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Employing Electronic Human Resources Management to Support Recruitment

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This is to certify that the doctoral study by

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has been found to be complete and satisfactory in all respects,
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2020

Abstract

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MS, Ashford University, 2016

BS, Ashford University, 2014

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

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Abstract

Human resource managers (HRMs) lack expertise in using electronic human resource management (E-HRM) recruitment and selection tools. Improving knowledge levels among HRMs regarding E-HRM allows HRMs to adopt advanced technologies to hire employees to meet organizational needs. Grounded in the unified theory of acceptance and use of technology (UTAUT), the purpose of this qualitative descriptive study was to explore the recruitment and selection tools HRMs can use to improve the successful recruitment of qualified employees. There were no study participants since secondary data were used. Data were obtained from archival documents where journals, peer-reviewed articles, and books were used. Thematic analysis was used to analyze the collected data. Four themes emerged from the analysis: a web-based platform for advertisement, electronic-employee (E-employee) profile, an E-performance appraisal tool, and an online test. The main recommendation is for HRMs to adopt E-HRM in recruitment practices to overcome hiring unqualified employees during the recruitment and selection process. The implications for positive social change are the potential for HRMs to implement and use appropriate E-HRM recruitment and selection tools to improve hiring highly skilled employees, increase organizational performance, reduce unemployment rates, and improve community members' socio-economic status in the society.

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Dedication

I dedicate this doctoral project to my precious family, especially my beloved wife, for her unwavering support throughout my project. I also dedicate my work to my daughters Farah and Julia, and my grandchildren for their unfailing love despite being busy during these years of my study. You were all my strength, and I am happy that you will see my accomplishments as I expect to celebrate my graduation, having completed my doctoral study.

Acknowledgments

First, I would like to give much gratitude to the Almighty God and his Son my Lord and Saviour Jesus Christ for the glory belongs to Him. He supported and gave me strength and guidance throughout my life and this study. I would not have achieved my accomplishment without Him.

I also like to express my gratitude to my lovely wife for her sincere support during the last five years of my study. I would also like to give much thanks to my two daughters Farah and Julia, and my five grandchildren for your patience and love that kept me going, and words are not enough to express my love for all of you.

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Section 1: Foundation of the Study

In modern dynamic business environments, information technology (IT) plays a significant role in creating new opportunities and delivering competitive benefits to enterprises. In today's electronic world, various leaders in big companies and institutions use electronic human resources management (E-HRM) (Mahfod, Khalifa, & Madi, 2017). Human resource managers (HRMs) use E-HRM as one of the leading organizational systems because electronic applications are very effective and cost-effective. Roman (2017) revealed that HRMs have moderate knowledge about the E-HRM functions. However, HRMs have used E-HRM to support human resources (HR) strategies and policies and satisfy the HR needs through web-based channels (Mahfod et al., 2017). Electronic HRM is one of the critical areas that require improvement to alleviate the knowledge gap to facilitate smooth employee recruitment and selection. The purpose of conducting this qualitative descriptive study was to explore the E-HRM recruitment and selection tools that HRMs use to support the successful recruitment of qualified employees. While conducting this qualitative descriptive study, the researcher aimed to provide HRM professionals with knowledge on how to use E-HRM to increase profitability.

Background of the Problem

The human resources (HR) department is a crucial department in any modern organization. Human resources are a critical asset for the success of an organization with HR staff expected to employ people through the practices of recruitment and selection (Malik & ul Mujtaba, 2018). The arrival of information communication technology is essential with the emergence of globalization, making the world akin to a small global village or economy. E-HRM is an information technology tool that can be used by HRM to efficiently implement HR policies

and practices (Gani & Anjum, 2017). Human resource personnel use E-HRM strategies to implement HR policies and practices using information technology.

Since the establishment of E-HRM in the 1990s, HRMs use E-HRM systems to create value within and across organizations by providing an essential component to create a competitive advantage (Khashman & Al-Ryalat, 2015). The authors suggested that E-HRM's primary goals are to improve HR services at a lower cost and less time. Researchers recognize the significance of HR functions in adding value to business performance. Human resource personnel use E-HRM systems as the best technology to conduct their HR activities and manage resources efficiently for organizational success (Iwu, 2016). By introducing the use of E-HRM functions, HR departments can support the organization to thrive in the increased competition by hiring highly-skilled employees with a diversity of technical knowledge, skills, and abilities (Ahmed Butt & Zeb, 2016). However, some HRM personnel lack expertise with functions of E-HRM strategies in supporting successful selection and recruitment of employees. A well-executed E-HRM help organizations and HRM to acquire, develop, and deploy intellectual capital to increase organizations' profitability.

Problem Statement

In spite of dynamic and technical innovations, financial problems emerge in organizations when HRMs fail to hire the right people, which lead to poor organizational performance (Saviour, Kofi, Yao, & Kafui, 2017). Some organizations, including the small and medium enterprises (SMEs) have moderate E-HRM functions, with 62.1% of HRMs in these enterprises lacking knowledge of E-HRM strategies (Roman, 2017). The general business problem was that some managers lack expertise with E-HRM recruitment and selection tools to support the successful recruitment of employees (Hosain, 2017). The specific business problem

was that some HRMs lack the knowledge of E-HRM recruitment and selection tools to support the successful recruitment of qualified employees.

Purpose Statement

The purpose of conducting this qualitative descriptive study was to explore E-HRM recruitment and selection tools used by HRMs to support the successful hiring of qualified employees. There was no targeted population in the study. Instead, secondary data were used. The implications for social change included the potential for HRMs to learn of strategies they can use to improve the recruitment and selection of qualified employees through E-HRM functions. Human resource managers who deploy E-HRM functions might be able to cut costs and improve customer services. Reduced costs and improved customer services might be crucial towards increasing the firms' profitability and enable the firms to invest in other projects, thereby reducing unemployment rates in the communities, and by extension, improving the socio-economic status of community members.

Nature of the Study

In the study, a qualitative research method was the only methodology I used. Leppink (2017) explained that a qualitative is an exploratory method used by researchers to explore the research problem using perceptions or views and lived experiences of people who are knowledgeable or affected by that problem. Researchers used a qualitative method to provide a better understanding of the social problem from people perceptions, feelings, and thoughts to provide rich and detailed information that describes the problem in the question (Maxwell, 2019). Thus, the qualitative method was appropriate to describe the research problem based on the study findings and views of other scholars who have conducted similar studies. A qualitative research method was the best methodology over quantitative and mixed methods of research. A

quantitative approach was unsuitable for the study because the researcher focuses on using numerical data to test the research hypotheses. In addition, a mixed method was not fit for the study because the approach involves combining both qualitative and quantitative approaches (Leppink, 2017). The quantitative portion of a mixed method study made the approach unsuitable because the study did not explore the problem with the use of numerical data or testing hypotheses.

The principal qualitative designs that are commonly used include case study, ethnography, grounded theory, and phenomenology. Also, the descriptive design is appropriate for qualitative research and it entails developing theories or themes using available data to address the phenomenon under investigation (Kim, Sefcik, & Bradway, 2017). Descriptive design was suitable for this study compared to other qualitative designs because of its flexibility in allowing the researcher to obtain detailed information by exploring existing studies or archival data from previously conducted studies (Kim et al., 2017). The purpose of the ethnographic research design is for researchers to study the culture of a group (Elkatawneh, 2016). The ethnographic research design was thus not suitable for the study because I was not exploring the behaviors and ritual traditions of a cultural group. Researchers use grounded theory design to identify context, causal, and intervening factors of a given issue under study for the discovery of a practical theory (Wiesche, Jurisch, Yetton, & Krcmar, 2017). I did not intend to come up with a theory making the grounded theory approach unsuitable for the study. A phenomenological researcher is useful when exploring the meaning of experiences from participants' subjective perspectives (Thompson, Grocke, & Dileo, 2016). My focus in the study was not to study the lived experiences of a particular phenomenon but explore multiple experiences in a real-world setting. Therefore, a phenomenological approach was thus not the best method for the study.

Research Question

What E-HRM recruitment and selection tools do HRMs use to support the successful recruitment of qualified employees?

Conceptual Framework

The unified theory of acceptance and use of technology (UTAUT) is a suitable framework for the study. Venkatesh, Morris, Davis, and Davis developed UTAUT in 2003 as a model to explain how people use information systems and their usage behaviors of the systems. The UTAUT holds that behavioral intentions shape the ability of users to practice information technology. The model emphasizes the evidence of behavior influence to use the technology in organizational processes (Sarfaraz, 2017). Thus, UTAUT is the best framework for the study because it facilitated an understanding of E-HRM strategies used by human resource managers during the recruitment and selection of employees. Accordingly, the UTAUT framework provided a lens to explore differentiated E-HRM recruitment and selection tools employed by HRMs when hiring the best-qualified employees.

Operational Definitions

Capabilities: Capabilities are exclusive resources that an organization uses to achieve improved productivity and performance (Rehman, Mohamed, & Ayoup, 2019).

Competitive advantage: Competitive advantage is a condition that puts an organization to a position it can thrive in a business environment with increased competition by targeting market consumers perceived as being better or more valuable than that of its competitors (Hosseini, Soltani, & Mehdizadeh, 2018).

Intangible assets: Intangible assets are resources that do not have a physical nature as compared to assets such as equipment, buildings, and motor vehicles and are instead latent in

other assets, non-monetary, and are not identifiable in transactions (Vetoshkina & Tukhvatullin, 2015).

Recruitment: Recruitment is the process of searching and hiring the right candidates for employment from within or outside an organization and motivating them to submit an application of available jobs in the organization (Devi & Banu, 2014).

Resources: Resources are human and intangible assets that firms use to create and implement their strategies (Ghapanchi, Wohlin, & Aurum, 2014).

Selection: Selection is the process of screening and selecting applicants, hiring, and integrating the newly employed practitioner into the organization (Devi & Banu, 2014).

Assumptions, Limitations, and Delimitations

Assumptions

In research, study assumptions are situations and concepts presumed to be true and to some extent, and not under the control of the researcher (Pyrczak & Bruce, 2017). The first study assumption was that the HRMs would improve E-HRM's success for recruitment and selection of potential employees. The second assumption was that archival documents or secondary sources used provided factual and relevant information about the E-HRM recruitment and selection tools that HRMs can use to successfully select and recruit qualified employees.

Limitations

Limitations are the shortcomings and potential influences in a study that the researcher has no ability to control (Pyrczak & Bruce, 2017). The first study limitation was that only qualitative methodology was suitable in this inquiry. The second study limitation was the fact that the data was self-reported, in which the researcher collected information from other studies and provided his or her findings. The third limitation witnessed in this study was that secondary

data were the best data to address the research question. This limited my effort to collect primary data to support the findings.

Delimitations

Delimitations are choices, which set the boundaries of a study that limit study scope but are within the control of the researcher (Pyrczak & Bruce, 2017). The first study delimitation was that the selection criteria used in the study. I only considered studies published in the last ten years or from 2010 to 2020, which delimited the ability to retrieve other useful articles. The second delimitation was that the study focused on the use of E-HRM recruitment and selection tools among HRMs, which affected the efforts to collect information with a focus on other recruiters in the organizations.

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Significance of the Study

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Contribution to Business Practice

Some HRMs face several challenges when conducting recruitment of the best-qualified candidates due to lack of knowledge on E-HRM recruitment and selection tools. These HRMs face the challenges of recruiting and selecting inexperienced candidates and who may present false qualifications (Zinyemba, 2014). Other challenges are the expenses for recruiting and selecting employees with no guarantee of success and increased time to review potential employees' applications. Thus, valuable information was obtained from the study to understand how E-HRM recruitment and selection tools can be used while recruiting and selecting competent employees. The study findings had benefits for HRMs in various organizations to overcome the challenges of recruiting and selecting employees. In addition, the study findings were used to make critical recommendations on the best E-HRM's recruitment and selection

tools that organizations can use to improve their HRM services through reduced cost and time during the recruitment and selection process.

Implications for Social Change

Study implications for social change included the potential to identify how HRM personnel could use E-HRM recruitment and selection tools to hire well-qualified employees. The study was also useful to enhance the ability of HRMs to use E-HRM's recruitment and selection tools to support successful selection and recruitment of employees, which are the key factors in helping organizations deploy intellectual capital for increased performance and profitability. Increased profitability might also result in firms investing more funds in corporate social responsibility initiatives within the societies in which they operate, leading to general beneficial social change.

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A Review of the Professional and Academic Literature

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In this section, I provided a comprehensive review of the literature on human resources and E-HRM's selection and recruitment. The purpose of writing a literature review was to analyze the concept of HRM, recruitment and selection, E-HRM, and E-HRM strategies used during recruitment and selection (Mahfod et al., 2017). Content for the literature review from various peer-reviewed sources that align with the study's purpose was provided. The literature review section included an overview of the literature search strategy, conceptual framework, critical analysis, and literature synthesis pertaining to the potential themes identified in the purpose statement and according to the conceptual framework. Also included in the section are critical analysis and synthesis of various sources/content of the literature (journals, reports, and seminal scholarly books). Finally, I provided a review of methodological literature, compare, and contrast different points of view about previous research and findings relevant to my study topic.

I obtained sources for the literature review from scholarly journal articles, seminal scholarly books, reports, and approved dissertation and thesis articles. I used the following academic databases to locate relevant articles; ScienceDirect, ProQuest, EBSCOhost, Research Gate, Google Scholar, and Emerald Insight. I used the following keywords to explicitly identify related articles: *human resources, E-HRM, recruitment and selection, human resources in SMEs*, and *E-HRM in SMEs*. I included 52 sources within the literature review, with 50 (96%) of the sources being peer-reviewed and 44 (85%) within five years of my intended study completion date.

Conceptual Framework

Business leaders use the UTAUT technique in many HRM practices as a tool to explore human behaviors in the use of information technology. Leaders apply UTAUT technique to demonstrate E-HRM usage in the HR department. Leaders use the technique to communicate the acceptance of information technologies like online or Internet technologies (Mahfod et al., 2017; Tarhini, El-Masri, Ali, & Serrano, 2016). The fundamental constructs of UTAUT are performance expectancy, effort expectancy, social influence, and facilitating conditions (Mahfod et al., 2017). The constructs are useful when describing and providing a better understanding of the behavioral intention and behavior usage of technology or information systems. Additionally, the construct provides the basis to determine the extent to which a person can use the systems to achieve organizational performance (Venkatesh, Thong, & Xu, 2016).

The construct of performance expectancy refers to the extent to which a person perceives that utilizing a particular system assists in achieving gains in job performances (Tarhini et al., 2016). Relating to this study, the principle of performance expectancy was essential in describing the perceptions of HRMs regarding E-HRM's recruitment and selection tools and their use in

attaining recruitment and selection process of employees. Besides, the construct of performance expectancy helped to determine the attitudes of HRMs towards E-HRM system in terms of recruitment and selection process.

The principle or construct of effort expectancy refers to the ease associated with the utilization of the chosen system. The researchers use the construct to explain people's perceptions regarding the use of information system as a flexible process while conducting specific organizational tasks (Mahfod et al., 2017). The construct was suitable for the current study because I used to explain the ease associated with the use of E-HRM's recruitment and selection tools during the employment process based on the perceptions of HRMs.

The construct of social influence involves individual perceptions regarding the use of a new system. The construct entails the extent to which a person provides opinions that other people must accept the use of the new systems to achieve gains in specific performances (Venkatesh et al., 2016). In the study, I used the construct to explore the degree to which HRMs perceive other people's ability to use E-HRM's recruitment and selection tools in hiring employees.

The construct of facilitating conditions involves the individual perception that technical and organizational infrastructure supports the new system's application. Facilitating conditions emphasize individuals' perceptions about the effective usage of the new system (Mahfod et al., 2017). In the study, I used the construct of facilitating conditions to describe the individual's perceptions of whether their organization supports the use of E-HRM's recruitment selection tool during the hiring process of competent employees. Besides, I used the construct as the cornerstone to understand the degree to which individual HRM perceives regarding the existence of technical infrastructure to support the use of E-HRM in the recruitment of qualified

employees. Figure 1 represents the conceptual framework, which summarizes the key constructs

of UTAUT framework and its relationship to the topic of the study.
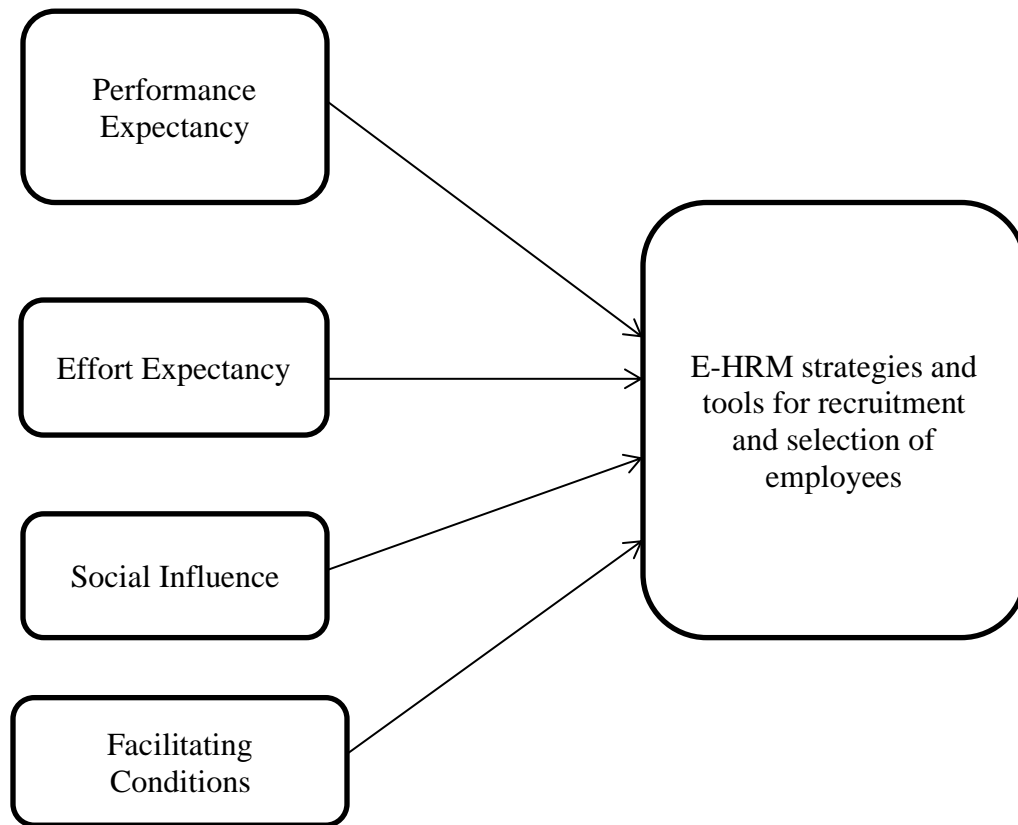
Figure 2. Conceptual framework guiding the study

UTAUT technique was useful to the study as the technique allowed me to understand and

explore the use of E-HRM in recruitment and selection of employees. The framework provided a

basis to describe the individual perceptions of HRMs concerning E-HRM functions in employee

recruitment.

Human Resources Management and Organizational Performance

HRM is a professional discipline that focuses on HR activities, practices, and policies

used in organizations to facilitate competitiveness. HRM pertains to the management of human

talents to achieve an organization's objective and performance (Richman, 2015). HRM

encompasses the recruitment of talent, labor relations, and various policies focusing on employee safety and health. According to Parameswari and Yugandhar (2015), scholars consider HRM as the process of planning, organizing, directing, and controlling of the procurement, development, compensation integration, and the separation of the human resources to ensure that individuals, organizational, and social objectives achieved at the end. HRM is a unique employment management approach used by organizations to achieve competitive advantage through the strategic hiring of competent and dedicated employees (Sabiu, Ringim, Mei, & Joarder, 2019). According to Sabiu et al. (2019), HRM is a strategic process of incorporating human resource techniques to hire dedicated employees with positive behaviors that increase effectiveness of the organization. Peregrino de Brito and Barbosa de Oliveira (2016) demonstrated that HRM is a key player in the development of a highly productive workforce, which constituted in the middle of a debate about competitiveness in business.

Organizations mandate the engagement of HRMs in practices that contribute to positive organizational performance and create a competitive advantage. Hamid, Maheen, Cheem, and Yaseem (2017) observed that the role of the HRM is to conduct workforce staffing through the approaches of employee recruitment and selection. Additionally, organizations employ HRM to (a) manage issues related to employee welfare, (b) provide employee training and development, (c) manage compensation, (d) share information, (e) encourage decentralization, and (f) manage employee security. HRM managers employ HRM practices to motivate the employees, which, in turn, result in positive organizational performance. George (2017) demonstrated that the role of the HRM in the organization is to create and allocate jobs, hire potential employees, manage organizational processes, including promoting and laying off employees, increasing the number of employees, evaluating employee performance, and training the workforce. Similarly,

Parameswari and Yugandhar (2015) demonstrated that HRMs have crucial roles like conducting job analyses, planning the personnel needs, making sure well-qualified people are working in the organization, and managing wages and salaries. Human resource personnel also evaluate performance, manage and resolve conflicts, and train and develop the workforce. HRMs motivate their employees by providing an ethical working environment, exercising equality, training and developing, and providing incentives. HRMs make use of other assets in the organization to create competitiveness and achieve objectives, which makes HRM more critical than other resources (Cania, 2014).

HRMs motivate their employees by providing an ethical working environment, exercising equality, training and developing, and providing incentives. Sabiu et al. (2019) explained that HRMs use organization's assets to ensure competitive advantage and business objectives are achieved in the competitive environment. This makes HRM more critical than other resources in improving organizational performance. HRM understands the desires of the organization and focus on acquiring the right workforce and motivating the employees to collaborate and commit to organizational operations.

Recruitment and Selection

Recruitment. A well-executed recruitment process is essential for an organization to attract the right kind of employees. Various scholars have provided definitions for the recruitment concept. According to Devi and Banu (2014), recruitment is the process of looking for candidates for employment and stimulating the candidates to apply for jobs within an organization. Slavić, Bjekić, and Berber (2017) also defined recruitment as one of the essential human resource process that involves the process of aligning individual professional goals and preferences with organizational goals while looking for potential candidates. Oaya, Ogbu, and

Remilekun (2017) demonstrated that recruitment involves discovering the potential candidates for actual or anticipated organizational vacancies. Recruitment entails the process of linking those with job vacancies and needs to fill the vacant position with those seeking for vacant positions. Bogatova (2017) asserted that recruitment is an activity that includes both the generation of a pool of applicants seeking employment in the organization providing vacancies and the selection of qualified persons. HRMs employ recruitment to satisfy the needs of the organization by attracting applicants with certain skills, abilities, and individual characteristics matching the job criteria. The agenda of the recruitment process is to attract large numbers of qualified candidates and provide adequate information so that the unqualified candidates can self-select themselves out of the job candidacy program (Oaya et al., 2017).

The recruitment process is useful for any organization to have the right person, at the right place, and at the right time, which is vital to the performance of an organization. The human resource personnel consider recruitment process as an essential approach of analyzing the requirements of a job and attracting the employees to various job openings (Devi & Banu, 2014; Slavić et al., 2017). Through recruitment process, the human resource personnel focus on finding potential candidates within and outside the organization. The recruitment process involves the steps of designing recruitment objectives, strategy development, conducting the recruitment process, identifying the intervening factors, and obtaining the recruitment results (Bogatova, 2017).

Selection. Candidate selection is essential for every firm, and it involves HR professionals making a suitable hire to ensure production and performance value in the firm. Various scholars have defined the concept of employee selection. Bogatova (2017) demonstrated that the selection process involves the aspect of choosing the most suitable and qualified

candidate for a specific position from a group of applicants. According to Tomčíková (2016), employee selection consists of the process of collecting, measuring, and analyzing information about candidate's qualifications for specified positions and choosing those individuals who possess the right skills and abilities to be successful in their jobs. Slavić et al. (2017) defined selection as the process of recruitment in which employers or HRMs select applicants from a pool of candidates and make their decisions on the best applicants suited for a specific position within an organization. Selection process is useful when is evaluating and choosing the best-qualified and potential candidates to fill the vacant positions based on their qualifications. The decisions made by the HRMs help in employing the best selection strategy to hire the highly-qualified and potential candidates (Slavić et al., 2017). Adu-Darkoh (2014) defined employee selection as the process of choosing the best individuals to fill specific vacant positions. This management decisions allows the HRMs to select and use suitable selection strategy to follow during rectruiment and selectio process.

Employers use predetermined selection criteria, including job specifications, job profiling, and job descriptions. The intent of the selection process is to match the capacity, knowledge, expertise, and experience of all applicants with the job requirements in a legal and unbiased manner. HRMs decide to make selections after acquiring enough awareness of the strengths and weaknesses of each applicant (Chungyalpa & Karishma, 2016). The selection process involves the steps of screening or shortlisting candidates, conducting reference and background checks, and conducting candidate interviews. After the interviews, qualified applicants may undertake tests to determine whether they are a fit for available jobs (Razimi, Romle, & Kamarudin, 2017).

Recruitment and selection processes are among the vital processes in an organization and focus on attracting able candidates and selecting the best qualified applicants. Recruitment and selection process is a complex task for HRMs as it needs management, decision-making, and proper planning to choose most appropriate and potential workforce (Pashayan et al., 2016).

The increasing competition of acquiring the best talented human resources requires the management to develop innovations, incorporating management's decision-making, and hiring only the best fit for the firm's culture and ethics specific to the organization. Recruitment and selection processes are central to all activities carried out by the HRM because without the use of appropriate methods to select the right staff, none of the functions of HRM would be appropriate (Tomčíková, 2016). The overall steps carried out in the recruitment and selection of candidates include job analysis, workforce planning, and candidate recruitment and selection. HRMs conduct interviews to determine individuals' level of knowledge and expertise to obtain the best candidates (Chungyalpa & Karishma, 2016). Organizations used various techniques in recruitment and selection.

Recruitment and selection methods. Managers make decisions about the best methods to use to support the recruitment and selection of qualified candidates. Recruitment and selection methods are necessary for an organization to attract an effective workforce and support business success and organizational operations. According to Oaya et al. (2017), HRMs conduct the employee recruitment and selection process using employees' referrals and recruitment/selection agencies. Recruitment agencies are the organizations that take contracts of recruiting and selecting for an organization on an agreed consideration. Samwel, Omari, and Mwanaongoro (2016) indicated that HRMs use either internal or external processes to hire employees. Hiring of employees can be internal through approaches such as job posting or rehiring former employees,

succession planning, advertising, and the Internet. On the other hand, hiring of employees can be external through on-demand recruiting services, college recruiting, outsourcing, referrals, the recruitment agencies, and executive recruiting (Samwel et al., 2016). According to Singh, Mathur, Jain, and Sahayaraj (2017), internal sources of recruitment are effective compared to external recruitment strategies.

The definition of internal and external recruitment sources is essential. According to DeVaro (2016), internal sources of recruitment include (a) promoting existing employees, (b) shifting employees to other workplaces, and (c) inviting new employees to apply for the available positions as indicated in the job postings. External recruitment entails E-recruitment through the Internet, employee referrals, labor offices, and the use of employment agencies (DeVaro, 2016). According to Bogatova (2017), modern methods of recruitment that include the use of the Internet replace traditional recruitment methods. With the new era of new technologies, the Internet plays a significant role in people's lives. Also, human resources are required to respond to the increased competition for globally mobile talents, and rapid advances in HR technology (Bogatova, 2017). In today's prevailing dynamic IT environment, a need exists for technology-based recruitment methods to help HRMs meet the challenges of the 21st century.

Electronic Human Resources Management

The end-users of E-HRM found the benefits and multiple functions of the technology during their daily tasks. According to Nivlouei (2014), the type of HR practices, the use of information technology (IT), and the correspondence between practices and IT use to determine the E-HRM application. E-HRM is a term that involves the structuring and implementation process of technology-driven HR transformations and the consequences of stated activities in developing HR network structures in the entire organization. E-HRM covers all the integrations

between the contents of HRM and the information technologies that create value within and across organizations for targeted employees and management (Nivlouei, 2014). According to Ma and Ye (2015), the concept of E-HRM, coined in the 1990s, is the process of carrying out HRM activities with the use of the Internet or Intranet. E-HRM focused on the application of information technology for networking and supporting collective individuals in shared conducting of HRM activities. The introduction of E-HRM in the industry has allowed human resource personnel to condut their actyvities in a more efficient and strategic way with the use of advanced technologies (Ma & Ye, 2015).

According to Winarto (2018), E-HRM entails the application of information technology systems by the HRM so as to be more strategic in the services they provide. Based on such assumption, E-HRM thus entails the integration of information technologies to create value within and across the firm. Application of E-HRM in organizations is crucial for cost reduction, reorientation of human resource personnel to become strategic in their administrative tasks, and for service improvements (Bondarouk, Parry, & Furtmueller, 2016). E-HRM is a term that involves the structuring and implementation process of technology-driven HR transformations and the consequences of stated activities in developing HR network structures in the entire organization. According to Poisat and Mey (2017), E-HRM, involves carrying out HRM activities with the application of the Internet or Intranet within the broader context of the organization. E-HRM entails the application of information technology for networking and supporting collective individuals in shared conducting of HRM activities. The introduction of E-HRM in the industry has facilitated a more efficient and strategic way of working for HR professionals (Poisat & Mey, 2017).

Scholars have asserted that HR managers integrate electronic into HRM practices as a way to create new avenues that support organizational success. Thus, integrating E-HRM is crucial in HRM as it makes the activities, processes, and procedures more flexible and less complicated (Iwu, 2016). Human resource managers use E-HRM because of the accuracy and minimization of errors, and timeless communication between organizations and employees with an unlimited distance of message transmission. E-HRM eliminates work complexities and stimulates the employees to work effectively (Iwu, 2016). The HRMs believe that the implementation of the E-HRM in their organizations provides comprehensive information about individual employees and optimal task performance within the organizational environment. Besides, the employees have a great opportunity to access their records and documents and use them to update the necessary information (Mahfod et al., 2017). The HRM has embraced the E-HRM due to their advantage of aiding in the decision-making process and providing accessibility of comprehensive and applied information about HR tasks.

Types of E-HRM. Previously conducted studies showed different types of E-HRM, which are characterized as operational, relational, and transformational E-HRM (Bondarouk et al., 2016). Operational E-HRM practices are also known as the obligatory or zero level practices. Operational E-HRM practices entail the administrative role of the HR and are utilized in workplaces for achieving the transactional goals such as improving productivity and minimizing the cost of the HR activities (Iqbal, Ahmad, Raziq, & Borini, 2019). Besides, The administrative functions, payroll, and employee personal data characterize operational E-HRM. Operational E-HRM focused on the automation of administrative HR tasks with the aim of reducing costs, speeding up processes, and improving productivity (Galhena, 2015). The relational E-HRM practices focus mainly on the inter-personal relationships. The purpose of these practices is to

improve the HR services' quality and ensure organizational and procedural justice through

employees' and managers' empowerment (Iqbal et al., 2019). Relational E-HRM entailed

incorporating IT systems, which join HR personnel, line managers, and employees to facilitate

collaboration and quality of services (Bondarouk et al., 2016). The relational E-HRM is

associated with supporting the businesses processes through the methods of training,

performance management, recruitment, and other tasks (Ma & Ye, 2015). The key elements in

the relational E-HRM are the e-manager support system and ex-employee support system

(Galhena, 2015). Transformational E-HRM associated with the development in the business

support and the strategic orientation of E-HRM such as the knowledge management and the

strategic re-orientation (Iqbal et al., 2019).

Transformational E-HRM is essential for the development of a change-ready workforce

in alignment to the strategic choices of the organization. Transformational E-HRM includes the

E-recruitment, E-performance management, e-training, and e-compensation (Ahmed, 2019; Iqbal

et al., 2019). It makes it possible to develop hire the right workforce with skills and knowledge

that align with organization's goals (Galhena, 2015).

Functions of E-HRM. E-HRM is among the current aspects of HRM with a crucial role

in the recruitment and selection process by HR professionals. Priya and Munivenkatappa (2018)

discussed that E-HRM helps to optimize HRM procedures to make the functions of the HR

operate faster. Human resource professionals focus on utilizing E-HRM to minimize the

operational costs and increase coordination of administrative tasks between service managers

and employees within and across the organization. Following the introduction of E-HRM

systems, organizations have shown drastic changes in human behavior, management activities,

and governance. Human resource professionals found the need to use E-HRM to increase web-

based learning to train their employees (Mahfod et al., 2017). Organizations that use E-HRM observe increment of web-based training that increases the knowledge, skills, and abilities of individuals to apply for jobs, and change their job-related benefits. Furthermore, web-based technologies attained using E-HRM leads to the rise of self-services directly to the employees (Kohansal, Sadegh, & Haghshenas, 2016).

The functions of E-HRM are similar to those of the HRM that focus on planning and coordination of functions in organizations and specific jobs within the organizations. Managers use E-HRM as a way to allow employee build their goals individually, to promote organizational performances, reward employees, and uphold the HR operations in the organization (Islam, 2016). Utilizing E-HRM as a technique to execute HR strategies, practices, and policies allows HRMs to develop organizational portal that enables members, employees, and human resource professionals to view, extract, and use information that is crucial to manage the organization. Moreover, the use of E-HRM eliminates intermediaries in the HR process (Poisat & Mey, 2017). Managers using E-HRM focus on improving the performance of organizations by integrating technology and innovation to create value-added activities and development. The major functions of E-HRM involve the E-performance management system, E-training, E-recruitment, classical and virtual training, communication, recruitment, selection, and learning (Hosain, 2017).

Managers using E-HRM aim to improve organizational effectiveness and sustainable development. Managers that use E-HRM focus on building a higher internal profile for the HR department leading to better work culture. Other functions of E-HRM include improving the efficacy and efficiency in conducting HR practices and allow the HR department to be strategic partners in achieving organizational goals (Omran & Anan, 2018). Managers employing E-HRM

focus on creating a more dynamic workflow in the business process, productivity, and employee satisfaction. Managers that use E-HRM can access information easily, increase connectivity in all parts of the company as well as allow connectivity and communication on geographical levels to create virtual teams (Omran & Anan, 2018). Managers employing E-HRM focus on creating standardization in the HR requirements and improvement of the decision-making process. HR professionals implement E-HRM to provide quality services to their stakeholders. Moreover, the use of E-HRM enables organizations to improve performance more quickly (Nagendrababu & Girisha, 2018).

Another E-HRM function is how technology contributes to the strategic competitiveness of an organization. According to Poisat and Mey (2017), reducing costs, improving HR services, and improving strategic orientation are some of the major E-HRM functions. Using E-HRM focus on increasing efficiency in the provision of HR services rather than improving the strategic orientation of HRM. The use of E-HRM allows HR professionals to improve their performance by participating as internal consultants. The use of E-HRM has helped organizations attain globalization, which have contributed to the emergence of international HRM (Poisat & Mey, 2017). Also, employees can work remotely due to the technological advancement in the hiring process as they can carry out tasks from any location. As a result, the E-HRM has contributed to flexibility and better results among the staff.

E-HRM in Recruitment and Selection

Recruiting through E-HRM selection and recruitment tools is similar to traditional HRM recruiting efforts. The only difference is the adoption of technology to support recruitment procedures (Daniel & Malkar, 2017). E-recruitment process involves using technological tools such as Talentsoft, which contain features facilitating internal recruitment including job postings

using fully configurable process, facilitate and manage mobility requests, identify best applicants, and retain talent. HRMs have adopted E-HRM in external recruitment with techniques that help stakeholders browse job opportunities from mobile devices. HRMs use E-HRM to undertake the recruitment process through social media, Facebook, Twitter, and WhatsApp, among others (Daniel & Malkar, 2017). Companies and even sponsors rely on job postings through recruitment media that enables the organizations to grab suitable individuals in a wide range of applications.

Employers and employees integrate E-HRM in the recruitment process to focus on more strategic and value-added activities. With E-HRM, employers can minimize administrative tasks and paperwork and enable professionals to develop more strategic functions of their professions (Omran & Anan, 2018). The use of E-HRM requires HR professionals to become knowledgeable in the basic IT rules to make communication using information technology more productive. HRM that employ E-HRM viewed as change agents. Further, using E-recruitment makes organizations recognize unique talent globally (Omran & Anan, 2018).

The use of E-HRM is also significant in the selection process. HRMs use E-HRM to sort out applicants with software such as Recruiterbox, which focused on attracting resumes and sorting it out with keywords that might be similar to the criteria employed by the organization (Daniel & Malkar, 2017). The software used in the selection of suitable applicants narrows down the resume then provides a wide range of options for the interviewer to conduct online tests and interview potential candidates. Electronic recruitment and E-selection are cost-effective as they allow free posting of jobs. Managers use E-HRM to make the recruitment and selection process more effective as it allows one to perform various activities irrespective of the location (Daniel & Malkar, 2017).

Electronic recruitment is a significant means of helping firms and companies establish brand identity, attract talented workers, and retain valuable employees compared to traditional recruitment methods. Malik and ul Mujtaba (2018) explained that E-HRM improves the convenience of recruitment process as job applicants mainly depend on job posts and advertisements to submit necessary information online, which allows the HRM to genuinely recruit suitable candidates. Employers review the credentials of each potential candidate through the most suitable ways and conditions while comparing the effectiveness of the new E-recruitment with the traditional-paper approach for recruitment process (Omran & Anan, 2018). Similarly, Ghazzawi and Accoumeh (2014) explained E-HRM makes the recruitment process more convenient for potential candidates to submit their CVs online and attract genuinely suitable candidates. Employers can scrutinize potential candidates' credentials through the most suitable ways rather than using traditional recruitment process (Ghazzawi & Accoumeh, 2014). Managers prefer E-recruitment to attract diverse candidates by making sure they meet the company goals. The diverse workforce, identified by a diverse culture, education system, and technical skills, are helpful for organizations to reach new markets and develop new intellectual capital. Managers view E-HRM as essential in the recruitment and selection process as it encourages job analysis and personal specification and sourcing of applicants online (Bondarouk et al., 2016).

Employers use e-recruitment to reduce time and effort. The use of E-HRM promotes the use of database technologies, online job advertising boards, and search engines that allow employers to fill job posts efficiently (Bondarouk et al., 2016). Employers make use of E-HRM to make decisions and conduct job analyses to enhance performance and improve job satisfaction. E-HRM is applicable in the recruitment and selection process by guiding selecting

the most likely tasks through minimizing common errors. Job seekers can choose a wide variety of vacant positions from web portals (Lad & Das, 2016).

HR professionals widely adopt E-recruitment and E-selection processes in organizations to attract candidates. Organizations use reputable product image and online services to attract many applicants to their website (Poisat & Mey, 2017). The use of E-HRM allows HRMs to review all applicants and use standardized online tests to screen potential candidates from a pool of applicants. Organizations focus on using product image, online technology, and other methods to draw as many candidates as possible to the firm's website (Mukherjee, Bhattacharyya, & Bera, 2014). HRMs employ E-HRM to sort applicants and employ sophisticated and standardized online tests to screen candidates and identify a pool of manageable applicants. HRMs, using E-HRM, focus on employing an automated hiring management system to contact the most desirable candidates in the quickest means possible before other companies acquire them (Mukherjee et al., 2014). Besides, HRMs use E-HRM to reach out to potential candidates because it is the quickest method to reach out to the potential candidates. Such a process allows HRMs to make decisions to find and hire efficient personnel (Poisat & Mey, 2017).

HRMs employ E-recruitment and E-selection processes to obtain quality candidates who are experienced with the required knowledge, skills, and abilities to deal with the organization's demands. E-recruitment and E-selection help to obtain suitable applicants that match job characteristics and easily adapt to the organizational culture (Nasreem, Hassan, & Khan, 2016). Employers using E-HRM has significantly played a huge role in recruiting a wider pool of applicants who are not actively but passively seeking employment. The hiring process of candidates using E-HRM does not depend on the distance, culture, or time constraints that narrow job application for viable candidates. The applicants also prefer the firms that give

prompt responses and provide complete information about the organization and particular job opportunities (Nasreem et al., 2016). The use of E-HRM minimizes the resources and period taken in hiring employees in terms of getting responses from potential candidates. The screening process focused on comparing the candidate's qualifications with other potential candidates, and the organizations take minimal time to fill vacant positions. The E-recruitment and E-selection are flexible for the larger part of the population, relying on the internet and information technology (Nasreem et al., 2016).

E-HRM in SMEs

SMEs contribute significantly to the socio-economic development across countries. SMEs play a crucial role in providing employment and innovations. SMEs also focus on promoting the achievement of competitive advantage and the efficiency in HRM processes in any organizations (Roman, 2017). Human resource management serves a crucial tool in the growth and development in SMEs as it promotes service efficiency. The process of recruiting employees in the SMEs is a complex process compared to that of larger organizations in which more attractive processes, including the use of recruitment agencies and electronic media. Instead, recruitment process by HRMs in SMEs entails using qualifications of all candidates to prevent bias selection (Ahmed Butt & Zeb, 2016). Also, employers across SMEs lack the personalities of training, and mostly depend on informal and non-coordinated methods to reward and actively engage their employees (Ahmed Butt & Zeb, 2016).

Human resource managers play a crucial role in addressing such skill gap by supporting the introduction of unique training within SMEs. The professionals support the development of strong relationships between the employer and employees, training and development, supporting career advancement, and HR planning (Jeevapriya & Anbazhagan, 2016). Human resource

management also serves as the central element in SMEs that promote identification, recruitment, and selection of the qualified employees. Human resource managers play an important role in development and growth of SMEs. These professionals actively participate in ensuring SMEs have appropriate competitive tools and provide undifferentiated products and services. Human resource managers also educate their employees on the workplace benefits of maintaining workforce diversity. In SMEs, where there is a limited population of workers, HRMs focus on demonstrating belongingness towards the organizations as well as citizenship behaviors (Kishore, Majumdar, & Kiran, 2012). One of the major tasks carried out by the HR personnel in SMEs is to empower the employees in certain decision-making situations. The empowerment of employees will lead to the realization of particular organization goals and acquiring relevant skills. In countries like Thailand, SMEs are an essential part of business, which constitutes 99.7% of all the companies in Thailand. Small and medium enterprises are significant sources of entrepreneurial skills, innovation, and employment. However, the SMEs in Thailand are in the transition stage for the upcoming ASEAN Economic Community (AEC) from 2015 (Srinuan, 2014). Entrepreneurs are now recognizing the necessity of IT in supporting the increase of competitiveness and infrastructure of SMEs. The SMEs in some countries, such as Thailand could employ IT to alter the design and production process and the management process. However, the internet and IT usage in SMEs in some countries like Thailand is still low. Also, there is a high usage of the internet among individuals compared to corporations (Srinuan, 2014).

Small and medium-sized enterprises also have reduced number of employees and HRMs take the necessary steps in using technical and professional skills to recruit potential candidates and ensure that the applicants are fit for the right positions (Ahmed Butt & Zeb, 2016). The key role that HR personnel undertake in SMEs is empowering and motivating employees during

decision-making process. Empowering employees allows them to realize and work towards the expected organizational goals and acquire necessary skills (Ahmed Butt & Zeb, 2016).

The use of E-HRM is essential in promoting activities by enabling training and recruitment. Implementation of E-HRM has contributed to the easier, faster, and cheaper accomplishment of operational and strategic HRM processes. It is evident that improvement in the adoption of technology in business has made e-business systems cheaper and more effective. Many managers adopt E-HRM to deal with competitive challenges and advantages, such as intensified global competition and competition from other firms (Roman, 2017). Electronic HRM has become significant to electronic users to find reliable and high-quality information (Poisat & Mey, 2017).

Managers adopt E-HRM to enhance increased productivity in organizations, increased return on investments, and better communication between employees and the management. Managers use E-HRM to achieve a reduction in the costs and downsizing of staff and to lessen the administrative burden by introducing automation (Poisat & Mey, 2017). The use of E-HRM does not directly translate to the time saved into financial benefits; however, using E-HRM significantly helps in achieving relational goals and the provision of high-quality services to the internal customers within an organization through improvement of client service orientation of HR professionals. Employers using E-HRM can streamline transaction services that demonstrate efficiency in the administration and HR department (Poisat & Mey, 2017). According to Bondarouk et al. (2016), the use of E-HRM has accrued benefits to the managers in the SMEs by improving service quality, which enables the HR specialists to demonstrate responsiveness to the individual customer needs and providing more than the demands requested. HRMs make use of E-HRM that relying on web-based and data archiving technology to make existing HR functions

more meaningful, systematic, and result-oriented towards the organizations (Islam, 2016).

Stakeholders have an unlimited flow of information using the E-HRM as it employs intranet,

which makes information such as training and courses readily available and accessible to access

future employees within SMEs.

Challenges Encountered in Using E-HRM

E-HRM has various challenges despite its benefits and aiding businesses to achieve

improved performance. According to Poisat and Mey (2017), staffs and HR managers using E-

HRMs requires sufficient training and skills to deliver the required improvements. In some

instances, employees are not fully aware of the full functionality of the system and are not able to

take full advantage of the system. The lack of requisite skills and knowledge about the

functionality of the system has been the main challenge in using the E-HRM. The administration

should focus on allowing HR personnel more time to practice on the system so that they demand

less support once the system has been implemented (Poisat & Mey, 2017). Also, Bondarouk et

al. (2016) advocated the need for training and providing technical skills. The staff members with

the right skills can solve micro-problems, such as data entry, editing, and retrieval. On the other

hand, employees with inadequate skills are not able to operate sophisticated systems. There have

been difficulties in encouraging managers and employees to make use of E-HRM systems since

the managers complain that E-HRM is not good for their time and resort to using traditional

methods. A nation's culture may constrain the adoption of E-HRM. For instance, countries that

rely on face-to-face relationships and personal connections may find it difficult to adopt E-HRM

as they perceive E-HRM as less personal (Poisat & Mey, 2017).

Previous researchers indicated increased costs and maintenance are among the challenges

associated with the use of E-HRM. For example, Sylvester, Bamidele, and Oluyemi (2015) noted

the cost of implementing any system in an organization goes beyond purchasing the technology and providing training and systems. The cost of implementation in the organization, purchasing systems, and training employees of the use of such technology is high (Devika & Prakash, 2018). Another challenge encountered in implementing the E-HRM is the maintenance required of the technology itself. Also, the vision, mission, and objectives of the company have significant effects on IT implementation. IT professionals have the right to understand organizational strategies and policies to improve the operations and recognize the usefulness of technologies in driving organizational goals (Petkova, 2017). One of the challenges encountered in implementing E-HRM is the lack of enough funds to acquire, update, and maintain the systems. The challenges exist partly due to the lack of expertise to operate IT systems and the reluctance of organizations to train, educate, and develop their employees. Other challenges encountered in implementing the E-HRM is insufficient financial support, fear of changing the way staff do things, and a lack of commitment and involvement by all employees (Petkova, 2017).

Technical challenges inhibit the implementation of E-HRM systems in an organization. The lack of integration of E-HRM applications and data as a resource are some of the technical challenges of implementing E-HRM. According to Ceric (2017), staff members indicate that there is a difference between the implementation of E-HRM and the talent management system and recruitment system employed by HR personnel relying on traditional means. The incompatibilities of varying E-HRM systems with employees' talent management systems lead the HR professionals to invest more to transfer data from one system to another (Ceric, 2017). Another challenge associated with the implementation of E-HRM is inadequate education and training of HR professionals, line managers, and end-users, which leads to getting inaccurate information or any information keyed in. A majority of the workforce spends most of their time

in the production process and rarely uses computers. Besides, the end-users and HR professionals do not trust the E-HRM to produce desired results (Ceric, 2017).

The design of the E-HRM may also affect the adoption of the E-HRM. A system that is not user-friendly raises the level of administration required for managers. Adopting similar E-HRM applications without considering the uniqueness of a company destroys the competitive advantage of adopting the systems (Poisat & Mey, 2017). Similarly, Ceric (2017) indicated that the design of the E-HRM and user-friendliness of the system impede the implementation and adoption of the E-HRM system. The familiarity with technology and organizational culture and experience with the IT usage hinder the adoption of the E-HRM system. According to Ceric (2017), cost implications are one of the challenges linked with implementing E-HRM systems, since a majority of organizations cannot afford the systems. Many HR professionals are reluctant in adopting the E-HRM systems due to the data entry errors arising from the system use. The implementation of E-HRM has been challenging due to improper use because of rigid mindsets and the existence of threats to the HR itself (Ceric, 2017). Many HR professionals have questioned the security of the information generated and aligning the E-HRM system with the business requirements.

It is evident that substantial initial investment is required to implement the technology-based systems in the HR platform. According to Vashishth (2014), SMEs experience the challenge of the initial implementation of E-HRM systems as compared to large organizations. The acceptance of technology implementation is a considerable challenge towards implementing E-HRM systems. Human resource managers are reluctant towards implementing the HR systems due to the demand for skills, knowledge, employment risk, and employee spending (Vashishth, 2014). Roman (2017) explained that SMEs face a challenge to implement E-HRM systems as

compared to large-sized organizations due to reluctance from managers to support the use of such system. Human resource managers are reluctant towards implementing the HR systems due to the demand for skills, knowledge, employment risk, and employee spending (Roman, 2017). Human resource managers are also skeptical about the implementation of the systems due to security concerns that require maintaining a fully-fledged backup system of the overall E-HRM system. As a result, the data and information become prone to corruption, hacking, and eventually data loss. Open databases accessible to everyone destroy personal information due to illicit access (Vashishth, 2014).

Similarly, researchers reveal that the lack of management support has been a major challenge towards the implementation of the E-HRM systems. According to Bondarouk et al. (2016), one of the factors affecting E-HRM adoption is the leadership and culture of an organization. Ghazzawi, Al-Khoury, and Saman (2014) also indicated that managers view the standards that do not relate to the content of the job, and appraiser bias significantly impedes the process. The managers fail to carry out appraisal interviews using E-HRMs since they underestimate its potential benefits or may lack the required skills to operate the systems (Bondarouk et al., 2016). IT-friendly settings with visionary, supporting, and encouraging leaders are more likely to adopt E-HRM systems. Transformational leaders raise the level of trust among the members by addressing the security and privacy fears. Moreover, Saini (2018) indicated that the challenges in implementing the E-HRM are knowing when and whether to act. The HR personnel sometimes find it difficult to determine whether the software or program adopted delivers what it promises, especially given the level of excitement that prevails with the launch of new technology.

Transition

The problem addressed in the qualitative descriptive study was the lack of knowledge on E-HRM's selection and recruitment tools among some HRMs. I conducted the research using a qualitative descriptive design, which was appropriate for the study because of the level of flexibility in exploring views of other researchers, which other qualitative research designs cannot provide. In Section 1 of the study, I discussed HRM practices and use of E-HRM to support HR practices through web-based channels. HRMs also use E-HRM as organizational systems because of the efficacy and cost-effectiveness of electronic applications. Organizations use E-HRM systems for recruitment and selection process. In addition, I provided detailed and comprehensive discussions of HRM and E-HRM, as well as the use of E-HRM's selection and recruitment tools in the recruitment of employees. Also, I shed light on the lack of knowledge regarding the use of E-HRM's selection and recruitment tools by some HRMs.

In section 2, I provided a description on research methodology used in the study. A description of the role of the researcher in the study was provided. In addition, I presented a discussion on study participants, data collection procedure with the focus on the role played by the researcher in the entire process, the research method and design, population and sampling, ethical research, and data collection instruments. Further, I discussed in detail the data collection technique, data organization technique, data analysis, and validity and reliability. Lastly, I provided the transition and summary to the next section.

In Section 3, I discussed the process of themes generation to address the research question. I also reviewed the application of the research findings to professional practice and implications for change. I further described the recommendations for actions and further

research. Finally, I discussed reflections of my experience in the research process and a

conclusion to summarize the findings of the study.

Section 2: The Project

In the second section, I included an outline of the purpose statement as defined in the first section. I further discussed the researcher's role in the study; and the concept of the personal lens or worldview. The second subheading is participants, in which I discussed the research participants in detail. Other sections discussed in the section included research method and design, population and sampling, ethical research, data collection instruments, data collection techniques, data organization technique, data analysis, reliability, and validity.

Purpose Statement

The purpose of conducting this qualitative descriptive study was to explore E-HRM recruitment and selection tools used by HRMs to support the successful hiring of qualified employees. There was no targeted population in the study. Instead, secondary data were used. The implications for social change included the potential for HRMs to learn of strategies they can use to improve the recruitment and selection of qualified employees through E-HRM functions. Human resource managers who deploy E-HRM functions might be able to cut costs and improve customer services. Reduced costs and improved customer services might be crucial towards increasing the firms' profitability and enable the firms to invest in other projects, thereby reducing unemployment rates in the communities, and by extension, improving the socio-economic status of community members.

Role of the Researcher

The researcher plays a vital role in qualitative research. Råheim et al. (2016) explained that a researcher plays a crucial role in collecting data deriving appropriate themes, and developing a substantial understanding of a phenomenon. As the researcher in this study, I identified a research gap and developed a study to address the inadequacy. The first role of the

researcher involves participant sampling and selection. According to Asiamah, Mensah, and Oteng-Abayie (2017), qualitative researchers' key concern is selecting participants of their study from the entire target population. This process has significant implications on their time, cost, and quality of data they collect. An improper selection of participants may lead to delays, issues of data quality, and unnecessary costs. However, I did not take part in selecting the participants due to the COVID-19 pandemic, as my focus was to use secondary data. Therefore, selecting the study participants was not necessary.

Data collection and analysis is also an essential part of the researcher's roles. One requires sound judgment in the selection of data collection strategies and sources. The reason for a thorough consideration of these aspects is that it is impossible to perform a proper analysis without having quality data (Etikan, Musa, & Alkassim, 2016). Before the data collection process, I selected the reputable databases, developed search terms, and used Boolean operators to generate researchable terms for the study.

Finally, it is the role of the researcher to analyze and draw conclusions from the data. Qualitative researchers need to engage in reflection throughout the study. Therefore, researchers should focus on their worldview, perspectives, and biases. Subjectivity and bias are inevitable in qualitative research; hence, it is pertinent to indicate them so that readers can achieve coherence and clarity (Råheim et al., 2016). I reflected on other researchers' views based on the findings of previously conducted studies regarding the topic before the research and after the research; hence, ensure that the pre-determined views did not impact the outcomes of the research.

I did not have any relationship with the participants or the research area. However, I had managed to establish a clear interaction with the topic through the literature review. Through the literature review, the researcher can provide context, inform methodology, avoid duplication of

research, and identify innovation while maintaining professional standards (Maggio, Sewell, & Artino Jr., 2016). The researcher is also able to identify the knowledge deficit (Lingard, 2017). The researcher can objectively report the available knowledge regarding the topic and explore the topic from an informed perspective through the literature review (Baker, 2016).

In this study, I complied with research ethics, but Belmont Report protocol was not suitable because there was no participation of human subjects. Research ethics and the Belmont Report protocol are crucial in research that involves human subjects and the focus on protecting the subjects or participants. The Belmont Report protocol provides three ethical principles. The first principle is beneficence, which entails doing no harm to the research participants (Miracle, 2016). In this study, there was no need to take into consideration the protection of all the participants from any harm by minimizing the risks while maximizing the benefits of this research because I did not involve participants. I informed the Institutional Review Board (IRB) committee about the plan to conduct the study mitigating the risks because there were no participants involved. Parker (2016) explained in studies that do not require human subjects, but using existing data and relevant IRB approval is necessary for the study to be published. Thus, I explained to the IRB that there was no need for the procedure and measures to undertake to protect participants' rights. Further, there was no need to inform the participants about the purpose and use of the data, the audience. There was also no need for informed consent from the participants since no human subjects were in the study. I informed the IRB committee about the plan to conduct the study using secondary data. Also, I informed them about the procedure of conducting the study, the purpose and the need to use secondary data, and the dissemination method.

The second principle in the Belmont Report protocol is justice, which involves describing the research risks and benefits equally and disseminating the research findings. Justice in research emphasizes the researcher's ability to share the research findings, either bad or good (Friesen, Kearns, Redman, & Caplan, 2017). However, since the Belmont Report protocol was not necessary for the present study, there was no need for justice since no human subjects took part.

The third principle is respect for others. The principle involves allowing the participants to make their own decisions to or not to take part in the study. The principle also emphasizes the ability of the study participants to withdraw at any given time if they feel uncomfortable in the study (Friesen et al., 2017). Since I did not involve human beings as study participants, there was no need for the principle.

I had no predetermined findings of the study. Thus, I did not supervise or instruct the study participants because they were not part of the study. Also, I was aware of the potential bias during data collection process and the effects of bias on study results. Thus, I minimized the possible bias by remaining professional throughout the process. Since the researcher's' power can influence the data collected, I took into account the impacts of ethical issues on the research findings. As such, I cited all the information from existing studies using correct authors. I acknowledged the work of each author, which enhanced the validity of the findings.

Participants

Participants are human subjects involved in the study. Human subjects have an important role in research as they assist in providing the necessary data based on their background knowledge of the topic under study (White, 2020). It is pertinent to understand the process and eligibility criteria for drawing a sample from the population, saturation issues, the strategies for

accessing the participants, and the establishment of working relationships with the participants. However, since the study focused on using existing studies or archival data, there was no need for study participants. I did not include human subjects or participants in the study because my focus was to use only secondary data to answer the research questions. Thus, the relationship between the researcher and the participants was not suitable in the study.

<div align="center">**Research Method and Design**</div>

Research Method

The qualitative research approach was the best method for this study. The method is preferable for researchers because it is an emergent, naturalistic, interpretive, and inductive approach, which is suitable for studying social issues. A qualitative research approach was also suitable to study processes, people, phenomena, and cases within their natural setting to understand the meanings based on the experiences of people with enough knowledge about the phenomenon in descriptive terms (Hammarberg, Kirkman, & de Lacey, 2016). Qualitative research is also the best method to study and gain insight into how individuals or groups associate with or experience various human or social problems (Creswell & Creswell, 2017). The final qualitative report often has a flexible structure (Creswell & Creswell, 2017). According to Gunnell (2016), researchers use the qualitative research approach to achieve an in-depth extraction of information in the natural setting while disregarding any preconceived hypothesis. I employed the qualitative approach in the examination of the phenomenon, which is the utilization of E-HRM recruitment and selection tools during the hiring process of employees. Rahman (2016) added that qualitative research results are usually deep and specific, hence providing a holistic understanding of the social problem. Therefore, I used a qualitative method to explore what other researchers perceived regarding the use of E-HRM recruitment and

selection tools. A qualitative method was suitable over other research methods because of its flexibility in collecting data from existing studies.

I did not choose the quantitative approach and the mixed method approach. Researchers usually apply quantitative research when studying the relationships that exist between variables. The researchers achieve the relationship by testing the hypotheses of the study. The variables yield numerical data that can be analyzed statistically (Creswell & Creswell, 2017). The quantitative method was not appropriate because the objective of this study does not involve any theory testing. Quantitative researchers also aim to measure and analyze causal relationships that exist between variables (Apuke, 2017). The study aimed to gain deeper knowledge of a phenomenon based on the views, opinions, and perspectives of other researchers who have conducted studies with similar topics. Gunnell (2016) asserted that qualitative research is the most effective in addressing such an aim. The study did not involve measuring of relationships; hence, quantitative research was not suitable. Therefore, the researchers need to separate themselves from the phenomena under investigation (Apuke, 2017). In this study, the researcher needed to be a part of the study to understand the concept of E-HRM based on secondary data. Therefore, quantitative research was not appropriate for this study.

The mixed method is suitable in situations where the researchers must employ or combine quantitative and qualitative techniques to get a comprehensive understanding of the phenomenon that could not be achieved with a single method (Halcomb, 2018). In this research study, the qualitative method was appropriate over mixed methods to explore E-HRM recruitment and selection tools in organizations. Furthermore, Creswell and Creswell (2017) explained that mixed-method researchers adopt inquiry strategies that entail the sequential or simultaneous collection of textual and numeric data to facilitate an understanding of the research

problem. In this study, numeric data were not necessary to address the research question. Mixed method researchers require considerable resources and time to undertake the various phase of the research. Also, sufficient knowledge and skills are required for both qualitative and quantitative methods (Halcomb, 2018). There were inadequate time and resources to perform mixed method research; therefore, it was inappropriate for this study.

Research Design

I used descriptive design for the study. Descriptive design in qualitative research involves examining existing documents, records, or reports, and summarizing their information to generate new concepts about the topic under research (Kim et al., 2017). The design focuses on the use of a pre-existing set of data to generate an epistemological or philosophical stance of the problem under investigation (Kim et al., 2017). Thus, descriptive design was appropriate because I was conducting a multifaceted in-depth investigation into complex issues, events, or phenomena with the use of secondary data. Therefore, the design was appropriate to summarize the existing studies on E-HRM recruitment and selection tools. I used the design to find appropriate archival data from previously conducted studies, which I used to develop main concepts for theme development.

The issue of E-HRM resources is an emerging phenomenon that is currently in use in various organizations. In the study, I aimed to explore how organizations employ E-HRM's selection and recruitment tools to recruit employees. Therefore, the descriptive design was appropriate to explore different studies on the same topic to explore and provide better insights into the use of HRM recruitment and selection tools based on the findings attained by other researchers.

Descriptive design was the best design over other research designs because of its flexibility in using a pre-existing data set. I did not intend to use case study, ethnography, grounded theory, or phenomenological research designs because the study only focused on using secondary data. Researchers use a case study design when exploring and explaining the phenomena within the daily contexts of occurrence (Harrison, Birks, Franklin, & Mills, 2017). Additionally, the case study design is appropriate for answering questions of how, what, and why, and to capture explanatory information (Harrison et al., 2017). However, I did not use the case study because I did not plan to involve human subjects in the study. Researchers use ethnography to study a group's culture (Ellis, 2015). The ethnographic research design is not suitable for this research since I did not intend to explore a culture's beliefs, norms, or behavior. Also, the grounded theory design was not suitable for this research. Researchers use grounded theory to develop a practical theory based on the context, causal, and intervening factors of a phenomenon under investigation (Wiesche et al., 2017). In the study, I did not focus on creating or generating a theory; hence, grounded theory was unsuitable for this study. Researchers use the phenomenological research design to explore the meaning of experiences from the participants' subjective perspectives (Thompson et al., 2016). I did not intend to study the lived experiences of participants regarding a phenomenon. Therefore, a phenomenological approach was not appropriate for the study.

Data saturation is the point in which the researcher cannot obtain or collect additional information or the point where no new information or themes identified from a data set (Saunders et al., 2018). A researcher reaches data saturation when the repetition of comments starts to occur in the research process (Saunders et al., 2018). Also, at the saturation point, there is no new data, themes, coding, and the ability to replicate the study (Saunders et al., 2018). I

reached data saturation during the data collection and analysis in which I did not obtain any new information or themes.

Population and Sampling

The targeted population's characteristics should align with those required by the research team of the study (Asiamah et al., 2017; Martínez-Mesa, González-Chica, Duquia, Bonamigo, & Bastos, 2016). Martínez-Mesa et al. (2016) explained that the target population is an important measure of the accuracy and meaningfulness of quality measurement research. A qualitative researcher should draw a small sample from a large population while ensuring that the sample contains fairly eligible participants (Asiamah et al., 2017). Asiamah et al. (2017) explained that researchers could easily achieve qualitative sampling through the hierarchical specification of the general, target, and accessible population to ensure that a large population becomes handy and that potential participants provide the necessary primary data. However, since this study focused on using only secondary data, there was no need for the study population. Human subjects' involvement was not necessary because it was not possible to collect primary data due to the COVID-19 pandemic. Thus, there was no need for the target population or study participants in the study. Instead, existing studies or archival documents were useful to get the necessary secondary data.

Sampling is necessary for research that involves human subjects because it enhances the selection of potential participants. Sampling involves drawing a sample, a finite section of selected participants from the target population (Martínez-Mesa et al., 2016). According to Asiamah et al. (2017), researchers are concerned about selecting their study participants from the entire target population. Participant selection has a significant implication on their time, cost, and quality of data they collect. An improper selection of participants may lead to delays, issues of

data quality, and unnecessary costs. Moser and Korstjens (2018) explained that sampling is deliberate in qualitative research since the participants should have special knowledge and expertise regarding the phenomenon under study. However, since the present study focused on using only secondary data, sampling procedure was not suitable. Since the study focused on using only secondary data, literature search with the use of reputable databases was necessary to collect information from various data sources. The main databases used in the study were EBSCOhost, ProQuest, Emerald, Web of Science, SienceDirect, and Google Scholar.

Rather than using sampling procedure, selection criteria were useful to select relevant empirical studies related to the topic or problem under study. Garg (2016) explained that selection criteria are useful in secondary research as it helps to identify the most recent, relevant, and generalizable data from existing studies. The selection criteria allow for the identification of studies based on inclusion and exclusion criteria. Inclusion and exclusion criteria entail defining specific studies to include or exclude from the total number of articles retrieved during the search process (Garg, 2016). Thus, in the present study, sampling procedure was not necessary, but selection criteria were the main process to choose relevant articles. I developed inclusion and exclusion criteria that helped in identifying eligible articles for the study. Based on inclusion criteria, articles, or studies published in the past 10 years or between 2010 and 2020 reviewed and used in the study. Besides, articles that used only the English language, focused on E-HRM recruitment and selection, and E-recruitment and E-election studies were included. In terms of exclusion criteria, articles published before 2010 used language other English, only focused on E-HRM or recruitment and selection, and unpublished articles, such as research papers, essays, and theses were not eligible for inclusion. Other articles excluded in the study were nonacademic articles, including blogs and magazines

Based on the selection criteria used in the study, the total number of articles included for review was 15. The number of articles was adequate to address the research questions. Besides, the articles were adequate to expound on what is already known and identify the existing gap, which helped in recommending further research on the same topic.

Ethical Research

Ethics are crucial aspects of qualitative research that many researchers consider. It is evident that research ethics aim to protect participants' rights, anonymity, privacy, and confidentiality, and ensure relevant collection of data by asserting that the methodological approaches employed in the research are suitable for addressing the research objectives without harming the respondents (Artal & Rubenfeld, 2017; McKenna & Gray, 2018). Research ethics are also useful because they ensure transparency in the study. It allows for proper interpretation and communication of study findings, which promotes the quality of the study (Harper, Herbst, & Kalfa, 2018). Since the present study used secondary data, ethical considerations were also necessary. The first ethical consideration in the present study was that the data collected were relevant and adequate to address the research questions. Before I collected the necessary data, I sought approval from IRB to use secondary data. I obtained approval from Walden University's IRB before commencing data collection. The process involved presenting the study for scrutiny and making the necessary modifications based on the IRB's recommendations. The IRB approval number for this study was 06-08-20-0720935.

Since reputable databases were the main sources of retrieving articles, it was necessary to use correct login details to get authorization to databases with no free access to the data. This involved using a proper username and password to log in to the databases, which guaranteed the

diversity of data and ensured that relevant articles were obtained to derive the research topic's key points.

The second ethical concern on the study was to ensure that previously conducted studies were relevant and tailored to addressing research aims and objectives. As such, data from personal blogs were not necessary. Studies reviewed entailed those published between 2010 and 2020 to ensure that the data were up-to-date and relevant to the problem under investigation.

The third ethical consideration was to acknowledge the application of information from other researchers to maintain the study's originality. During the presentation of study findings, proper citation of the arguments made was the primary concern. This involved citing the original authors of each study reviewed appropriately. Citations were made in all the information obtained studies to acknowledge the work of other researchers.

Data Collection Instruments

I am the primary data collection instrument in the study. Paradis, O'Brien, Nimmon, Bandiera, and Martimianakis (2016) explained that a researcher is the primary data collection instrument and an important interpretation instrument in qualitative inquiry. The researcher collects information using appropriate techniques based on the topic of interest.

I used archival documents retrieved from different search databases, including EBSCOhost, ProQuest, Emerald, Web of Science, ScienceDirect, and Google Scholar. As the data collection instrument, I developed search terms, which helped in retrieving relevant articles from the databases. I developed and used the following search terms: electronic human resource management or E-HRM, recruitment, selection, E-recruitment, E-selection, online platforms, Internet, and E-HRM recruitment and selection. Boolean operators 'AND' and 'OR' helped in

merging the search terms to generate researchable terms, which were used across the mentioned databases.

Ellram and Tate (2016) explained that secondary data are useful because they save time and resources, reduce the participant's risk, and allow access to large amounts of diverse data. I obtained the archival data from search databases, which reduced the time needed to collect data from participants and helped in accessing a huge amount of data. Cheng and Phillips (2014) explained that secondary data is often appropriate for use in research because it has already been cleaned by a professional and contains detailed documentation of the process. Barnes, Dang, Leavitt, Guarana, and Uhlmann (2015) confirmed that the advantages of using archival data in organizational research are that it uncovers unexpected situations in the real world, helps to measure sensitive social phenomena, and comprises of statistical information. Selection and recruitment processes in organizations are often very sensitive issues. The use of secondary archival data thus enabled me to understand the recruitment and selection processes with the use of E-HRM across organizations.

I enhanced the reliability and validity of the data collection instruments through the inter-rater method. Inter-rater, also known as the inter-observer method, entails the extent to which different examiners or raters provide similar estimates or answers, or agree on the information presented. This inter-rater/observer method is used to ensure the reliability of secondary sources (Oluwaseun, Ibrahim, & Abayomi, 2019). Here, I provided detailed discussion from secondary data on E-HRM recruitment and selection tools, which were consistent with the findings attained by other scholars. Besides, Oluwaseun et al. (2019) explained that reliability and validity are crucial when using secondary data as it determines the degree to which the data collected relates to addressing the research questions. Secondary data's reliability is mainly determined by data's

provenance, whether they collected from reputable sources. Thus, in this study, the data collected provided adequate information that relates and addressed the research questions. The data provided useful information about the E-HRM recruitment and selection tools that HRMs can use to improve highly skilled employees' hiring process. Additionally, I collected secondary from reputable sources, including peer-reviewed journals, books, and other published academic documents. These sources yielded significant and relevant articles with valuable information that adequately addressed the research problem and research questions.

I maintained the validity by providing detailed information on how data extracted from secondary sources. Sajid, Muhammad, and Zakaria (2019) explained that the validation of secondary data achieved by providing detailed information on data extraction in accordance with theoretical specifications. This process ensures that the retrieved data from secondary sources justify the topic theoretically. Thus, in this study, I defined and operationalized the research topic's theoretical specifications in alignment with the literature review.

Data Collection Technique

I used secondary sources as data collection techniques for the study. I conducted a comprehensive search using reputable databases as the secondary sources to find relevant studies on E-HRM recruitment and selection tools. Johnston (2017) explained that secondary data analysis is an appropriate inquiry method that involves following a systematic procedure. Barnes et al. (2015) confirmed that archival data analysis is an appropriate method for micro-organizational researchers in advancing their knowledge. Greenhoot and Dowsett (2012) added that existing data sets are often more efficient and available resources for addressing the research questions. Therefore, I utilized existing data from journals, peer-reviewed articles, and books to address the research question.

There are various benefits of using archival data in the data collection process. The use of archival data in qualitative research has its advantages and disadvantages. Barnes et al. (2015) explained that most organizational data are socially sensitive and may be difficult to measure accurately through self-reporting or observation of participants. Further, organizational members may be unwilling to disclose such information. Recruitment and selection is an example of such phenomena. The use of archival data is an effective strategy for obtaining information for such phenomena. Dufour, Richard, and Li (2019) explained that secondary data collection involves the use of previously collected data; hence, the researcher saves time and effort involved in the collection of primary data. The researchers added that the use of secondary data to address research questions involves fewer resources. The limitation of using secondary data in research is that the researcher has no control over the measured constructs and measurement procedure (Dufour et al., 2019). I used archival data in this study because the advantages outweigh the disadvantages. Archival data were used because the process of such data was time-consuming. The data used had already been collected; hence there was no need for an institutional review process to get permission to obtain data from potential participants. As a consequence, the process was easy and cost-effective to review the existing data. Besides, I found archival data useful in the study because large quantities of data from various sources that have already been compiled were used, which helped in minimizing the money spent and the amount of time that could have been used in collecting the primary data.

Data Organization Technique

I used a reflective journal to keep the data obtained from the review of archival data. Helyer (2015) asserted that reflective journals could provide a structure that a researcher can use to make sense of learning. Letch (2012) ascertained that reflective journals are important

learning tools for students as they enable them to reflect on their learning critically and understand the concepts clearly. Moon (2010) explained that reflective journals enhance the planning and progress of research projects, increase participation and engagement in learning, and support understanding. At every stage of the data collection process, I provided my reflections on the challenges encountered and the level to which I achieved the research objectives to ensure that the challenges were addressed in the subsequent parts of the research. I prepared short informative journal entries detailing the limitations and success factors. I then stored the archival data in a folder on my laptop machine for future reference. I labeled each article using the authors' names for easy review. I backed up the folder of the articles in an external drive.

Data Analysis

Analyzing secondary data is an efficient and effective way of using existing data to answer or address the research questions. This method is less time-consuming and requires less monetary resources to conduct and analyze data sets collected at minimal or no cost (Dunn, Arslanian-Engoren, DeKoekkoek, Jadack, & Scott, 2015). During the secondary data analysis, the researcher should have a clear idea and thought-out theoretical model as well as the variables to be tested. This allows for the proper construction of usable data sets from existing studies for analysis. Constructing usable datasets helps the researcher analyze relevant data to answer the research questions (Greenhoot & Dowsett, 2012). In the present study, I focused on the theoretical framework and key variables of the study. I ensured that the collected data relates to the variables, which were E-HRM, recruitment, and selection of well-qualified employees. Constructing the variables helped me in choosing the best method for secondary data analysis. In this study, methodological triangulation was appropriate for the data analysis procedure.

Triangulation is one of the qualitative research methods that entail crosschecking different data collection procedures and data sources of information to ensure that the information is valid and provides enough evidence about the problem under study (Bekhet & Zauszniewski, 2012). Thus, I used triangulation in the study to crosscheck data sources of information, which entail journals, books, and other academic materials to ensure that they provide valid and reliable data on E-HRM recruitment and selection tools.

I utilized methodological triangulation for the data analysis process, whereby I analyzed archival data from existing studies to find relevant and adequate information to address research questions. Methodological triangulation was suitable for the study to capture different perceptions of multiple researchers who have conducted the study with a similar topic so as to assure the validity of the study findings. I compared the findings from different researchers to obtain relevant and valuable information. Various researchers, particularly in social science, have supported the use of triangulation. For instance, Turner and Turner (2009) explained that triangulation enhances the validation, the challenging, and the research findings' extension. The methods used must have a similar scope and objectives. The use of multiple data analysis methods helps one gain a better and more in-depth understanding of the phenomenon under investigation (Denzin, 2012). Denzin (2012) added that using multiple methods and practices in a single study adds depth, richness, breadth, complexity, and rigor to the study. Methodological triangulation enhances a better understanding of the study problem by providing conformational findings and more comprehensive data (Bekhet & Zauszniewski, 2012). Therefore, I selected the methodological triangulation as the most suitable data analysis method in the current study.

Natow (2019) explained that triangulation in data analysis involved using multiple data analysis techniques, with one being inductive while the other is deductive. The purpose of the

using inductive method is to draw findings from the data concepts. On the other hand, the deductive method explores supporting or contradicting propositions arising from the data. However, since secondary data were the main data used in the study, only the inductive method was used. The inductive method of the analysis entails developing and identifying themes from a set of data by reviewing existing documents, recordings, or verbal materials. Inductive method is a qualitative method of analyzing collected data to identify and develop new themes from data obtained from multiple sources (Azungah, 2018). This method entailed using thematic analysis, which entails generating new themes by combining similar phrases or concepts from the data collected (Nowell, Norris, White, & Moules, 2017). I used this inductive thematic method to analyze secondary data and develop new themes that relate to the research question. I coded all the concepts and ideas from the archival data. de Casterlé, Gastmans, Bryon, and Denier (2012) explained that the data coding process involved two steps, namely, thorough preparation of the coding process and the actual coding.

The first step of the analysis was to familiarize myself with the data by rereading different articles to understand the concepts. Kaefer, Roper, and Sinha (2015) explained that data importing and preparation play a vital role in the data analysis process. It enhances a holistic understanding of the topic being studied.

The second stage of data analysis involves trying to obtain a sense from the data or to familiarize with the collected data (de Casterlé et al., 2012). Stuckey (2015) confirmed that coding, which entails sorting and organizing qualitative data, is the second step in data analysis. At the second stage, I critically analyzed the data in a graphical demonstration comprising of categorized and coded ideas and concepts. Hilal and Alabri (2013) explained that it is important to focus on the relevant techniques to productively and analytically make use of the available

data at this stage. Stuckey (2015) added that coding enhances the retrieval and categorization of data that have similar meanings.

I then organized the data into themes. A properly conducted thematic analysis enhances data analysis to obtain answers to the research questions (Belotto, 2018). Due to its numerous benefits, I believed that thematic analysis was the most suitable data analysis approach in this study. To achieve data analysis using thematic analysis, I employed a three-phase model that comprised of several steps. According to Alhojailan (2012), the thematic analysis model consists of three stages, namely; data reduction, data display, and drawing data conclusion. The data reduction process comprises the selection, simplification, and transformation of data. The data display phase entails the retrieval and utilization of research data. The third phase of drawing conclusions involves the identification of patterns, the categorization of codes, the linkage of codes, the identification of interrelationships between codes, and the establishment of conceptual consistency and coherence (Alhojailan, 2012). I utilized six major steps in data analysis using the thematic analysis method. The steps included gaining familiarity with the data, the generation of initial codes, searching for themes, reviewing the themes, defining the themes, and developing a write-up (Maguire & Delahunt, 2017). I used thematic analysis for secondary data from scholarly articles to critically analyze the research findings and generate new themes. Theme development was done by similar grouping phrases from the scholarly articles. This was followed by coding process where information collected from different articles were summarized, and phrases with almost similar content grouped, coded, and organized. Similar phrases that appeared severally across different studies, for instance, 2-3 times, were grouped and assigned coding marks, which were finally used to develop relevant themes related to the research question.

Reliability and Validity

Reliability

Reliability in qualitative research is the consistency of the data collected. It entails the extent to which the study's methodology yielded the data to address the research question (Cypress, 2017). In this study, I used the inter-rater or inter-observer method to achieve reliability. The inter-rater method involves the extent to which raters or examiners agree on the assumptions made (Oluwaseun et al., 2019). Thus, in the study, I used inter-rater to provide detailed information on how different researchers agree on using E-HRM recruitment and selection tools to hire highly-skilled employees. Besides, I used reputable sources to collect the necessary data for the study. The sources used to obtain the necessary data were peer-reviewed articles, books, and academic materials, which showed the provenance of data as discussed by (Oluwaseun et al., 2019). These sources provide relevant studies or articles with adequate information that answered the research question.

Validity

In qualitative research, validity means ensuring that the findings are truthful and accurate (Cypress, 2017). Validity entails exploring three major components, which include credibility, transferability, and confirmability of the findings. Data saturation is important to achieve these components (Hammarberg et al., 2016). I used the research question and the study topic to ensure that I exploit all available data. Also, some important actions are vital in ensuring the validity of the findings.

Credibility is the process of assessing the truth in qualitative research (Hammarberg et al., 2016). The researcher achieves credibility through reflexivity, triangulation, and a comprehensive description of the interpretation process (Hammarberg et al., 2016). I employed

two strategies to enhance credibility, that is, data triangulation and reflection. Triangulation and reflection of the research method help eliminate the researcher bias and enhance the research's credibility. Wilson (2014) explained that methodological triangulation involves using more than one method for data collection; within the method and between the methods. Tracy (2010) explained that the guiding principle of triangulation indicates that in research studies involving two data collection instruments, triangulation helps in establishing the relevance of the data and method since only findings converging to the same conclusion are useful in the study. The conclusions arrived at from the use of two sources of data are more credible. In my research, I used theory triangulation to enhance the objectivity of my research. Theory triangulation entails use of multiple hypotheses, studies, or theories to examine a phenomenon or a specific situation (Carter, Bryant-Lukosius, DiCenso, Blythe, & Neville, 2014). To achieve theory triangulation, I used archival data from multiple data sources as the key data collection strategies in this research. I also developed a reflective journal at every stage of the data collection process to eliminate possible biases that may emerge while conducting the study.

I achieved conformability by using a reflective journal. Cypress (2017) explained that a reflective journal is effective in documenting daily occurrences and the entire research process. Letch (2012) ascertained that reflective journals are important learning tools for students as they enable them to reflect on their learning critically and understand the concepts clearly. Moon (2010) explained that reflective journals enhance the planning and progress of research projects, increase participation and engagement in learning, and support understanding. Triangulation also enhanced the confirmability of the study (Hammarberg et al., 2016).

The transferability of the research findings is the process of assessing the external validity of a study. A study is regarded to be confirmable if the findings can fit other phenomena

outside the study and that the findings are meaningful and applicable by researchers in other contexts (Hammarberg et al., 2016). Since this study used secondary data, it was possible to achieve transferability because findings from existing studies can be transferable based on its methodology. According to Hammarberg et al. (2016), large sample sizes are not effective in enhancing applicability. Large sample sizes result in too much data that may limit the applicability of findings to other settings. Therefore, I limited my study to secondary data from peer-reviewed articles and books, which showed the transferability of existing studies.

As indicated by Marshall, Cardon, Poddar, and Fontenot (2013), data saturation occurs when no new information emerges from data collection. At the information immersion point, the researcher acquires no new discoveries from further information gathering or investigation. There are no particular rules to show the level to achieve saturation in research. Saunders et al. (2018) noted that one accomplishes data saturation when one starts to reiterate remarks. A researcher achieves data saturation when there is no new information, topics, and coding obtained from any further data collection (Fusch & Ness, 2015). I achieved data saturation during the information gathering and examination when I did not acquire any progressively new data or topics by reviewing existing studies.

Transition and Summary

The purpose of this qualitative descriptive study was to explore the E-HRM recruitment and selection tools to support the successful recruitment of qualified employees in organizations. As the researcher, I engaged in data collection and analysis with the aim of understanding the research phenomenon. I used archival data for data collection and analyzed the data using thematic analysis and manual coding for coding process. I also had the responsibility of reducing bias, enhancing ethical measures, and maintaining the research quality. I ensured that data

quality was achieved through triangulation, reflective journaling, and adequate time in the data collection and interpretation process.

I describe the findings of the research in Section 3. I include the process of theme generation to address the research questions. I also describe the application of the findings to practice and their implications for social change. I further describe the recommendations for actions and further research. Finally, I share reflections on my research process experience and a conclusion to summarize the study's findings.
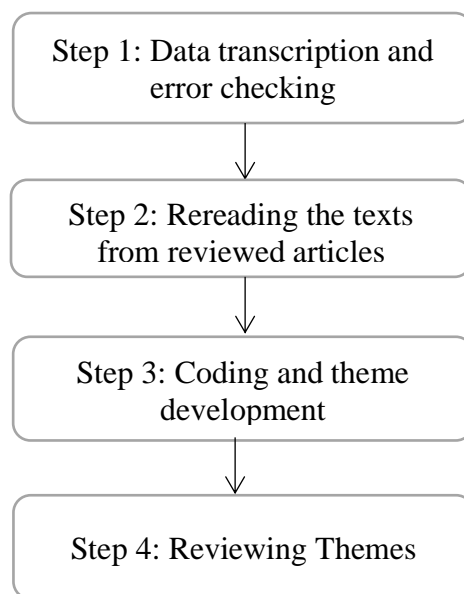
Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative descriptive review was to explore the use of E-HRM recruitment and selection tools used by HRMs to support the successful hiring of qualified employees. The data used in the study was obtained from secondary sources, including peer-reviewed articles and books. The findings showed the effectiveness of using E-HRM tools for recruiting appropriate employees in organizations, as they support business processes by being timely and allowing HRMs to advertise different job positions to specific target applicants through web-based platforms. In this chapter, I present the findings, application to professional practice, implications for social change, recommendations for action, and further research recommendations. Other areas covered in the section are personal reflections and conclusions of the study.

Presentation of Findings

Data analysis with thematic coding was used to analyze the collected data. The thematic coding process entailed four steps as presented in the following Figure 2.

Step 1: Data transcription and error checking

Step 2: Rereading the texts from reviewed articles

Step 3: Coding and theme development

Step 4: Reviewing Themes

Figure 3. Thematic coding process for theme development

In step 1, the researcher gets familiarized with the collected data to understand the responses from the participants. Familiarizing with the data helps to document participants' thoughts and interpret the data to understand the meaning (Nowell, Norris, White, & Moules, 2017). In this step, I familiarized myself with the data and interpreted to find the actual meaning. Familiarizing with the data helped to get depth and breadth of the content based on the thought or perceptions of the participants.

In step 2, I generated initial codes from the collected data. During this phase, I simplified the data by analyzing common phrases from the text and assigned codes using manual coding process. I combined similar or related text from the data, which provided a clear meaning of the text (Nowell et al., 2017). Step 3 entailed categorizing and collating data that have been initially coded to generate themes (Nowell et al., 2017). In this step, I brought together all the fragments or components with similar codes and used to develop appropriate themes. The frequency that common phrases appeared in the text helped in forming a theme.

Step four of thematic coding is where the researchers review the themes devised in step three (Nowell et al., 2017). During this step, I reviewed all the themes to determine whether they accurately reflect the actual meaning evident in the set of data collected.

Based on the review of secondary sources, four themes emerged that addressed the study's research question. The themes were (a) a web-based platform for advertisement, (b) electronic-employee (E-employee) profile, (c) E-performance appraisal tool, and (d) an online test. The themes appeared almost three times across the studies, which helped in forming a general theme to discuss the research topic.

Theme 1: Web-Based Platform for Advertisement

The theme on web-based platform for advertisement relates to how electronic or Internet platforms are used by HRMs to advertise, recruit, and select potential employees online. The theme entails the use of web-based platforms by HRMs to post the available job positions that would help them find potential or qualified employees based on their qualifications. From the research, it is evident that web-based platforms are useful for HRMs to advertise and allow applicants to send their personal information like qualifications and work experiences for online review. The process thus allows HRMs to review the applications in alignment with the job requirements and make decisions on potential employees.

HRMs use the Internet to share all the details about the available positions with candidates, including the descriptions of the available jobs, brand identity, the culture of the organization, responsibilities, and job incentives. This enables HRMs to filter the main applicants who have met the requirements or have the needed skills for the organization's specific jobs (Sayel, 2018). The use of web-based technology, including electronic media, also enhances applicants and recruiters' active participation during the selection process (Atallah, 2016). The technology also helps the organization to lower the cost of administrative tasks and improve communication between HRMs and potential employees when they send in their application (Sayel, 2018). Web-based technology provides access to the necessary information while reducing the time and cost of processing such information (Atallah, 2016). Therefore, an increasing number of HR practitioners prefer using modem technologies to hire potential employees (Sołek-Borowska & Wilczewska, 2018). The document review results support the existing body of knowledge regarding the use of web-based platforms for E-recruitment and E-selection of qualified employees in organizations.

Correlation to the literature.

The findings support previous researchers such as Daniel and Malkar (2017), who explained that information technology systems like Talentsoft are the most useful E-HRM tool for recruitment and selection. Daniel and Malkar showed that Talentsoft has essential features such as the configurable process for job postings that facilitate the E-recruitment process and manage mobility requests, which allows the HRMs to identify, recruit, and select the most suitable candidates. Additionally, Internet platforms, including social media like Twitter, and WhatsApp, are used as E-HRM tools by HRMs to conduct the recruitment process for the best applicants (Daniel & Malkar, 2017).

Correlation to the conceptual framework.

Similarly, the findings on web-based platforms support the theoretical or conceptual framework of UTAUT. The findings support the use of the web-based platform to explore human behavior on the use of systems and determine the platforms' acceptance as the best E-HRM tools for recruitment and selection of qualified employees. The findings support the constructs of effort expectancy in UTAUT. Effort expectancy is a factor that describes the ease of using advanced information technology to achieve job performance (Tarhini et al., 2016). A web-based platform facilitates the work responsibilities and tasks of HRMs during the recruitment and selection process of employees (Girisha & Nagendrababu, 2019; Nagendrababu & Girisha, 2018). Further, based on the principle of facilitating conditions in the UTAUT framework, the need for advanced technologies and organizational infrastructure support the use of information systems to improve organizational performance and business processes (Mahfod et al., 2017).

Theme 2: E-Employee Profile Databases

        The theme of E-employee profile databases entails the profile that HRMs have developed to enable applicants to fill in their details, making it easier to recruit and select the best applicants. From the research, it was evident that E-employee profile database helps HRMs to find contact information of potential employees and conduct online recruitment. The databases are also useful for HRMs to review past work experiences of selected employees and analyze to determine the eligibility of all applicants for specific job positions.

        An E-employee profile is among the most useful E-HRM tools that provide the central point to find applicants' information, including their contact information. Based on the findings, the E-employee profile database helps HR professionals to review details like assignment skills, work experiences, competencies, honors and awards, availability of the potential employees, and employee location (Dialoke & Goddey, 2017; Priya & Munivenkatappa). The online employee database also keeps applicants' data, including their referees, qualifications, criminal records, and previous employment process, making it easier for recruiters to shortlist and selects the required persons through the E-recruitment process compared to the traditional recruitment process like the use of paperwork (El-Gohary, 2012). Social networking sites are also among the E-employee profiles that job seekers use to store their details that allow HR professionals to review, select and hire qualified individuals, as they contain education, personality traits, gender, age, and culture that help HR experts to select the preferred candidates for the job position (Wang, Drake, Hall, & Sun, 2015). Thus, this E-HRM tool allows HR professionals to easily make decisions on the best candidate for the job with less time and less cost. The E-employee profile simplifies the roles of HRMs in interviewing the applicants via the face-to-face process.

Correlation to the literature.

Technological innovations, including social sites like LinkedIn, help HRMs to review information of applicants and sort the best candidates with the required qualifications (Malik & ul Mujtaba, 2018). The literature demonstrated that Recruiterbox software minimizes the use of paperwork and administrative tasks of HRMs. The software allows the HRMs to filter or narrow down all the applicants' resumes and choose the best options to carry out an online test or online interview with potential employees (Daniel & Malkar, 2017; Ghazzawai & Accoumeh, 2014). Omran and Anan (2018) also demonstrated the efficiency of using online platforms to review applicants' credentials compared to traditional paper methods. Thus, the use of E-employee profile databases improves the work efficiency of HRMs as they can perform their E-recruitment and E-selection process anywhere irrespective of their locations.

Correlation to the conceptual framework.

The findings on using the E-employee profile database as an E-HRM tool for recruitment and selection of employees support the construct of performance expectancy in the UTAUT framework. According to Venkatesh et al. (2016), performance expectancy emphasizes the degree to which a person believes the use of information technology systems helps achieve or gain job performance. Based on this current study's findings, HRMs find E-employee profile databases' usefulness to improve their job performance in terms of E-recruitment and E-selection of the best or qualified employees. The findings of the present study also support the construct of effort expectancy in the UTAUT. E-employee profile databases facilitate work flexibility and administrative tasks for HRMs during recruitment and selection of competent employees (Mahfod et al., 2017).

Theme 3: E-Performance Appraisal Tool

      The E-performance appraisal tool's theme emphasizes the development of managerial self-service for employees to store and manage their information through an online network. Based on the research conducted, E-performance appraisal tools are crucial in keeping employee information that allows recruiter to select the best performing individuals. The tools are used to store information on work experiences and competencies that help recruiters to choose appropriate employees that meet job requirements.

      In relation to the use of E-HRMs tools for recruitment and selection of qualified employees, the findings showed that HRMs have vested in using an E-performance appraisal tool in which job applicants can keep and manage their employment information via the Internet. Using E-performance appraisal tools during recruitment and selection helps HR managers to formally assess and measure the working experiences and competencies of potential employees (Atallah, 2016; Buba, 2018). The E-performance appraisal tool outlines potential employees' strengths and weaknesses, which enhances the transparency and justice of recruiting and selecting appropriate employees. The E-performance appraisal tool is also the fastest way candidates manage their details in online networks (Atallah, 2016; Buba, 2018).

      Correlation to the literature.

      The findings align with the literature that supported the use of the E-performance appraisal tool to recruit and select potential employees. The literature indicated that online recruitment and selection using appropriate means have attracted the attention of HRMs to improve their recruitment process by scrutinizing the credentials, including curriculum vitae, of potential candidates (Ghazzawi & Accoumeh, 2014). The existing body of evidence also showed

that HRMs utilize online recruitment to attract candidates from different cultures and with different levels of education and technical skills.

Correlation to the conceptual framework.

E-performance appraisal tools add to the literature on the UTAUT framework, mainly the construct of performance expectancy. Based on the construct of performance expectancy, HRMs perceive that online recruitment tools provide online analysis of the available job positions and their requirements, develop a personal specification of each candidate, and source the best candidates that meet organizational requirements (Owusu-Ansah & Nyarko, 2014), which helps in achieving job performance (Tarhini et al., 2016). Based on the findings and the conceptual framework regarding E-recruitment and E-selection using appropriate E-HRM tools, HRMs can use the E-performance appraisal as one of the appropriate tools when employing qualified employees. The E-performance appraisal can help HRMs select potential employees based on their information stored and managed in online network systems developed by the employers.

Theme 4: Online Tests

The online test theme entails developing online testing systems by HRMs to interact with potential candidates for the recruitment and selection process. The theme involves setting online tests by HRMs that they can use to assess applicants' levels of awareness about job description and whether they can fit into the available position. Online tests are useful when assessing whether the applicants have enough background and related experiences on the available job position.

From the research, it was found that HRMs mainly use an online test to evaluate the candidates' knowledge levels, attitudes, and behaviors to determine whether they suit those needed by the employer. Mahfod et al. (2017) discussed online tests to be useful in reviewing

applicants' applications for specific job positions. The online test is useful for the HR recruiters to test applicants' knowledge, attitudes, and behaviors to hire the right employees with reduced costs. The HRMs use online search engines to pick the best applicants and hold online tests conducted through satellite broadcast, interactive television, or intranet or extranet. Similarly, Campion, Campion, and Campion (2019) disclosed online practice tests as among the useful criteria used to score each applicant's achievement, evaluate their potential, and make final decisions on the available position's best candidate.

Correlation to the literature.

The findings are in line with the extant literature that showed effective online technology use to conduct online tests with the candidates. Mukherjee et al. (2014) explained that standardized online tests via the organization's website enable HRM professionals to screen and select a pool of manageable candidates by evaluating their knowledge, skills, etc. behaviors. This helps HRMs to draw potential for specific job positions available in their organization. Previous research by Campion, Ployhart, and Campion (2017) indicated the E-recruitment and E-selection process done by HRM professionals with online practice tests to interview a pool of candidates who have applied for different vacancies as advertised on the website of the organization.

Correlation to the conceptual framework.

The findings correlate with research by Mahfod et al. (2017) on the construct of facilitating conditions in the UTAUT model. The construct states that people support the effectiveness of improving technical and organizational infrastructure as the new system to enhance the decision-making process. The findings support the assumption that online tests allow professionals to analyze each applicant's skills, knowledge, and abilities based on

organizational needs and demands. This allows for efficient decision making on the best applicants who are fit for the job.

Application to Professional Practice

Despite technological innovations in organizations to improve business problems, HRMs, at times, fail to hire qualified individuals, which negatively impacts performance in the organization. According to Saviour et al. (2017), HRMs sometimes fail to recruit the right people for the available job positions that negatively contribute to poor organizational performance. According to Hosain (2017), hiring the wrong employees also occurs due to a lack of expertise with the use of E-HRM recruitment and selection tools. Thus, this present study's findings may have significant contributions to improving recruiting and selecting the right employees, which may lead to improved organizational performance.

The study findings can be used as the learning paradigm for HRM leaders to improve their recruitment and selection skills using online tools to recruit and select employees. The findings can be used to recommend HRM leaders to learn and support E-HRM tools to recruit qualified employees. The majority of candidates or applicants provide false information about qualifications and other recruitment requirements to get employment. As a result, HRMs hire inexperienced candidates, which affect the organization's productivity levels (Zinyemba, 2014). Besides, HRMs who use the traditional method like paperwork recruit applicants with no guarantee of contributing to business success. Similarly, the use of traditional methods may take time to review and select potential employees (Zinyemba, 2014). Thus, the present study's findings are valuable information for HRMs to learn the effectiveness of E-HRM recruitment and selection tools they can use to hire potential employees with the necessary skills and knowledge for business success.

The findings also have useful information on various E-HRM recruitment and selection tools that enable HRMs to hire a qualified employee who can contribute to business productivity. The findings provide valuable information to HRMs and leaders to support E-HRM recruitment and selection tools to select employees with the necessary skills and knowledge that would support business functionality, especially in the highly competitive and rapidly changing business environment.

E-HRM recruitment and selection tools, including a web-based platform for advertisement, E-employee profile, E-performance appraisal tool, and an online test, are essential tools that HRMs can use to improve competent employees' recruitment. These findings can be used to improve business practices of selecting and recruiting qualified employees. The findings can also be used by HRMs to improve their human resource activities by adopting more efficient tools that enhance the recruitment and selection process's flexibility and efficiency. Organizational leaders and HRMs might use the present study's findings to improve the efficiency and strategic ways of working for improved business processes.

The findings have valuable information that enables company leaders to invest in networking that supports collective individuals' recruitment with shared skills and knowledge. The study findings also benefit HRMs from various organizations to overcome the challenges they face while recruiting and selecting qualified employees. Supporting E-HRM tools would facilitate the creation of business value and improve the management of human resource activities.

The application of E-HRM tools is essential for HRMs to address the weaknesses associated with the use of traditional methods. The HRMs may implement the E-HRM tools across the departments over traditional methods for flexibility and efficiency. The use of

traditional methods is time-consuming and costly during the recruitment and selection process (Poisat & Mey, 2017). Thus, from the present study's findings, the cost-effectiveness and flexibility of E-HRM tools is well articulated, which suggests implementation of the most effective tools to improve HRM business practices with reduced cost and in a timely manner. E-HRM recruitment and selection tools are operational and transformational; hence, their applications would be crucial in improving administrative operations and employee personal data storage. This reduces the cost of reviewing employee data and speeding up recruitment and selection of employees who would move the organization's productivity and performance levels to a higher level.

Further, the study's findings may be used to support the strategic orientation of E-HRM to improve daily human resource activities in the organization. Application of E-HRM recruitment and selection tools, including a web-based platform for advertisement and E-employee profile, would make it possible for the organizations to develop a change-ready workforce in alignment with business strategic goals and choices of the company. E-recruitment and E-selection of qualified employees by HRMs enhance drastic changes in business practices by improving the application of web-based technology to improve job advertisement, application, and review employees based on information stored in E-employee profiles. The HRMs find the opportunity to interact with a pool of applicants and invite them for online tests that would make it easier for them to review and choose the best applicants.

With the implementation and use of E-HRM recruitment and selection tools, organizational leaders and HRM professionals acquire technology skills to improve administrative tasks of recruitment. These HRMs use more productive tools to recognize unique talents from various potential employees globally.

Implications for Social Change

The present study was conducted to explore E-HRM recruitment and selection tools that HRM professionals may use to hire the right and qualified employees. The study used secondary sources or previously conducted E-HRM studies, with special attention to E-HRM recruitment and selection tools. Accordingly, the implication of this present research on social change is that the findings provide the needed empirical information that is crucial, given that E-recruitment and E-selection would significantly change how HRMs conduct their administrative tasks. Recounting the challenges organizations face in recruiting and selecting inexperienced employees indicates the need to use appropriate technologies in the organization. Thus, the study provided data that allow organizational leaders and HRMs to change their recruitment process and take appropriate actions that support the hiring of individuals who meet job requirements. The study has comprehensive information that HRMs may use for positive change behavior when recruiting and selecting employees with qualifications in line with the organization's strategic choices. This helps support the organizational change of implementing the appropriate human resource practices for productivity and improved performance. The study has useful for HRMs to use E-HRM's recruitment and selection tools for successful selection and recruitment of employees that may increase the deployment of intellectual capital for enhanced performance and profitability. Increased profitability may contribute to firms investing more funds in corporate social responsibility initiatives within the societies they operate, which may thus leads to general social change.

From the present study, specific online platforms are highlighted that HRMs should adopt to change their traditional recruiting methods. The study supported the knowledgeability of HRMs transitioning from traditional paperwork to the use of advanced technologies as a way of

changing their daily tasks in terms of employee recruitment and selection. Such information enhanced the ability of HRMs to acquire new skills and expertise on the use of E-HRM to prevent recruitment of inexperienced employees. The study implies that HRMs and organizational leaders should be better decision-makers while recruiting and selecting employees, depending on their qualifications.

Another implication of the study stemmed from the usefulness of E-HRM recruitment and selection tools to review the applications online and make better decisions on the best candidates from a pool of applicants. Information on E-recruitment and E-selection tools benefits HRMs in choosing applicants with the necessary qualifications to improve their respective departments' performance and productivity. The study implies that HRM professionals can use online platforms to ensure that the chosen candidates are more likely to embrace better performance and improved productivity and outcomes of the organization at large. Besides, the study provided an opportunity for better communication between HRMs and potential employees. The study implies that online platforms or E-HRM tools would improve the ability of HRM professionals to interact with various candidates for further information about their qualifications. This provides the basis to make final decisions on the best applicants for organizational growth and development. Recruiting qualified applicants through E-HRMS tools allow HRMs to prevent selection bias; hence applicants that meet selection criteria get the opportunity to work in specific organizations. The selection process may have significant impact to the society by reducing unemployment rates.

Another implication for the social change is that the study enhances the ability of HRM professionals to adapt and apply these E-HRM recruitment and selection tools to prevent selection bias and improve the organization's reputation during the employment process. The

study implies that HRMs can deploy their intellectual capital to achieve increased performance, profitability, and productivity levels. The study also implies that organizations can invest highly in innovative initiatives, and this is crucial in improving economic growth, especially in the societies they operate.

In terms of innovation, the findings on the effectiveness of E-HRM recruitment and selection tools provide the basis for organizations to change their normal ways of employee selection using new technologies. Daniel and Malkar (2017) asserted that E-HRM recruitment tools allow the organization to update their websites and post job opportunities, which makes easier for candidates to make their applications. Organizations also improve their advertising methods to attract or grab more and potential employees for various positions through such websites. The study also helped organizations embrace and engage in more advanced E-HRM tools to support HRM professionals' administrative tasks. This benefits the society by increasing human capital.

The study also provided comprehensive information that may encourage organizations and HRMs to reduce their weaknesses using other tools. This may help in adopting and using the more effective E-HRM tools to recruit and select the best candidates to bring the best to the organization. The use of E-HRM tools also benefit the society by reducing the cost and time of carrying out administrative tasks.

Recommendations for Actions

The aim of conducting the present study was to explore E-HRM tools for recruiting and selecting competent or well-qualified employees. A qualitative method used, and it helped provide insights into E-HRM recruitment and selection tools that human resource personnel may use to hire competent employees. Although a qualitative approach used was exploratory, the

confidence in the study generalizability based on the findings attained enhanced the consistency level in the methods used throughout the study. The study finding's consistency level suggests that the E-HRM tools for recruitment and selection can be generic and relevant or apply to different organizations, from small to large-sized firms.

Given the remits of the study findings, the effectiveness of E-HRM recruitment and selection tools dominate. The secondary sources used in the study were helpful in obtaining relevant and useful information that supports the effectiveness and efficiency of the E-recruitment and E-selection process by HRMs. The themes on E-HRM recruitment and selection tools were relevant in making appropriate recommendations for HRMs and organizational leaders to embrace such tools to recruit and select potential employees.

Further, the findings attained in this present study are in line with the key constructs of the theoretical framework used. The findings aligned with the UTAUT framework constructs used in the study that supported information technology systems' implementation to improve work efficiency and performance. The use of information systems, including a web-based platform for advertisement, an E-employee profile, an E-performance appraisal tool, and an online test were supported in the study. It is important to note that the E-HRM recruitment and selection tools identified addressed the need for HRMs to transition from traditional methods to advanced recruitment methods. Based on the findings and themes that emerged from this study, the following recommendations are necessary:

1. Traditional methods to recruit and select employees are inconsistent for HRMs, which may be problematic in hiring the best or potential employees. Lack of expertise with the use of advanced technology makes it particularly challenging for HRMs to stay abreast of the current recruitment and selection process. Even though traditional methods, such as

paperwork, have been useful for the past decades, it is also necessary to have enough flexibility and efficiency in human resource practices, including recruitment and selection of employees. This arguably indicates the need for HRMs to be skilled with advanced technologies to improve the recruitment and selection of the best employees based on their qualifications. The present study's findings highlighted different E-HRM tools that reflect the need to train HRMs on using these tools to improve their level of expertise. Thus, the HRMs should give priority attention to the identified E-HRM tools to improve the efficiency and flexibility of the hiring process in the organization. The HRMs should support and adopt E-HRM tools in their day-to-day practice of hiring well-qualified employees.

2. One of the E-HRMs recruitment and selection tools identified in the study is a web-based platform that helped HRMs advertise job opportunities and filter potential employees online. Consequently, HRMs across organizations should focus on learning how to use web-based platforms for the advertisement to improve their level of awareness, and expertise on E-HRM recruitment and selection tools. This may contribute to the appropriate hiring of employees that meet the organizational requirements based on their qualifications. Therefore, the organizational leaders should focus on supporting the career development of HRMs to widen their skills regarding the use of web-based platforms to advertise and hire the best employees.

Besides, the HRMs should focus on transitioning from traditional to the advanced recruitment and selection process to improve the flexibility of their administrative tasks and productivity levels in the organization. Thus, the present study's findings urged the HRMs to make effective use of E-HRMs recruitment and selection tools to improve their

hiring process. Therefore, the HRMs should consider replacing the use of paperwork and other traditional hiring methods with the help of E-HRM tools for effective recruitment and selection of employees with ambitions that align with organizational demands.

3. The study's findings also highlighted the use of E-employee profile databases, E-performance appraisal tool, and online tests that HRMs may consider and apply when recruiting and selecting potential employees. From the study findings, it is apparent that the need for HRMs to improve their expertise in E-HRMs recruitment and selection tools represents an outstanding source of overcoming the challenges of failing to hire right employees. The assumption that E-HRMs recruitment and selection tools are more effective than the use of other strategies is the primary source of improved organizational performance, profitability, and productivity. Such a perceived aspect can enhance informed decision-making on implementing the best tools that will enable the organization to hire, attract, and retain highly-qualified employees globally. The assumption also merits integrating E-HRM recruitment and selection tools for daily administrative tasks since they can contribute significantly to better performance at the organizational level.

4. In the study, it is apparent that the degree of using E-HRMs recruitment and selection tools within the organizations is scarce due to HRMs' lack of expertise in the use of such tools. As such, organizations should invest E-HRM tools to ensure that human resource professionals get the necessary expertise in advanced technologies to recruit and select potential employees to contribute to the organization's better performance and productivity. HRMs and organizational leaders should prioritize the use of E-HRM tools because of their proof that they are effective in hiring potential employees. The need to

prioritize such E-HRM recruitment and selection tools appears to focus on guaranteeing formal hiring systems across organizations. Concerns may arise over how effective these E-HRM recruitment and selection tools function to support the hiring of well-qualified employees. Thus, the study findings provide valuable information on how the applicants can use tools and how HRMs can review the applications. Such concerns provide the foundation to recommend HRMs across organizations to increasingly focus on putting in place the E-HRM recruitment and selection tools, including E-employee profile databases, E-performance appraisal tools, and online tests. Consideration is also necessary to evaluate the best ways of supporting E-HRM tools in organizations to improve organizational achievements.

Recommendations for Further Research

The findings of the present study were conclusive and addressed the research problem that was under investigation. The findings supported the use of E-HRM recruitment and selection tools. However, some limitations identified provided the basis to recommend for further research to enhance the knowledge of E-HRM tools and their applications to improve employee recruitment and selection process.

Based on the study limitation, this present study focused only on E-HRM recruitment and selection tools without comparing their effectiveness with traditional methods. There was insufficient attention towards the use of E-HRM recruitment and selection, as well as traditional ways. This provides the basis to recommend further research to compare the effectiveness of these methods. A comparative study is also necessary to provide more detailed information about E-HRM and traditional tools of recruiting and selecting employees. This will provide the basis to conclude the most effective tools that HRMs can use to better recruit employees.

Another limitation of the study concerns the data collection procedure adopted. It is apparent that archival documents were the only sources of data used in the study, which might have challenged the ability to obtain additional information from other sources, including interviews and questionnaires. This might have compromised the quality of findings because primary data may provide an information-rich case to the problem. Thus, it is necessary to consider the use of interviews and questionnaires as data collection instruments to obtain primary data. Further research should consider the use of these instruments to confirm and validate the results of this present study. Given the need to use other data collection instruments, further research should aim to establish the study findings' validity and reliability through pilot testing, member checking, or triangulation of these instruments.

Besides, further research should focus on the participation of human subjects as study participants. The study should consider the involvement of people like HRMs to explore their perceptions on the efficacy of using E-HRM recruitment and selection tools when hiring employees. The participation of HRMs themselves as the key participants will help explore their experiences and perspectives to efficiently assess how E-HRMs will improve the flexibility of their administrative tasks of recruiting and selecting well-qualified employees. I further make recommendations for further research with the involvement of organizational leaders as the study participants to provide their perceptions regarding E-HRM recruitment and selection tools. Involving such individuals will help explore the effectiveness of E-HRMs recruitment and selection tools in reducing the cost and time of hiring potential employees. The researchers should aim to select an appropriate sample size to allow for an extensive collection of primary data.

Further study on the same topic is also necessary with different organizations, including small-sized, medium-sized, and large firms. Additionally, further research using survey questionnaires is essential, focusing on direct interaction with people with enough knowledge or background on E-HRM recruitment and selection tools. These data collection instruments should be field-tested to address the validity and reliability of the present study's questions.

Relating to the theoretical framework used in the study, the research clearly defined the key principles or constructs of the UTAUT framework used. The study presented a more fully developed theoretical framework to understand the adoption of information technology to improve work performance. Despite the clear definition and alignment of UTAUT as the best theoretical framework and study findings, further research should explore and investigate the relevance of the constructs to the use of E-HRM recruitment and selection tools. Future research should define the implementation and application of such information systems to improve work performance and productivity among HRMs. This will facilitate the identification of areas that may impact the implementation and use of E-HRM recruitment and selection tools in the organizations and make the necessary improvements, including the execution of potential strategies.

Additionally, the increased breadth of E-HRM recruitment and selection tools, including E-employee profile databases and E-performance appraisal tools, reflect the need to look at how they help HRMs in storing and managing applicant information that helps in screening and hiring potential employees. There is a need to study further these online tools to examine how they may help in improving the flexibility to recruit and select employees. The research could entail comparing the effectiveness of these E-HRM tools to make meaningful decisions on their application during the hiring process.

The findings of the present study also provide the foundation to recommend further investigation on the safety of using E-HRM recruitment and selection tools. Even though the study findings showed different E-HRM recruitment and selection tools that HRMs may use to improve their ways of hiring highly-skilled or potential employees, the findings did not provide evidence on potential challenges like security risks that may arise with their use. This could include investigating the security challenges and related risks that HRMs and applicants may experience with the use of such tools and make informed decisions on the best strategies they can use to overcome them.

The present study also focused only on thematic analysis, which showed qualitative data were only the main information to address the research problem and research questions. As a result, more research is necessary with the use of statistical analysis tools to compare the results and make conclusive remarks about the effectiveness of E-HRM recruitment and selection tools. The use of a statistical analysis method is necessary to confirm or test qualitative results. Using quantitative data will be needed to expound on the findings of this study and provide in-depth insights into the results, which improves the reliability and validity of the study findings.

Despite evidence on the efficiency and flexibility of using E-HRM recruitment and selection tools, the findings lack detailed information on how the tools can be implemented in the organizations, given that some of HRMs lack knowledge or expertise in their applications. This, therefore, provides the basis for more research to identify effective ways of introducing and using the E-HRM tools by HRMs to hire employees. The research should address how to train HRMs on the use of such tools. Future research also needs to focus on addressing potential barriers that may influence the use of such tools in the organization.

Further, it is apparent from the study findings that E-HRM recruitment and selection tools enhance the ability of HRMs to process information of the candidates via online, and this may reduce the cost and time of meeting and recruiting potential employees. However, the study lacks detailed information on how the tools are cost-effective and how they provide ample time to HRMs while hiring employees. Thus, further research is needed to determine the cost-effectiveness of the tools in tracking the applicants, access to contact information of applicants, and the time the HRMs use in screening and potential filtering employees.

Moreover, the research should address how E-HRM recruitment and selection tools improve the speed of making decisions on the best candidates.

Reflections

Engaging in fieldwork activities while conducting research is daunting, but fulfilling process. Engaging in this present study was a rewarding experience because I acquired the first-hand experience on how to conduct research for my DBA. The study contributed significantly to my career. While I enjoyed the research experience, I learned valuable skills. I increasingly learned that incorporating primary and secondary research data into the study is important to validate the study findings, but due to the COVID-19 pandemic, I excluded primary data because of a lack of access to potential participants. Therefore, I focused on using only secondary data.

I used secondary sources to collect qualitative data, and I realized that using multiple sources or archival documents from different databases helps validate the study findings. According to Heesen, Bright, and Zucker (2019), methodological triangulation, which entails using multiple sources in research, allows the researchers to utilize different methods of data collection to achieve internal validity. Thus, with such considerations in my mind, I used

methodological triangulation to ensure internal validity. I used secondary sources like journals, books, proceedings, and other published documents to collect data related to E-HRM recruitment and selection tools. Scholars, including Fisher and Chaffee (2018), noticed that archival documents or the use of existing studies to describe a problem in question is one of the best research approaches because it facilitates the flexibility of data collection in terms of cost-effectiveness and time-saving. During my data collection process, I followed the research questions and ensured that the data obtained were relevant to the topic to address the problem. I felt contented because I found relevant articles to discuss the research question. I was able to get hold of eligible articles from reputable databases, which helped answer the study questions well.

I also learned that using secondary data helps articulate other scholars' perceptions or views coherently, which provides the basis to expound on what is already known and identify areas that need further research. Although I found relevant articles relating to the topic of study, it was a challenge to locate many articles from databases. However, I tried using search terms and keywords, and I found the process to be an easy endeavor. I managed to gain access to the databases and find useful articles for the study. I felt successful because I could source as much data as needed from the databases. Overall, this process proved to be more efficient, and I learned that using secondary sources is an extensive process that requires enough time to find relevant articles with valuable or pertinent information.

I learned that use of search terms while looking for secondary data provides a great deal of insights into a better understanding of E-HRM recruitment and selection tools based on the perceptions of other scholars. This was very beneficial for my research because the existing studies demonstrated how other researchers endeavor to gain trust from other scholars and access

their published articles. According to Harvey (2011), researchers must aim to earn trust from other people to find access to high-quality data and look at the findings gathered so that they gain better insights into the problem. Thus, I was able to gain access to the necessary data and explored the perceptions of other scholars regarding E-HRM recruitment and selection tools.

The acquisition of secondary data from existing studies was, however, not without study complications. The first complication experienced in the study entailed developing researchable keywords to retrieve relevant articles from the databases. I found this practice more challenging, but after reviewing other studies, I became familiar with the data collection process. I realized that developing keywords using the key concepts of the research topic assists in retrieving relevant articles. I also learned that conducting extensive research to find relevant studies related to the topic gave me an excellent opportunity to analyze specific primary forms of studies to get the perspectives of other scholars regarding the need for human resource personnel to invest in E-HRM recruitment and selection tools while hiring employees.

The second complication related to the study was that while at times, the data collection process was systematic, it was also stressful in terms of compiling related articles to find common phrases for theme development. Consequently, I learned the usefulness of being resilient in the research and maintaining my focus towards achieving the set objectives and aims of the study. Concurrently, I also acquired a wealth of knowledge on when to change the research approach, particularly when the selected method proves to be unsuitable. I learned that changing data collection procedures, especially from primary data to secondary data, was a good decision to save time and cost. I learned that placing less emphasis on primary data and holding interviews with the potential participants was necessary to complete the project within the specified time and to avoid the risks of contacting COVID-19.

I noticed that secondary data also contributes to addressing my study questions concerning the need for E-HRM recruitment and selection tools. I apprehended that using existing studies to discuss the topic under investigation requires dedication and enough time to provide adequate discussions. There were also some instances in which I realized that some researchers do not give much information as needed, which creates a literature gap. Based on the knowledge I acquired in my field of study (human resource management), I could discern that some studies lacked enough evidence to support the need for human resource personnel to use E-HRM recruitment and selection tools during their process to hire well-qualified employees from a pool of applicants. For instance, there was a lack of enough evidence to support the assertion that E-HRM recruitment and selection tools reduce the time and cost of hiring employees, as opposed to traditional methods like paperwork.

Overall, the research was rewarding to me as it introduced me to the iterative process. It was apparent to me that when conducting a study, not everything goes as expected. I noticed how important the flexibility and resilience of using existing studies in research. The COVID-19 pandemic helped me to re-strategize, prepare well, and take appropriate alternatives for my study. I was better prepared for the unexpected occurrences, which I perceived to have contributed significantly to completing my DBA project.

Having some background knowledge in the field of study assisted me in managing my research expectations better. Bourgeault, Dingwall, and De (2010) discussed that a researcher has the ability to get access to the necessary information based on personal characteristics. Therefore, with my ambitions and focus to complete the project well, I believe that the study was successful, mainly due to my ability to acquire a nuanced understanding of the E-HRM

recruitment and selection tools based on different scholars' perceptions have conducted a similar study.

After completing this study, I learned that some areas need further investigation to validate my research findings. I realized the need for further investigation using other research approaches and involvement of HRMs, organizational leaders, and other potential participants to get their perspective about the topic in question. I learned that involving human subjects is necessary to obtain primary or first-hand data that substantiate the findings of this secondary research and make meaningful conclusions on the need for HRMs to use the E-HRM recruitment and selection tools.

Conclusion

The findings attained in the study are useful for human resource professionals to improve their administrative tasks of recruiting and selecting competent employees. Based on the study findings, the E-recruitment and E-selection process enhances human resource professionals' flexibility to hire potential employees through online platforms. I found in my study that E-HRM recruitment and selection tools, including a web-based platform for advertisement, E-employee profile, E-performance appraisal tool, and an online test help HRMs to advertise job positions, recruit and select the best applicants. These tools allow for easier screening and filtering of potential employees, which help the HRMs to make final decisions on candidates to fill the available vacancies. It is also apparent that the E-HRM recruitment and selection tools enable the HRMs to choose employees with appropriate qualifications who will drive the organization to a higher level. E-recruitment and E-selection tools allow human resource professionals to select qualified employees that meet the organization's requirements and have the ability to improve

performance, profitability, and productivity levels. Consequently, HRMs could employ E-HRM recruitment and selection tools in their human resource activities.

E-HRM recruitment and selection tools are more effective in hiring well-qualified employees than traditional methods. Online platforms enable HRMs to prevent using traditional methods that lead to hiring the wrong or unqualified employees. It is increasingly apparent from the study's findings that online platforms allow recruiters to select potential employees without bias or favoritism. This indicates the efficiency of E-HRM recruitment and selection tools in enhancing proper selection and hiring employees with the necessary qualifications in accordance with organizational demands.

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