coders. During this stage the method used in every article, as well as the research field, journal name, and year published was written down in a table. Further, the two coders found salient incidents that were grouped as perspectives, themes and stakeholders. Also, the two coders individually coded achievements and future research directions within each article. Theoretical coding procedures (Leahmann and Fernandez 2007) were used to find relationships, overlaps and contradictions between the various articles. To be able to form concept-centric themes, new tables were constructed during the research and updated as new articles were read. In this process, themes, categories and relations between the texts were investigated and continuously refined. As more texts were read, the analyses could be continuously compared to each other. In particular, this approach involved alternating between inductive and deductive logic as the research proceeded (Glaser and Strauss 1967). The deductive approach has been used to derive from induced codes (such as methods used, chronological order of publications) the conceptual guides required to show the next step, based on the scope of the findings.

Inductive approaches motivated the formation of themes in the e-Recruiting literature. As more articles were read, themes were identified, merged and renamed continuously, and finally ordered and numbered by popularity. The theoretical coding revealed refined categories that went on to be labeled methods used, fields, perspectives, themes, major achievements and future research directions. Nine tables and many different graphical representations were constructed to make the information collected from the sample of 45 articles more clarifying. Comparative analysis was used to find overlaps, agreements, disagreements, and gaps - in essence, everything that stood out. Finally, we aimed to build theory by synthesizing achievements, discussing the state-of-the-art of e-Recruiting, proposing future research directions and developing a grounded definition of e-Recruiting.

4 FINDINGS

In order to systematically present our major findings, an overview is provided of the methods used across all the journal articles studied. This includes the research field within which the papers were published, the perspectives, the themes, the stakeholders, and the major achievements and findings of the literature. Using the available research to date, at the end of this section new research directions are drawn and a definition for e-Recruiting is built and presented.

4.1 Methods used

The *method used* in each article was classified as either quantitative, conceptual, qualitative or mixed. Of the 45 selected articles, 19 were quantitative, 15 conceptual, 8 qualitative, and 5 represented mixed-methods papers. The overview of methods used across all papers is depicted in Figure 2.

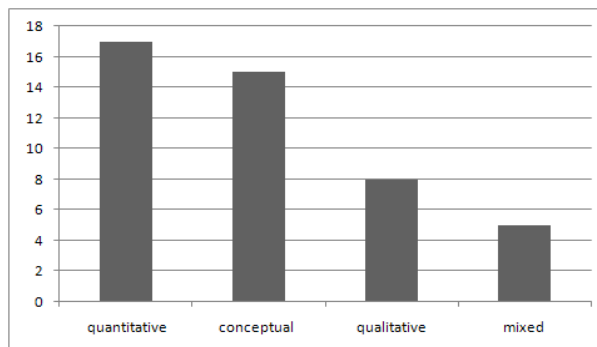


Figure 2. Methods used (n=45).

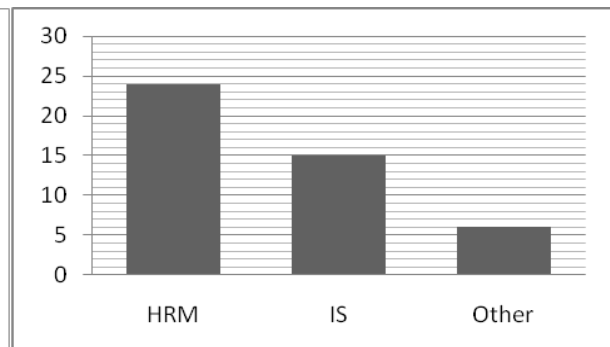


Figure 3. Sub-disciplines of the 45 key articles under analysis.

4.2 Fields

We also compared the *fields* or sub-disciplines of the journal where the 45 selected articles were published. The analyses showed relatively large numbers of articles in two salient fields: (1) Human Resources Management including Organizational Behavior and Psychology (here labeled HRM), and (2) Information Systems (IS), respectively. There were 25 articles published in this broader HRM field and 15 articles in the IS field. A residual “Other” category was created for the remaining six articles. The number of articles in these three fields is shown in Figure 3.

4.3 Perspectives

Based on our open and theoretical coding procedures, we realized the usefulness of categorizing articles by (main) *perspective*. We discovered three salient perspectives which were used in the majority of the 45 selected articles. First, we identified the perspective of the applicant or jobseeker. Second, we identified the perspective of the recruiter. Third, the perspective of the organization or

company emerged. Because not all of the 45 selected articles used one of these three perspectives, an “Other” category was added and a few articles were coded as having more than one main perspective.

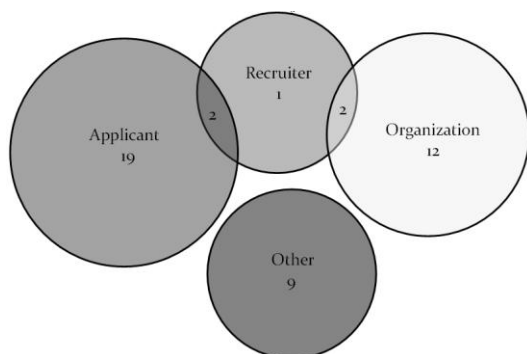


Figure 4. Perspectives taken by the key articles under analysis.

4.4 Themes

After analyzing all 45 papers for concept-centric *themes* logged during the open and theoretical coding, ten leading themes emerged. Many of the papers deal with more than one theme and were assigned to more than one classification. These themes are listed and explained in List 2.

1. Corporate/commercial recruiting website (characteristics)

These papers analyze e-Recruiting websites, corporate or commercial recruiting sites. This theme includes the attributes of websites, the information on websites, the navigational usability, etc. If an article dealt with attraction, image or perception of the website, the article was assigned to both theme one and theme four.

2. Applicants' attraction/image/perception of an organization

This theme was assigned to articles that discuss the attraction of applicants towards an organization, the image of an organization and/or the applicants' perception of an organization.

3. Presenting or evaluating technologies/techniques/frameworks/models regarding e-Recruiting services

This theme was assigned to articles that present or evaluate e-Recruiting technologies, techniques, frameworks or models.

4. General e-Recruiting research

These articles provide general descriptions and basic information concerning e-Recruiting research.

5. Organizations' decisions to recruit online and/or its implications

These articles investigate the decision of an organization to recruit online, including general articles that deal with online recruitment of an organization and/or the implications of these issues.

6. Applicants' decision/willingness to apply

These articles look into applicants' decision and/or willingness to apply for a job.

7. Fit

These articles examine objective fit, applicant fit, applicant pool fit and all neighboring areas.

8. Online job search process

These papers concern applicants' online job search processes.

9. Résumés and/or selection process

This theme was assigned to articles that study paper and/or electronic résumés and/or handle the selection processes of an organization.

10. Web-based versus paper-based job postings

This theme was assigned to articles that examine differences between web-based and paper-based job postings.

List 2. Emerged themes.

In Figure 5, the number of times a theme was assigned to an article is portrayed. The two most salient themes studied in e-Recruiting research are recruiting websites, and the applicants' attraction to or image/perception of an organization. Further, many articles present or evaluate e-Recruiting technologies, techniques, frameworks or models and general descriptions and basic information concerning e-Recruiting. It is noteworthy that very little comparative research has been done on web-

based versus paper-based job postings, résumés and selection processes. Likewise, there has been little research interest given to exploring parameters such as objective fit, applicant fit and applicant pool fit.

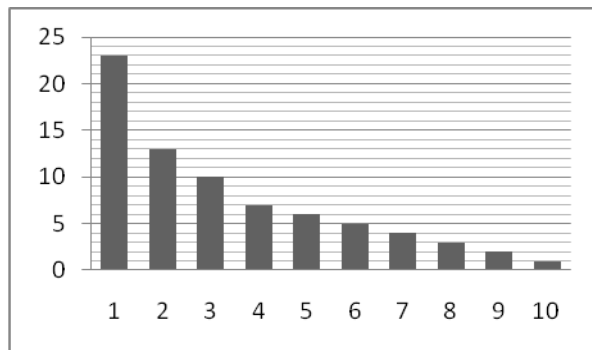


Figure 5. *Relative popularity of e-Recruiting research themes in the 45 key articles under analysis (x: theme classification number, y: number of articles).*

4.5 Discussion themes

In 2000, Bartram suggested a sequence of three events involved in internet recruitment and selection processes: attraction, recruitment and selection. Initially, only attraction and recruitment were suggested to play a major role in e-Recruiting, but selection duties were and continue to be increasingly influenced by e-Recruiting processes (Bartram 2000). Of our identified themes, themes one, two, three, four, eight, and ten cover attraction. Themes one, three, four, five, six, seven, eight, ten may address recruitment. Further, themes three, four, seven, nine and ten could entail selection. In 2005, Terzis and Economides classified e-Recruiting papers into four categories. The first category consists of papers stating the advantages and disadvantages of e-Recruiting for business, economy and society. The second category includes papers that provide information and tips for applicants. The third category is comprised of information and help for recruiters. The fourth category of papers analyzes and compares job sites (Terzis and Economides 2005).

4.6 Stakeholders

The stakeholders identified in e-Recruiting research can be divided into two main groups: academic researchers and practitioners. The first group includes all e-Recruiting researchers in the different fields. The stakeholders in Human Resources Management, Organizational Behavior, Psychology, Management and Information Systems have developed most of the publications to date. The second group consists of practitioners. Prominent stakeholders in this group are: (1) applicants, (2) recruiters, (3) personnel marketers, (4) organizations that aim to recruit online, (5) managers of commercial recruiting websites, as well as (6) e-Recruiting platform analysts, (7) designers and (8) usability experts.

4.7 Major achievements

In this section, we provide an overview of major achievements in the research field. One major achievement in the literature is Lee's (2007) categorization of e-Recruiting sources into six major categories: general-purpose boards, niche job boards, e-Recruiting application service providers, hybrid recruiting service providers, e-Recruiting consortiums, and corporate career websites. Lee summarizes the recruiters' perspectives on these six categories. Moreover, Lee describes the e-Recruiting process of corporate career websites as consisting of eleven consecutive steps, divided into four clusters. The first cluster includes the following steps: identification of hiring needs, submission of job requisition, approval of job requisition and job posting on the Internet. The second cluster

includes online job search by applicants and the submission of applications. The third cluster involves searching the applicant database, evaluation of résumé/application and interviewing by hiring managers. The fourth and final cluster considers pre-employment screening, job offers and employment contracts. Alongside these processes, Lee provided a component-based architecture for holistic e-Recruiting systems (Lee 2007). The eleven consecutive steps of the e-Recruiting process that Lee suggested for corporate career websites also seem highly applicable to commercial recruiting websites if the architecture of holistic e-Recruiting systems that Lee mentions is left out. Surprisingly, academic research efforts into the first three steps – identification of hiring needs, submission of job requisition and approval of job requisition – have not yet been undertaken. Although these steps seem more related to management, they could very well change due to the switch from traditional to online recruiting. In this context, Parry and Tyson (2008) state that the shift from traditional to online recruiting may not be quite as simple as just swapping the means. They argue the use of the Internet may require a change in the wider recruitment process (Parry and Tyson 2008). The fourth step (posting a job on the Internet) and fifth (online job search by applicants) have been addressed by a substantial number of articles examining organization familiarity, image, attraction, website navigational ease, information, style and the job search process itself (Braddy et al. 2003, Cober et al. 2003, Williamson et al. 2003, Cober et al. 2004, Braddy et al. 2008, Allen et al. 2007, Thomas and Ray 2000, Dineen et al. 2002, Hu et al. 2007, Braddy et al. 2006, Dineen et al. 2007, Dineen and Noe 2009, Robbins and Stylianou 2003, Van Hoye and Lievens 2007, Thompson et al. 2008, Zusman and Landis 2002, Jansen et al. 2005, Feldman and Klaas 2002, Bratina and Bratina 1998). Lee's suggested sixth step (submission of applications) is discussed in several of our selected papers, categorized under our theme five and theme eight, which deal respectively with applicants' decision or willingness to apply online, and addressed résumés (Braddy et al. 2003, Allen et al. 2007, Zusman and Landis 2002, Jansen et al. 2005, Elgin and Clapham 2004, Maurer and Liu 2007). The seventh step (searching applicant databases) and the eighth (evaluation of résumés and applications) have received little prior research attention or discussion. Smith (2004) suggests eliminating the human element in data collection and examining applications with statistical prediction, which both could decrease the human element and thus lower recruiting costs. Of the last three proposed steps, to date practically no academic publications have investigated these ideas. Only one of our analyzed articles examines computer-assisted screening interviews. This is surprising since researchers had already mentioned a decade ago that selection duties were increasingly influenced by e-Recruiting processes (Bartram 2000, Smith and Rupp 2004).

Apparently, current e-Recruiting literature is primarily concerned with investigating Lee's steps four (posting a job on the Internet), five (online job search by applicants) and six (submission of applications). There are two major points of agreement in this research stream. First, it is agreed that navigational usability affects applicants' organizational attraction. Secondly, there is agreement that organizational familiarity is not related to organization attraction. These agreements will be discussed below. Disagreements among researchers in the context of Lee's proposed e-Recruiting steps did not surface in the studied literature.

In 2003, Braddy et al. (2003) and Cober et al. (2003) both stated that navigational usability can affect organizational attraction. In the same year Williamson et al. (2003) tested a model in which they showed that the orientation of a website and individual differences of applicants have an indirect influence on organizational attraction, generally affecting the perception of a website's usability. Following up on this research, Cober et al. (2004) showed that individuals' perceptions of a website's usability impacts applicants' positive or negative evaluation of employers. They showed that recruiting websites with a logical navigational flow positively affect applicants' perception of employers. In this context, Braddy et al. (2008) also showed that organizations with easy-to-navigate websites received more favorable organizational evaluations. Putting these findings together, a positive influence on applicants' organizational attraction seems to exist if organizations have easy-to-navigate (recruiting) websites.

In 2004, Allen et al. (2007) suggested that mere familiarity with an organization may not be sufficient to enhance applicants' attraction to an organization. Following up on these findings, Braddy et al. (2008) found that the effect recruitment websites had on applicants' perception of an organization was not a function of the familiarity the applicant had with the organization. The later research shows that the earlier research did not take into account the possibility that applicants might be more likely to visit websites of organizations that they are familiar with.

Cober et al. (2004), Terzis and Economides (2005), and Lee (2005) developed different methods to evaluate recruitment websites. Cober et al. organized the characteristics that differentiate the Internet from more traditional media using the factors form, content and function for the evaluation of corporate career websites (Cober et al. 2004). Terzis and Economides (2005) developed the Job Site Evaluation Framework (JSEF) which evaluates commercial job sites across four categories: job market, technical, usability and social. Each category is assigned a different weight: 40%, 25%, 25% and 10% respectively, depending on the level of presence on the website. Each category consists of subcategories with individual weights. JSEF was developed for the evaluation of commercial websites (Terzis and Economides 2005). Further, Lee (2005) developed a two-step method to evaluate corporate career websites. The first step for evaluating recruiting sites is a content analysis, based on the presence of attributes in the categories of job posting methods, job application methods, delivery of corporate information and the use of third-party job boards. The second involves cluster analysis based on three clusters, which are identified by using the outcome of the analysis from the first step.

In 2002, Koong et al. (2002) identified important attributes of commercial recruiting websites. He concluded that not all of those sites have equal "capabilities," pointing especially to the difference in the number of attributes and the types of resources that differed greatly. Most research to date suggests that these sites do not have the same capabilities and types of attributes as corporate career websites. Corporate recruiters are often supported by established and mature organizational resources, and internal human resources information systems (Lee 2007, Koong et al. 2002). This may imply that recruiters prefer using their internal corporate career website to external commercial recruiting websites, when and if the internal systems are perceived as meeting their recruitment needs (Pearce and Tuten 2001).

4.8 Future research directions

We also analyzed existent e-Recruiting literature in regard to the suggested future research directions. Several authors suggest the importance of investigating the (experience of the) entire e-Recruiting process. In Lee's eleven consecutive steps of the e-Recruiting process, for example, there are major gaps in research output in the first three steps (identification of hiring needs, submission of job requisition and approval of job requisition) and the last five steps (searching the applicant database, the evaluation of résumés and applications, pre-employment screening, job offers and employment contracts); these have been hardly addressed empirically so far, and are expected to become increasingly relevant in the future (Bartram 2000, Lee 2007, Parry and Tyson 2008, Singh and Finn 2003). Also the fourth step (posting a job on the Internet), fifth (online job search by applicants) and sixth (submission of applications) would benefit from further research. Extending upon prior research and addressing these identified gaps would, in our view, greatly extend current knowledge.

In 2000 and 2002, respectively, both Thomas and Galanaki suggested future research on the effectiveness of e-Recruiting services (Galanaki 2002, Thomas and Ray 2000). Galanaki proposed establishing a connection between employee satisfaction and size of an organization, number of e-Recruitment practices, the extent of use and the integration of e-Recruiting in the overall recruitment processes (Galanaki 2002). Thomas and Ray (2000) wanted examination of criteria such as demographic characteristics of individuals recruited online, determining yield ratios, retention and developing turnover measures. Also, it was argued that outcome measures such as job performance, job satisfaction and organizational commitment would need to be compared between individuals who were recruited online with those who were recruited via traditional recruiting means such as

newspaper ads, career fairs or personal recommendations (Thomas and Ray 2000). The relevance of these results regarding the effectiveness of e-Recruiting, together with the research suggestions of both Thomas and Galanaki, have yet to be addressed.

In 2002, Dineen noted that future e-Recruiting study needed to address how tailored feedback might affect applicant attraction to an organization, self-selection and eventually financial outcomes for an organization (Dineen et al. 2002). In 2007 Hu published on this issue. He found out that providing personally tailored feedback to applicants can affect their reactions in the job application process, and he proposed investigating whether providing more detailed and individually tailored feedback would impact applicants' organizational attraction (Hu et al. 2007). We conclude that future research should continue to examine and build upon Dineen's and Hu's early attempts to understand the processes of personal feedback during the online application process, and the relationship with organizational attraction and self-selection.

As noted already above, comparative research is needed on the various advantages of using web-based versus paper-based job postings, résumés and the rest of the selection process. The study of Zusman, assessing to what extent applicants prefer web-based to traditional recruiting methods, is one progressive step into that direction. Moreover, Elgin showed that a paper résumé produced a friendlier and warmer impression of the applicants' personality than an electronic résumé. Further, electronic résumés produced the impression of higher intelligence, more technical expertise and better overall qualifications (Elgin and Clapham 2004). We infer that - depending on applicants' choice to use online versus paper-based résumés - recruiters may draw different inferences in regard to the qualities of the candidates. Therefore, applicants may well be able to influence recruiters' perceptions by using different application procedures. In order to inform recruiting professionals as well as the literature, future studies are needed to extend this relatively complex comparative stream of research.

Surprisingly, of the 45 analyzed publications in e-Recruiting research, hardly anyone has studied the recruiters' perspectives. Most attention is paid to the applicant's, the organization's, and the commercial recruiting website's perspective. In sum, 14 of the 17 identified quantitative papers focus on applicants, while just one quantitative publication had studied recruiters. Only two qualitative and three conceptual articles include the recruiters' perspective. In 2003, Anderson stated that there was next to nothing known about recruiter-adoption decisions and recruiter reactions to, expectations of, or willingness to adopt new human resource information technologies for applicant selection (Anderson 2003). Since 2003, no study on this has been published, a remarkable research gap.

Finally, within the set of 45 analyzed studies, we noted an overreliance on tests of recruitment websites that have non-randomly assigned, conveniently recruited participants browse through the sites. The crucial aspect of getting people *to* those websites is mostly overlooked. Attraction, image and perception of those websites and organizations might have more of an effect on the website evaluation than has been assumed. Although some researchers have tested for familiarity with the websites or organizations (Cober et al. 2003, Braddy et al. 2008, Allen et al. 2007), no single participant in the research study we reviewed is allowed to find and/or choose the website to use. Motivations for searching and choosing among websites is another notable and major black-box gap within the e-Recruiting literature.

4.9 Grounded definition of e-Recruiting

In order to define e-Recruiting properly, one may first need to define recruiting in general, although as mentioned earlier, e-Recruiting is not simply recruiting using electronic means (Parry and Tyson 2008). Recruitment 'includes those practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees' (Breaugh and Starke 2000). Galanaki (2002) proposes an overview of the most common ways to use the Internet as a means to recruit and identify other online activities within the scope of e-Recruiting. The most common means

have been described as threefold: (1) adding recruiting pages to an existing organization site, (2) using websites specialized in recruiting, and (3) using electronic advertisements on media sites. Activities that fall within the scope of e-Recruiting (for Galanaki) are remote interviews and assessments, smart agents to search the Internet and interactive tools (Galanaki 2002). Surprisingly, within the sample of articles, no other authors gave a well-founded definition of e-Recruiting. Based on what we have learned through this literature review, our proposed definition is: *e-Recruiting is the 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*. Note that e-Recruiting research heretofore has focused not only on the attraction and identification of potential applicants, as this definition of e-Recruiting could suggest. Rather, as shown earlier, research should cover the entire process of recruiting, although e-Recruiting is a more narrow concept that can be influenced by those other steps in the recruiting process and vice versa.

5 CONCLUSION

In spite of the large amount and high quality of research published in the field of e-Recruiting, there are still many possibilities to advance our understanding of e-Recruiting research and practice. Of special importance, and almost a *terra incognita*, are the recruiters' perspectives, and research regarding the influence of e-Recruiting on the overall recruitment process and vice versa. Scant research has been done to challenge what has been published in the field so far. Further, the motivation behind applicants' search for and choice of recruiting website is equally unmapped. Most of the research to date has been done on applicants' attraction, image and perception of organizations and organizations' corporate career websites. Major points of agreement from this research stream suggest that navigational usability affects applicants' organization attraction, and that organization familiarity is not related to organizational attraction. This review stressed some of the research gaps in the e-Recruiting field as a whole. The review may function as a roadmap for researchers interested in continuing prior efforts and addressing these problematic gaps. Prior researchers have urged others to pay attention to the influence of e-Recruiting on the overall recruitment process, the effectiveness of e-Recruiting services, and the differences and advantages of using web-based versus paper-based job postings, résumés and the selection process.

We note two limitations of this research. First, the data used for this literature review consisted only of articles from published peer-reviewed international journals. Second, due to the current conference's page limit, the results of this research have been presented here in a highly condensed manner. The Grounded Theory Approach, with which we analyzed the journal papers, allowed us to include a great variety of sub-disciplines, definitions, and analytical traditions; the approach did not make us feel stuck with only correlation-type data (in the so-called meta-analyses). The pre-Google Grounded Theory Approach we took for this synthesis, systematically analyzing *all* the existing e-Recruiting literature, led to broad coverage of the serious academic e-Recruiting research, and yet simultaneously provided a fine-grained or detailed analysis that revealed conceptual points that are foundational for the future of the very dynamic developing field of e-Recruiting.

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