# Impact of e-recruitment strategies in enterprises of the Republic of Kosovo

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**3 authors:**

Blerim Dragusha
University of Prishtina
**6** PUBLICATIONS   **14** CITATIONS

Saso Josimovski
Ss. Cyril and Methodius University in Skopje
**36** PUBLICATIONS   **124** CITATIONS

Dimitar Jovevski
Ss. Cyril and Methodius University in Skopje
**15** PUBLICATIONS   **13** CITATIONS

# Impact of e-recruitment strategies in enterprises of the Republic of Kosovo

Blerim Dragusha, Saso Josimovski,
Dimitar Jovevski

**Abstract**

This research presents a general theoretical overview and empirical research on e-recruitment strategies in enterprises of the Republic of Kosovo and at the same time evaluates the effect of e-recruitment on the employment process.

The study mainly focused on data from the survey of 317 managers of different levels and owners of enterprises who are present or involved in the Strategic Human Resource Management process. These data argued for the increased potential of electronic recruitment for qualitative selection, competitive advantage and other benefits.

Electronic recruitment, although not an official part of recruitment, significantly enhanced the recruitment process and changed the nature of the current recruitment process. Deillon (2014) defines electronic recruitment as a new information technology tool for selecting one of the most important human resource resources. While Barber (1998) defines it as an activity to fill positions efficiently and effectively.

**Key words:** Electronic Recruitment; Human Resource Management; Strategic Management; ICTs;

MSc. Blerim DRAGUSHA, Dr.Sc. Saso JOSIMOVSKI,
Dr.Sc. Dimitar JOVEVSKI

### 1. Introduction

Recruitment is an integral part of strategic HR planning in enterprises. Human Resources Are the Creators of Competitive Advantages in enterprises (Porter 1985).

In the Republic of Kosovo the recruitment process is conducted using traditional recruitment methods but they are not sufficient to attract talented employees. The reasons are because traditional recruitment methods focus on a small active limited group of potential applicants and do not give the enterprise access to the much sought after passive candidate talent (Dutta, 2014; Khullar, Pandey & Read, 2017; Singh & Sharma, 2017).

Capabilities of employment centers are very limited to deal with a large number of registered unemployed from year to year. (Dragusha, B *et al*. 2019). Also the role of these centers in employment turns out to be very pale and therefore the trust in these centres is very small (Ukaj, M., & Dragusha, B. 2013). Electronic recruitment as a relatively new phenomenon of the modern recruitment process changed the nature of the recruitment process.

The digital world has brought a new dimension to recruitment. Internet innovation in Web 2.0 has changed the current recruitment process forever. This phenomenon is known as Electronic Recruitment.

Electronic recruitment significantly advanced the recruitment process, also known as online recruitment or internet recruitment.

It has enjoyed rapid and explosive growth since the late 1990s when the economy created high demand for skilled workers (Thomas & Ray 2000). It is a trend used in recruitment and an excellent method to reach potential job seekers quickly.

Electronic Recruitment has significantly improved the efficiency and effectiveness of recruitment, but the limitation is that it does not allow face-to-face communication.

It is a good technique for effective use of the internet, improves recruitment skills by enabling postings and job applications.

Dhamija (2012) says electronic recruiting revolutionizes the recruitment process"as the Internet acts as a link between the recruiter and the job seeker. It presents solutions for companies trying to find the ideal talent candidate for the job.

Prospective candidates must be prepared for the new era of electronic recruitment (Faliagka et al. 2012). They must have a LinkedIn profile to invest time in having a long list of candidates, they should also take part in the discussion on community sites or blogs can give them greater visibility and thus increase job offers.

## 2.    Literature Review

Electronic Recruitment is one of the most important HRM processes that is an effective solution for the right people at the right place and at the right time. It is not only a HRM function but it is very important for identifying and attracting potential employees (Barber 1998)

Electronic Recruitment has prompted companies to redesign the recruitment process and quickly move Human Resources to the Internet system that provides standardized frameworks for key personnel processes (Cullen 2001).

Recruiting Drivers as "Job Marketing" This means creating a virtuous recruitment environment to attract talented employees who offer competitive advantages (Maurer and Liu 2007).

The key advantages of e-Recruitment success are: low cost, efficiency and convenience for recruiters and job seekers (Gale, 2001; Miller 2001; Tomlinson 2002).

Electronic recruitment reduces the employment cycle from 90 days to 34 days (Gill, 2001). According to Forrester research (www.forrester.com) the average cost of hiring an employee over the internet is $ 183, while the average cost of hiring an Employee with Traditional Methods is $ 1383.

Electronic Recruitment saves time by quickly processing the redundancy of applicants, easier recruitment of qualified candidates, improves the image of the prospect, provides organizational information between the prospect and the applicant for vacancies, updates job data and applicant and there is an expansion of the geographical scope for applicants and applicants.

Edgley (1995) stated that the future of the recruitment industry is on the Internet. During 2003-2005, 94% of the largest companies in the world (Global 500) used the Internet to look for work. 90% of Britain's companies are now recruiting online (Cappelli 2001).

Experts face the challenges of Information Technology, providing data to applicants, with privacy, the importance of the Internet appeal to attract job seekers (Thompson et al. 2008).

"For many job seekers the internet is not yet the first option to use (Galanaki 2002).

One of the most negative consequences of electronic recruitment is the trade-off between quantity (growth) and quality (reduction of candidates) which can increase the cost and processing time (Pearce and Tuten 2001; Chapman and Webster 2003; Barber 2006).

Electronic Recruitment modifies social interactions which make it impossible for the applicant to present himself to the potential. (Stone *et al*. 2006)

Because of the broadband access offered by the Internet that overlaps with the position of the less qualified candidate, at the cost of losing those qualified, the higher rate of employee turnover. (Pin et al. 2001)

Smith and Rupp (2004) confirm these disadvantages in their studies of the managerial challenges of electronic recruitment as one employee may be interested in another position in another company which is easily accessible through the Internet.

## 3.   Purpose of the study

The purpose of this research is to explore the link between eRecruitment and Traditional recruitment methods. And the impact of Electronic Recruitment on recruitment processes. The way recruiters and job seekers are using eRecruitment for employment purposes.

Identify the mechanisms of the impact of electronic recruitment on the hiring process. The other purpose of this study is to investigate the relationship between the Electronic Recruitment Process and the Electronic Recruitment Strategy. The key question is how HR strategy affects the Electronic Recruitment Process.

Electronic Recruitment creates competitive advantages that are an integral part of the recruitment strategy. And especially our purpose of this study is to measure affects of e Recruitment on managers to use as a strategic tool for gaining or perceived competitive advantage. Identify the challenges and problems faced by Electronic Recruitment in Kosovo.

## 4. Methodology of study

Descriptive methods were used to explore theoretical information about the field of study. This method has advantages because methodology we use the narrative method compares primary data with secondary data (Saunders *et al*. 2009). Primary data are provided by questionnaires and interviews, while secondary information is used by various scientific libraries, scientific references of university libraries, and studies in this field. To describe and explain the reality of the recruitment process we used empirical and baseline analysis in the quantitative and qualitative data of the questionnaire responses.

The quantitative approach is concerned with generalizing the results from the sample group to the general population (Haefner *et al*. 1999). The techniques used in the quantitative paradigm are descriptive statistics (Dyer 1995). Descriptive statistics reduce a large amount of data with more meaningful information (Goodwin, 2008).

Hoskisson *et al* .(1999), .Ghauri & Gronhaug (2005) defined the quantitative method as a method that involves numerical analysis of data and enables statistical procedures to be used to answer research questions about the ratios and differences between the measured variables. But these statistical indicators cannot study the phenomena of the recruitment process without qualitative analysis. Maxwell (2005) states that the central elements of qualitative methods are research questions which must be in function of the purpose of the study.

### 4.1. Hypothesis

Kerlinger (1986) defines the hypothesis as a hypothetical statement of the relation between two or more variables. Cooper-Schindler (2014) defines any proposition that is formulated for empirical testing is called Hypothesis. The hypotheses presented in this research are based on specific constructs that have been formulated in accordance with the literature in this field. The Hypotheses test the Electronic Recruitment use by managers for perceiving competitive advantage; 1. E-Recruitment creates competitive advantage and facilitates HR managers to compile a recruitment strategy with job portals, wider choice of applicants, cost, time etc. 2. E-Recruitment is a strategic tool and techniques used by different age groups of managers.

## 5. Analysis and interpretation of results

The survey was conducted with 317 HR managers who lead and monitor the recruitment process in the organization. The first contact was conducted with one of the telephones in which we explained the purpose of the research, which was followed by direct interview and questionnaire completion.

In this research we use Likert Scales because they are more reliable and provide a larger volume of data. The first questions are of a demographic nature for HR managers such as age, gender, education, etc. Then, specific questions related to the purpose of the research are continued. Descriptive statistics are used at the beginning of the analysis phase in order to provide initial analysis, percentages, minimum, maximum, average sum and graphical representation.

In order to explain the descriptive statistics of each variable and to explain the survey explanatory analysis, separate sections of the questionnaire related to the research hypotheses are presented. Also, descriptive statistics have been used to check initial data for any alleged violation of statistical techniques used for hypothesis testing.

**Pearson chi-squared** test was used for testing hypothesis to determine the associative relations. The values of this test range from 0 to 1 and try to correct the chi-square ($x$) proportionally to $N$. This test is commonly used for 2x2 tables with nominal data. That's why, according to Hair et al. (2003) Chi-square test can also be applied to ordinary data. The formula for calculating the Phi (ф) test is as follows:

$$\phi = \sqrt{\frac{\Box^2}{N}}$$

Where, $\Box^2$=Chi-square and N=number of cases.

**Kruskal-Wallis** test was used for testing hypothesis to determine the significance of the difference found between quantitative data more than two variables as nonparametric test. According to Cooper & Schindler (2014), this test is a generalized version of the Mann Whitney U test and is used to determine whether there are statistically significant differences between two or more groups of independent variables. If the test results in

a value (*p*) that is equal to or less than 0.05, the result turns out to be significant and shows statistically significant differences between the categories. If the value (*p*) is greater than 0.05, there is no significant difference between the categories. The formula for calculating the Kruskal Wallis test is as follows:

$$H = \left[ \frac{12}{n(n+1)} \sum_{j=1}^{c} \frac{T_j^2}{n_j} \right] - 3(n+1)$$

Where:
*n = sum of sample sizes for all samples,*
*c = number of samples,*
*$T_j$ = sum of ranks in the jth sample,*
*$n_j$ = size of the jth sample.*

Firstly we presented demographic variables of different respondents, which are presented in the table below:

**Table 1:** Analysis of demographic data:

| Demographic data | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| **Age** | <=29 | 21 | 6.6 | 6.6 | 6.6 |
| | 30 - 39 | 110 | 34.7 | 34.7 | 41.3 |
| | 40 - 49 | 126 | 39.7 | 39.7 | 81.1 |
| | >=50 | 60 | 18.9 | 18.9 | 100.0 |
| | Total | 317 | 100.0 | 100.0 | |
| **Gender** | Male | 225 | 71.0 | 71.0 | 71.0 |
| | Female | 92 | 29.0 | 29.0 | 100.0 |
| | Total | 317 | 100.0 | 100.0 | |
| **Education** | High School | 44 | 13.9 | 13.9 | 13.9 |
| | Bachelor's Degree | 150 | 47.3 | 47.3 | 61.2 |
| | Master's Degree | 120 | 37.9 | 37.9 | 99.1 |
| | PhD Degree | 3 | 0.9 | 0.9 | 100.0 |
| | Total | 317 | 100.0 | 100.0 | |

| | | | | | |
|---|---|---|---|---|---|
| **Occupation** | Owner | 66 | 20.8 | 20.8 | 20.8 |
| | Senior-level Manager | 38 | 12.0 | 12.0 | 32.8 |
| | Middle-level Manager | 168 | 53.0 | 53.0 | 85.8 |
| | Low-level Manager | 45 | 14.2 | 14.2 | 100.0 |
| | Total | 317 | 100.0 | 100.0 | |

**Source**: Authors' calculation

Table 1. In this table we can conclude that out of 317 respondents were 29% females and 71% males, most of the respondents were in groups aged 40-49 in total 39.7%. Most educative level with bachelor's degree 150 or 47.3%, from managers of the frequency surveyed were Middle-level managers 168 or 53%.

**Table 2:** A view of the average age of the study participants

| | Valid N | Mean | Minimum | Maximum | Std.Dev. |
|---|---|---|---|---|---|
| **Age** | 317 | 41.8 | 21.0 | 64.0 | 9.028926 |

**Source**: Authors' calculation

Participants in the study by enterprise location are from the major cities of Kosovo, 27.4% from Prishtina to 7.2% to Mitrovica (Table 3).

**Table 3:** Distribution of study participants according location of enterprise (company)

| Region | Frequency | Percentage % | Valid Percentage % |
|---|---|---|---|
| Prishtina | 87 | 27.4 | 27.4 |
| Mitrovica | 23 | 7.2 | 7.2 |
| Peja | 42 | 13.2 | 13.2 |
| Prizren | 43 | 13.5 | 13.5 |
| Ferizaj | 39 | 12.3 | 12.3 |
| Gjilan | 46 | 14.5 | 14.5 |
| Gjakova | 37 | 11.7 | 11.7 |
| **Total** | 317 | 100.0 | 100.0 |

**Source**: Authors' calculation

Cross-tabulation techniques have also been used in this study as empirical data analysis techniques. The cross-tabulation is the first step in identifying the relationships between variables (Cooper & Schindler, 2014). The following are some illustrated diagrams for easy and quick understanding. Table 4. presents the position of respondents by size of enterprises, while Table 5. presents the position of respondents according to the sector operating the enterprises.

**Table 4:** Cross tabs: Enterprise size - Occupation

| | | | Occupation | | | | Total |
|---|---|---|---|---|---|---|---|
| | | | Owner | Senior Manager | Middle Manager | Low Manager | |
| Enterprise Size | Small Enterprise | Frequency | 20 | 9 | 51 | 12 | **92** |
| | | % | 21.7% | 9.7% | 55.4% | 13.0% | **100.0%** |
| | Medium Enterprise | Frequency | 44 | 28 | 112 | 31 | **215** |
| | | % | 20.4% | 13.0% | 52.0% | 14.4% | **100.0%** |
| | Large Enterprise | Frequency | 2 | 1 | 5 | 2 | **10** |
| | | % | 20.0% | 10.0% | 50.0% | 20.0% | **100.0%** |
| **Total** | | Frequency | 66 | 38 | 168 | 43 | **317** |
| | | % | **20.8%** | **11.9%** | **53.0%** | **14.2%** | **100.0%** |

**Source**: Authors' calculation

**Table 5**. Cross Tabs: Sector operates Enterprise – Occupation in Enterprise

| | | | Occupation | | | | Total |
|---|---|---|---|---|---|---|---|
| | | | Owner | Senior Manager | Middle Manager | Low Manager | |
| Sectors | Commerce | Frequency | 26 | 25 | 80 | 25 | **156** |
| | | % | 16.6% | 16.0% | 51.2% | 15.9% | **100.0%** |
| | Production | Frequency | 8 | 4 | 26 | 4 | **42** |
| | | % | 19.0% | 9.5% | 61.9% | 9.5% | **100.0%** |
| | Service | Frequency | 32 | 9 | 62 | 16 | **119** |
| | | % | 26.8% | 7.5% | 52.1% | 13.4% | **100.0%** |
| **Total** | | Frequency | 66 | 38 | 168 | 43 | **317** |
| | | % | **20.8**% | **11.9**% | **53.0%** | **14.1**% | **100.0%** |

**Source**: Authors' calculation

In table 6. and 7. The educational background of the respondents according to the size of the enterprises and the sector they operate is presented. It is noted that the majority of respondents from small enterprises had bachelor's degree (51.0%). Similarly, the results are similar for medium enterprises (46.5%). However, the majority of respondents from large enterprises has bachelor's degree (30.0%) and master's degree (50.0%).

**Table 6:** Cross Tabs: Enterprise Size - Education

| | | | Occupation | | | | Total |
|---|---|---|---|---|---|---|---|
| | | | **High School** | **Bachelor** | **Master** | **Doctorate** | |
| **Enterprise Size** | Small Enterprise | Frequency | 7 | 47 | 38 | 0 | **92** |
| | | % | 7.6% | 51.0% | 41.3% | 0.0% | **100.0%** |
| | Medium Enterprise | Frequency | 35 | 100 | 77 | 3 | **215** |
| | | % | 16.2% | 46.5% | 35.8% | 1.4% | **100.0%** |
| | Large Enterprise | Frequency | 2 | 3 | 5 | 0 | **10** |
| | | % | 20.0% | 30.0% | 50.0% | 0.0% | **100.0%** |
| **Total** | | Frequency | 44 | 150 | 120 | 3 | **317** |
| | | % | **13.8%** | **47.3%** | **37.8%** | **0.9%** | **100.0%** |

**Source**: Authors' calculation

There is almost no difference in the educational background of the respondents in the production, trade and service sectors. Excluding respondents form production sector with master's degree (23.8%).

**Table 7:** Cross Tabs: Sector of Enterprise - Education

| | | | Education | | | | Total |
|---|---|---|---|---|---|---|---|
| | | | **High School** | **Bachelor** | **Master** | **Doctorate** | |
| **Sectors** | Commerce | Frequency | 20 | 71 | 63 | 2 | **156** |
| | | % | 12.8% | 45.5% | 40.3% | 1.3% | **100.0%** |
| | Production | Frequency | 7 | 25 | 10 | 0 | **42** |
| | | % | 16.6% | 59.5% | 23.8% | 0.0% | **100.0%** |
| | Service | Frequency | 17 | 54 | 47 | 1 | **119** |
| | | % | 14.3% | 45.3% | 39.5% | 0.8% | **100.0%** |
| **Total** | | Frequency | 44 | 150 | 120 | 3 | **317** |
| | | % | **13.9**% | **47.3**% | **37.8**% | **0.9**% | **100.0%** |

**Source**: Authors' calculation

In table 8. Age groups of the respondents according to the use as a strategic tool for recruitment process: e-Recruitment, Company's Website used for recruiting, Job portals used for recruiting, Quality of applicants supplied through E-recruitment, Wider choice of candidates supplied through E-recruitment, Cost involved in recruiting and Time involved in recruiting.

**Table 8:** Age Groups in use of eRecruitment

| Age groups | e-Recruitment | | | Company's Website | | |
|---|---|---|---|---|---|---|
| | Means | N | Std. Dev. | Means | N | Std. Dev. |
| **<=29** | 3.222222 | 21 | 0.498145 | 3.563492 | 21 | 0.463909 |
| **30-39** | 3.339394 | 110 | 0.418682 | 3.583333 | 110 | 0.403065 |
| **40-49** | 3.318783 | 126 | 0.465245 | 3.546296 | 126 | 0.435451 |
| **>=50** | 3.302778 | 60 | 0.442016 | 3.527778 | 60 | 0.430878 |
| Age groups | Job portal | | | Quality of applicants | | |
| | Means | N | Std. Dev. | Means | N | Std. Dev. |
| **<=29** | 2.608059 | 21 | 0.293827 | 3.291005 | 21 | 0.305255 |
| **30-39** | 2.792308 | 110 | 0.265561 | 3.365657 | 110 | 0.340343 |
| **40-49** | 2.721612 | 126 | 0.285650 | 3.299824 | 126 | 0.351159 |
| **>=50** | 2.830769 | 60 | 0.270133 | 3.357407 | 60 | 0.344199 |
| Age groups | Wider choice of candidates | | | Cost involved | | |
| | Means | N | Std.Dev. | Means | N | Std.Dev. |
| **<=29** | 3.222222 | 21 | 0.170403 | 3.216931 | 21 | 0.377575 |

| 30-39 | 3.328485 | 110 | 0.275349 | 3.281818 | 110 | 0.321283 |
|---|---|---|---|---|---|---|
| 40-49 | 3.247090 | 126 | 0.251158 | 3.265432 | 126 | 0.348534 |
| >=50 | 3.217778 | 60 | 0.260628 | 3.201852 | 60 | 0.275597 |
| Age groups | Time involved | | | | | |
| | Means | N | Std. Dev. | | | |
| <=29 | 3.460317 | 21 | 0.376035 | - | | |
| 30-39 | 3.345455 | 110 | 0.420371 | | | |
| 40-49 | 3.306878 | 126 | 0.456271 | | | |
| >=50 | 3.386111 | 60 | 0.415667 | | | |

**Source**: Authors' calculation

**Table 8a:** Multiple Comparisons p values (2-tailed)

| | 1 - R:108.55 | 2 - R:171.22 | 3 - R:146.37 | 4 - R:180.77 |
|---|---|---|---|---|
| <=29 {1} | | **0.024510** | 0.479755 | **0.011312** |
| 30-39 {2} | **0.024510** | | 0.226391 | 1.000000 |
| 40-49 {3} | 0.479755 | 0.226391 | | 0.100437 |
| >=50 {4} | **0.011312** | 1.000000 | 0.100437 | |

**Source**: Authors' calculation

**Table 8b**: Multiple Comparisons p values (2-tailed)

| | 1 - R:135.31 | 2 - R:179.72 | 3 - R:152.02 | 4 - R:143.96 |
|---|---|---|---|---|
| <=29 {1} | | **0.046120** | 1.000000 | 1.000000 |
| 30-39 {2} | **0.046120** | | 0.123246 | 0.090258 |
| 40-49 {3} | 1.000000 | 0.123246 | | 1.000000 |
| >=50 {4} | 1.000000 | 0.090258 | 1.000000 | |

**Source**: Authors' calculation

We found difference between the age group for $p<0.05$ (H ( 3, N= 317) =14.20016 p =.0026), according to the Multiple Comparisons p values (2-tailed), the difference is due to the statistically significant difference between the age group <=29y versus age groups 30-39y and >=50 (table 8a.). There is statistical significant association between the age group and score (Chi-Square = = 10,93420 df = 3 p = ,0121) for Job portals used for recruiting in the process (table 8.). Also we found statistical significant difference between the age group for $p<0.05$ Kruskal-Wallis test: H ( 3, N= 317) =9.435695 p =.0240). According to the Multiple Comparisons p values (2-tailed),the difference is due to the statistically significant difference

between the age group <=29y versus age groups 30-39y and >=50 (table 8a.). There is statistical significant association between the age group and score (Chi-Square = 8,698048 df = 3 p = ,0336) for the Wider choice of candidates supplied through eRecruitment in the recruitment process (Table 8.).

We can conclude that there is statistical significance between age groups use of eRecruitment as strategic tool to perceived competitive advantage in the market. Also this results shows us younger generation of managers are more up to use new techniques and tools for recruitment process. The results shows that use of eRecruitment brings wider choice of candidates which means more options to find best one from big talent pool. Also according to results there is statistical significance of use Job portals where young managers sees as a inevitable part of eRecruitment.

## 6. Conclusion

HR management is a basic organizational function that makes an important contribution to achieving objectives not only in the recruitment process but in all spheres of human activities. The quality of the human capital, especially intellectual, is a key factor in achieving high quality results. With the globalization and development of Information Technology, the HR function gained more importance and strategic role in the recruitment process.

The international aspect of Human Resource Management has placed HRM in a strategic position and is a key element for the success of the organization. Strategic Human Resource Management is a current and future challenge for the Kosovo reality. Current HR practices and perceptions of HR functions have changed the dynamics of the recruitment process achievements.

After statistically analyzing the variables, participant's perception for electronic recruitment revealed that e eRecruitment practices have significant differences across respondent category (Age groups). There is a positive impact of eRecruitment on job portals and wider choice of applicants. The study also depicts that the importance of job portals, wider choice of applicants, cost and time involved in the process has an important impact among respondent age group category. Following conclusions can be drawn from the analysis of data presented in the study.

The competitive advantages offered by eRecruitment made it possible for HRM to plan a Recruitment Strategy which significantly enhanced the recruitment process. Enterprises are aiming to achieve competitive advantage in the market through people, so the key question in the field of strategic human resource management is how do firms achieve and maintain competitive advantage in the market? (Rumelt et al. 1994). The main purpose of this paper was to explore whether competitive advantage can be achieved through the use of Social Networks in the strategic management of human resources, which is presented in a conceptual framework that has not been elaborated and adapted before. This goal was achieved through data collection in Kosovo enterprises (n = 317).

## 7.   Recommendation

In this study we attempted to explain the current situation of Electronic Recruitment in the Republic of Kosovo and the advancement of this important Human Resources segment. Although Electronic Recruitment is not an official part of the recruitment process, the quality of information and its importance are felt in this process. Proper research in this field in Kosovo is lacking, so we are based on scientific literature in the World, making it realistic and observational in the business environment in Kosovo.

We are convinced that Electronic Recruitment improves and enhances the hiring process. In this research we conclude that Electronic Recruitment has an impact on competitive advantage. We conclude that the Electronic Recruitment Strategy is an integral part of Human Resource Management in Enterprises and is of particular importance to the Employment Process.

We recommend young enthusiastic scientists to continue researching the impact of Electronic Recruitment on the employment process in a larger sample and over a longer period. Based on the results on this research we recommend exploiting and applying more traditional recruitment methods. Give importance to human resources management departments. Apply new technologies during the recruitment process. Utilize the high capacity and power of eRecruitment in the field of strategic human resource management, especially in the recruitment process.

Based on the results of this study we recommend: to explore the power of social networks in the field of strategic HRM and their impact on the

recruitment process; deepening research on Electronic Recruitment, Strategic Recruitment and Traditional Recruitment.

We recommend young researchers to start exploring block chain technology that is expected to have a major impact on the Recruitment Process in the future, simplifying communication and data management, and so on.

The research only covers enterprises in Kosovo. It is suggested that such a study be done elsewhere. In addition, it would be useful to examine not only the small, medium and large size organizations as we have in this study, but other levels like public and private organizations.

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