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**ANALYSIS OF RECRUITMENT PROCESS BY DIGITAL MEDIA AND
SOCIAL NETWORKING IN INTERNATIONAL COMPANIES IN LATIN
AMERICA AND THE EFFECTS ON THEIR FINANCIAL PERFORMANCE**

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DEDICATION

To my father, Carlos, whose example has taught me that no goal is unattainable.

To my mother, Marcela, who has taught me that personal values and principles are worth more than anything.

To my brother, Carlos, and my sister, María Emilia, who have been my lifetime partners.

To my grandparents, who represent my daily inspiration.

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To my friends, the ones who have always been there for me.

GENERAL INDEX

I.	THEME	1
II.	ABSTRACT	1
III.	RESUMEN	2
IV.	RÉSUMÉ	3
V.	ZUSAMMENFASSUNG	4
VI.	INTRODUCTION	5
CHAPTER I		
RECRUITING THROUGH DIGITAL MEDIA AND SOCIAL NETWORKS		10
1.1.	Evolution of online recruitment worldwide	10
1.1.1.	Evolution of traditional recruitment to online recruitment	10
1.1.2.	The Web 2.0 and the new consumer behavior	16
1.1.3.	Competitive advantages of e-recruitment	19
1.2.	Recruitment through webpages	21
1.2.1.	Recruitment websites and job search engines	21
1.2.2.	Recruiting through companies' webpages	24
1.2.3.	Contrasting information with traditional methods	25
1.3.	Recruitment through social networks	26
1.3.1.	LinkedIn as a professional social network	27
1.3.2.	Facebook as the primary social network	28
1.3.3.	Secondary sources for online recruitment	30
CHAPTER II		
E-RECRUITMENT PROCESS FROM THE CORPORATE AND INDIVIDUAL PERCEPTION		33
2.1.	E-Recruitment as strategic Human Resources Management	33
2.1.1.	Standardization and Processes Automation	33
2.1.2.	E-Recruitment as a Branding Strategy	37
2.1.3.	E-Recruitment strategic advantage: Passive Candidates	40
2.2.	Organizational approaches	42
2.2.1.	Rational methods of recruitment: online tests – gamification	43
2.2.2.	Economic and psychoanalytic elements on candidates' consumer behavior	44
2.2.3.	Social Networking as a recruitment tool	46
2.2.4.	Efficient administration and strategic employment process	47
2.2.5.	Key Performance Indicators for E-Recruitment (KPIs)	49
2.2.6.	E-Recruitment effects on financial performance	51
2.3.	Individuals' perceptions as direct consumers	53
2.3.1.	Social validity and acceptance of online recruitment	54
2.3.2.	Access to Internet and technological devices	57
CHAPTER III		
INTERNATIONAL COMPANIES IN LATIN AMERICA APPLYING E-RECRUITMENT		61
3.1.	Recruitment companies in Latin America: General Overview	61

3.1.1.	North America	61
3.1.2.	Central America	63
3.1.3.	South America	65
3.1.3.1.	Ecuadorian case study	68
3.2.	Mexico as pioneer of E-Recruitment on the region	71
3.2.1.	Top 5 Recruitment Companies using E-Recruitment	72
3.2.2.	Consumer behavior on Mexico towards E-Recruitment	75
3.2.3.	E-Recruitment trends on Mexico	77
3.3.	Case Study: Talenteca as an E-Recruitment Company on Mexico	79
3.3.1.	Company's overview	79
3.3.2.	Recruitment processes: two end services	82
3.3.3.	Co-funder's perspective	85
3.3.4.	Comparative analysis of Talenteca's financial performance	87
VII.	ANALYSIS	91
VIII.	CONCLUSIONS	95
IX.	RECOMMENDATIONS	99
	REFERENCE LIST	101

FIGURES INDEX

Figure 1:	Staff sourcing process	11
Figure 2:	Summarization of traditional recruitment process	13
Figure 3:	Factors influencing the decision-making process in an information-based marketplace	17
Figure 4:	Theoretical framework for candidate attraction	23
Figure 5:	System architecture	36
Figure 6:	Passive candidates' recruitment pool	41
Figure 7:	Social validity of selection situations	54
Figure 8:	Factors that influence individual and organizational outcomes of using E-HR systems	55
Figure 9:	Technology usage rates increasing in emerging economies	57
Figure 10:	Internet users predominate across regions	58
Figure 11:	Internet users in emerging world: social networks	59
Figure 12:	Internet users in emerging world: smartphones	59
Figure 13:	Social networks' penetration in Latin American countries on 2017	66
Figure 14:	Best recruitment and selection practices: process diagram	81

GRAPHICS INDEX

Graphic 1: LinkedIn growth worldwide from 2011 to 2018	27
Graphic 2: Facebook growth worldwide from 2011 to 2018	29

TABLES INDEX

Table 1: KPIs for E-Recruitment	49
Table 2: KPIs: Mexican Online Job Boards	63
Table 3: KPIs: South American Online Job Boards	65
Table 4: KPIs: Central American Online Job Boards	67
Table 5: KPIs: Ecuadorian Case	69
Table 6: KPIs: Talenteca and the Mexican Market	87

I. THEME

ANALYSIS OF RECRUITMENT PROCESS BY DIGITAL MEDIA AND SOCIAL NETWORKING IN INTERNATIONAL COMPANIES IN LATIN AMERICA AND THE EFFECTS ON THEIR FINANCIAL PERFORMANCE

II. ABSTRACT

Recruitment processes play a particularly important role on Human Resource Management and on the overall business planning. Its main objective is to find and attract suitable and potential talent based on the company's needs and requirements. With the use of informatics tools and electronic resources, recruitment processes have evolved into faster, simpler, more accessible, and more efficient mechanisms for candidates' search. Consequently, recruiters have developed several alternatives of online procedures, having webpages, job boards, and social networks as the main channels. With all this, companies are able to develop strategic and competitive Human Resource Management, obtaining advantages such as reaching a wider audience, reducing costs, and even promoting employer branding. Even so, companies are not the sole beneficiaries of the implementation of e-recruitment systems, but individuals as job seekers obtain substantial advantages, making it extremely relevant to understand consumer behavior so as to determine what elements influence it. Concerning the Latin American region, e-recruitment represents an opportunity and great potential for international companies to develop online strategic procedures regarding Human Resource Management. Therefore, the present research is based on four theoretic frameworks that involve all the necessary elements for its development, being these Web 2.0 Theory, E-Recruitment as part of a Human Resource Theory, Economic and Psychoanalytic Consumer Behavior Theories. In this way, it is centered on demonstrating the impact of e-recruitment on international companies and consumers through a descriptive and exploratory methodology, taking into consideration theoretical and empiric elements.

Key words: e-recruitment, social networks, Internet, consumer behavior, job seekers.

III. RESUMEN

Los procesos de reclutamiento juegan un rol particularmente importante en el manejo de Recursos Humanos y en la planificación general de negocio. Su principal objetivo es encontrar y atraer talento potencial y adecuado basado en las necesidades y requerimientos de la empresa. Con el uso de herramientas informáticas y recursos electrónicos, los procesos de reclutamiento han evolucionado en mecanismos de búsqueda de candidatos más rápidos, simples, accesibles y eficientes. En consecuencia, los reclutadores han desarrollado diferentes alternativas de procedimientos en línea, siendo las páginas web, bolsas de trabajo, y redes sociales los canales principales. Con todo esto, las empresas son capaces de ejecutar una administración de recursos humanos más estratégica y competitiva, obteniendo beneficios como alcanzar una mayor audiencia, reducir costos e incluso promocionar la marca del empleador. Aun así, las empresas no son los únicos beneficiarios de la implementación de sistemas de reclutamiento en línea. Los individuos, como buscadores de empleo, reciben ventajas substanciales, convirtiendo en una necesidad el entender el comportamiento del consumidor para determinar los elementos que lo influyen. En relación a la región latinoamericana, el reclutamiento en línea representa una oportunidad y un gran potencial para las empresas internacionales para desarrollar procesos de recursos humanos estratégicos en línea. Por lo tanto, la presente investigación se basa en cuatro fundamentos teóricos que incluyen todos los elementos para su desarrollo, siendo estos la Teoría de la Web 2.0, Reclutamiento Electrónico como parte de una Teoría de Recursos Humanos, y las Teorías Económicas y Psicoanalíticas del Comportamiento del Consumidor. De esta forma, se centra en demostrar el impacto del reclutamiento por internet en las empresas internacionales y los consumidores a través de una metodología descriptiva y exploratoria, tomando en cuenta elementos teóricos y empíricos.

Palabras clave: reclutamiento en línea, redes sociales, internet, comportamiento del consumidor, buscadores de trabajo.

IV. RÉSUMÉ

Les processus de recrutement jouent un rôle particulièrement important dans la gestion des ressources humaines et la planification globale des activités. Son objectif principal est de trouver et d'attirer des talents appropriés et potentiels en fonction des besoins et des exigences de l'entreprise. Grâce à l'utilisation d'outils informatiques et de ressources électroniques, les processus de recrutement ont évolué vers des mécanismes plus rapides, plus simples, plus accessibles et plus efficaces pour la recherche des candidats. Par conséquent, les recruteurs ont développé plusieurs alternatives de procédures en ligne, ayant comme principaux canaux les pages Web, les sites d'emploi et les réseaux sociaux. Avec tout cela, les entreprises sont en mesure de développer une gestion stratégique et compétitive des ressources humaines, en obtenant des avantages tels que toucher un public plus large, réduire les coûts et même promouvoir l'image de marque de l'employeur. Même ainsi, les entreprises ne sont pas les seules bénéficiaires de la mise en œuvre des systèmes de recrutement électronique, mais les individus en tant que demandeurs d'emploi obtiennent des avantages substantiels, ce qui les rend extrêmement pertinents pour comprendre les comportements des consommateurs. En ce qui concerne la région de l'Amérique Latine, le recrutement électronique représente une opportunité et un grand potentiel pour les entreprises internationales de développer des procédures stratégiques en ligne concernant la gestion des ressources humaines. Par conséquent, la présente recherche est basée sur quatre cadres théoriques qui impliquent tous les éléments nécessaires à son développement, à savoir la théorie du Web 2.0, le recrutement électronique dans le cadre d'une théorie des ressources humaines, les théories du comportement économique et psychanalytique. De cette manière, il est centré sur la démonstration de l'impact du recrutement électronique sur les entreprises internationales et les consommateurs à travers une méthodologie descriptive et exploratoire, prenant en compte des éléments théoriques et empiriques.

Mots clés: recrutement électronique, réseaux sociaux, Internet, comportement du consommateur, demandeurs d'emploi.

V. ZUSAMMENFASSUNG

Rekrutierungsprozesse spielen eine besonders wichtige Rolle im Personalmanagement und in der gesamten Geschäftsplanung. Ihr Hauptziel ist es, geeignete und potenzielle Talente zu finden und anzuziehen, die auf den Bedürfnissen und Anforderungen des Unternehmens basieren. Durch den Einsatz von Informatik-Tools und elektronischen Ressourcen haben sich Rekrutierungsprozesse zu schnelleren, einfacheren, leichter zugänglichen und effizienteren Mechanismen für die Suche von Kandidaten entwickelt. Folglich haben Personalvermittler mehrere Alternativen für Online-Verfahren entwickelt, bei denen Webseiten, Stellenbörsen und soziale Netzwerke die Hauptkanäle sind. Mit all dem können Unternehmen ein strategisches und wettbewerbsfähiges Human Resource Management entwickeln, das Vorteile wie ein breiteres Publikum erreicht, Kosten reduziert und sogar das Employer Branding fördert. Dennoch sind Unternehmen nicht die einzigen Nutznießer der Einführung von E-Recruiting-Systemen, sondern Einzelpersonen als Arbeitssuchende erhalten wesentliche Vorteile, so dass es äußerst wichtig ist, das Verbraucherverhalten zu verstehen, um festzustellen, welche Elemente es beeinflussen. In Bezug auf die lateinamerikanische Region bietet E-Recruitment eine Chance und ein großes Potenzial für internationale Unternehmen, strategische Online-Verfahren für das Personalmanagement zu entwickeln. Daher basiert die vorliegende Forschung auf vier theoretischen Rahmen, die alle notwendigen Elemente für ihre Entwicklung beinhalten, wobei diese Web 2.0 Theorie, E-Rekrutierung als Teil einer Human Ressourcentheorie, Ökonomische und Psychoanalytische Konsumentenverhaltenstheorien sind. Auf diese Weise wird der Einfluss der E-Rekrutierung auf internationale Unternehmen und Verbraucher durch eine deskriptive und explorative Methodik unter Berücksichtigung theoretischer und empirischer Elemente demonstriert.

Schlüsselwörter: E-Recruitment, soziale Netzwerke, Internet, Konsumentenverhalten, Arbeitssuchende.

VI. INTRODUCTION

Technological advances have been substantially developed since the appearance and expansion of the Internet. Online tools and resources have become the main communication means since it provides the possibility of reaching an audience directly in a simple and fast way. With the evolution of the Internet to the Web 2.0 and more people accessing to it, users can utilize it not only to access a variety of sources, but also to share information as a “common generated content” through new electronic and informatics tools. Consequently, the Internet has become an interactive source among users as well as a strategic tool that can be applied by companies so as to become more competitive and profitable, and thus, successful.

On the one hand, from an organizational standpoint, companies have been able to carry out a variety of procedures with the use of the Internet. Specifically on the Human Resource area, E-Recruitment has been one of the most relevant advances and has achieved several improvements. Among these, companies can diffuse vacancies and job positions along with requirements, attract a wide-ranging amount of candidates, ease the entire recruitment process reducing time and costs on reception, pre-screening, and ranking, and even promote the enterprise and improve employer branding. All these elements are directly related to corporative financial performance, which refers to organizational and operative measurement reflected on monetary terms. These results are presented in terms of increased productivity, reduced costs, added value, etc.

Furthermore, it is necessary to state that social networks, as a new electronic tool, increases substantially the opportunities and advantages regarding e-recruitment. Within the last decade, the use of Social Network Sites (SNS) worldwide, and specifically in Latin America, has increased significantly, having a large percentage of the population accessing and using them every day. The potential that SNS have concerning e-recruitment does not only rely on the augmentation of users, but also on all the options that these provide to users, either recruiters or job seekers. With the utilization of SNS as a means to scope and attract an audience, organizations benefit from the outreach and lower costs considerably, whereas users take advantage of direct and accessible information permanently.

On the other hand, from an individual perspective, job seekers have adapted to current technological trends, and hence, benefited from online recruitment processes. This has been possible due to consumer behavior changes, based on trends influencing processes, as well as global and cultural aspects. A wide acceptance and social validity to online procedures is increasingly significant to the development of new recruitment strategies. Therefore, understanding consumer behavior towards this mechanism is essential so as to achieve competitiveness within the market. In order to accomplish this, enterprises need to adjust recruitment processes to global tendencies, technological advances, and variations on customers' conduct. As a result, international companies can turn system improvement and innovation into fundamental elements to be taken into consideration.

Throughout the Latin American region, e-recruitment is not something new. Even if companies on the continent started to implement these advances after other countries, it still poses important and interesting elements to be analyzed, such as context, global organizational influence, and cultural consumer background, among others. All these elements are necessary to understand performance, opportunities, and challenges, as well as consumer behavior and trends, which clearly lead to a better participation on the market. In fact, the Latin American region presents a significant potential concerning the implementation of online tools on business activities and procedures. Specifically referring to recruitment, online tools contribute to organizational growth, individual opportunities, and cultural understating, directly influencing on the region's development and facilitating it to succeed worldwide.

In an overall approach, all the previously mentioned elements play a central role when developing recruitment and business plans. Every factor influencing the execution of e-recruitment and its social acceptance and use is continuously changing. Companies and users are permanently and indirectly required to adapt to current and new trends. Moreover, enterprises are in need of planning and carrying out new strategies that differentiate them from competitors, at the national or even international levels. For both, the well-established and developing companies in the Latin American scenario, it is extremely necessary

to consider e-recruitment as part of Human Resource Management, taking into account the great potential that the entire region has concerning online processes.

Taking all these elements into consideration, the present research will try to prove the hypothesis that states that the new technological tools such as digital media and social networks would influence the online recruitment process in international companies in Latin America which would determine positive effects on their financial performance and on the candidates' consumer behavior. Moreover, in order to demonstrate and evidence the hypothesis, one general and three specific objectives have been established. The general one aims to analyze the applicability and impact of digital media and social networks on the company's real recruitment process in Latin America in the last decade. The specific objectives center on three precise concerns. The first one intends to identify the actual recruitment process in the international companies in Latin America and its evolution within the last decade. The second one proposes to define the main tendencies regarding e-recruitment in Latin America and establish the principal strategies for its development. Lastly, the third objective addresses the relation between e-recruitment processes with the effectiveness of international companies' financial performance and the new consumer behavior.

In order to accomplish this, the present research is based on a descriptive and exploratory type of investigation, focusing on different elements and variables to be analyzed. This methodology allows the identification of the most relevant and significant elements surrounding the development of e-recruitment. Likewise, the development and analysis will be done based not only on information gathered from formal sources, but also from an investigative process. It will be centered on collecting information from certain international companies with presence in the region, especially from one specific enterprise developing in the recruitment market in a Latin American country. In fact, it is centered on theoretical and empiric foundations that will determine all elements and concepts that can be applied or are related to real business cases. In this way, it is possible to link them with the information obtained from other investigative sources. All this will be applied based on the spatial and time delimitation. The former centers on the Latin American region, intending to measure the impact and relevance that e-recruitment has had along the entire region. The latter specifies that the selected

period of time corresponds to the last decade, from 2007 until 2017, since most of the advances and development of Internet and Social Networks correspond to the last decade.

It is important to mention that all the gathered information does not only refer to current data or the region's situation. In fact, in order to distinguish all the concepts and elements related to the topic and understand how those are applied on real cases, four theories conforming the academic framework have been chosen due to their relevance to the present research. The first one corresponds to Web 2.0 Theory. This one explains the evolution of the Internet from its initial phase to the Web 2.0, which centers on a concept of online resources as a user generated content source, and not just as a search tool anymore. Furthermore, it identifies the new tools and tendencies regarding the use of Internet. It sustains that users are active actors who permanently contribute to the development and growth of the Web, since nowadays it is possible to share all types of information through the many existing online means. Complementing it, E-recruitment as part of a Human Resources Theory explains the impact and influence that electronic and online tools have on recruitment processes, posing a great opportunity for companies to develop. In addition, this theory analyzes the benefits that e-recruitment provides to the organization; for instance, lower costs, wider audience, easier, faster, and automatized processes, among many others.

The third and fourth theories are related, since both explain consumer behavior from different, but complementing, perspectives. The Economic Consumer Behavior Theory sustains that consumers have interdependent roles and mostly define their decision-making process based on already established criteria. These factors influencing the decision are related to fixed needs and preferences, sometimes influenced by society, but always individually determined. Indeed, this theory affirms that the sole objective of any action from consumers is based on rationality and the available options on the market, always looking to maximize the selected option's utility and value. Complementary to this, the Psychoanalytic Consumer Behavior Theory upholds that several factors influence on consumers' actions, such as biological and social demands, preconscious and unconscious thoughts, identity, and emotions. Additionally, it tries to establish certain features and patterns that might help understand consumer

behavior of an entire population, since individuals actions are not precisely based only on rational choices, but a few factors can influence an illogical behavior.

The present research has been stated this way, due to the relevance that the Internet has nowadays, either at individual or organizational levels. The growth and use of online tools and the instant and direct access to the Internet and Social Networks poses a challenge, but mostly an opportunity. Executing online recruitment processes denotes the importance of relating technological advances with human resource management and general business planning. This is due to the fact that companies need to constantly adapt and take advantage of every resource available so as to remain competitive. In the same way, since this research is centered in the Latin American region, it denotes the importance of studying and analyzing the impact of Internet, human resource procedures, and general business performance in developing countries. In this sense, the present research does not only represent significant contributions at a contextual or professional level, but also denotes academic relevance. Specifically to the Multilingual School of International Business and International Relations, this dissertation is relevant due to the fact that it allows the understanding of international companies' performance regarding managerial and administrative procedures. In addition, it indicates the fact that business management requires an integrated understanding of overall actions, decisions, and cultural features.

Therefore, the present dissertation will be developed considering all the previous elements. On its first section, information concerning the Web 2.0 and its evolution will be explained, so as to continue with its influence on different recruitment mechanisms such as webpages, job boards, and social networks. Subsequently, e-recruitment as strategic human resource management will be studied, including certain organizational strategies and approaches, as well as the individual standpoint, mostly involving consumer behavior. Moreover, the effects on corporative financial performance will be explained. The third section will be analyzed based on the general regional context, focusing on the Mexican market and specifically on the company Talenteca, in order to relate the previous information to real cases. Finally, an overall analysis of the results, conclusions, and recommendations will be presented, as well as existing limitations and challenges regarding this topic.

CHAPTER I RECRUITING THROUGH DIGITAL MEDIA AND SOCIAL NETWORKS

1.1. Evolution of online recruitment worldwide

Recruitment is one of essential process in the Human Resources Management. It emphasizes on attracting, finding, evaluating and opting for the best candidate based on the institutional and organizational interests, as well as the decision of every applicant. Throughout time, as any other process, it has evolved and adapted to new tendencies. Lately, it has been modified focusing on the electronic and technological trends, defining the transformation from traditional methods to online processes due to the apparition and thorough acceptance and usage of the Web. As mentioned by Miles and Snow (1984), recruitment determines a functional role in order to select the best possible applicants for the job, improving the enterprise's productivity. Therefore, with the application of online tools throughout the last decade, e-recruitment has become a strategic mechanism and process that will allow the company to turn into even a more competitive element (Miles & Snow, 1984: 44-49).

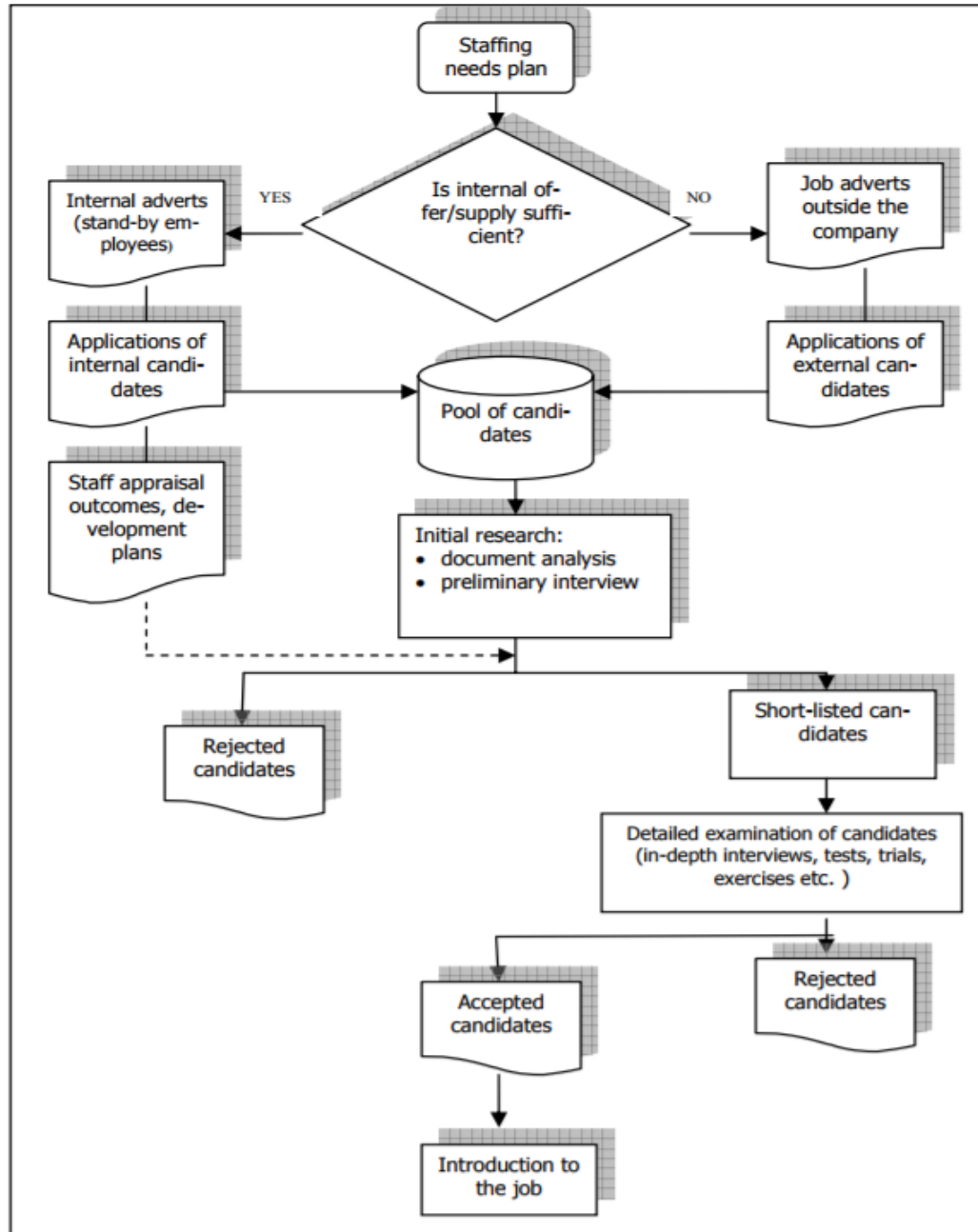
Taking into consideration this background information, the following section will introduce concepts regarding recruitment, the transition from traditional methods to online ones including their main differences and advantages. Furthermore, the concept of Web 2.0 will be developed so to explain the growth of e-recruitment and how it has significantly influenced and altered consumer behavior towards recruitment mechanisms executed through the web. Subsequently, the competitive advantages of e-recruitment will be explained, denoting the benefits and results achievable with the application of online processes when recruiting.

1.1.1. Evolution of traditional recruitment to online recruitment

Recruitment processes have been defined in different ways by several authors. Some of these definitions might be more accurate or developed than others. Nevertheless, taking into consideration Richardson (2012) and Sills' (2014) descriptions, it is possible to affirm that recruitment involves a process in search of prospective candidates who might be willing to join the enterprise. This

is possible once the company and individuals have opted for one another based on their own personal and corporative interests (Richardson, 2012: 2-3).

FIGURE 1
STAFF SOURCING PROCESS



Source: Palonka & Porebska, 2013.
Elaboration: Palonka & Porebska, 2013.

This can be summarized with the application of the candidate and the planning and forecasting by the company, in order to fulfil the enterprise's needs and expectations within the available resources, as well as the individuals' outlooks. All this, with the objective of becoming more competitive, must be achieved by a thorough process, in which the company determines the necessities,

diffuses the information reaching the most desirable candidates and, eventually chooses the best one for the position (Sills, 2014: 8).

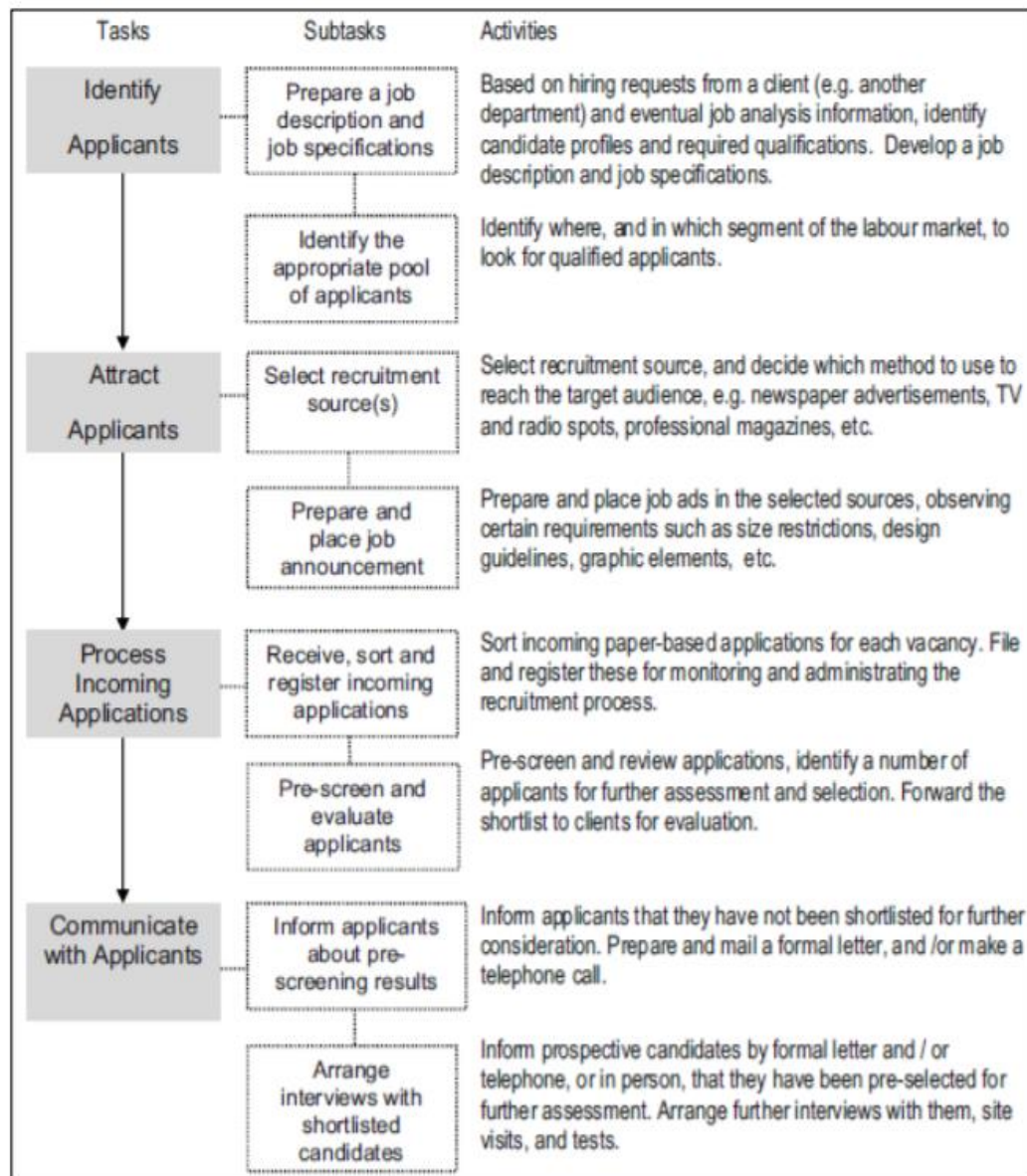
In a more synthesized explanation, recruitment is the process that allows companies to identify, choose and attract talent to it (Sills, 2014: 8). As well as any other process, Human Resources Management, specifically recruitment, has also evolved and adapted to new tendencies and resources. Traditional recruitment has been partially substituted by E-recruitment, which allows companies to reach a wider audience, reduce costs and accelerate the process. However, in order to understand this evolution, it is necessary to know the fundamental elements of traditional recruitment. Any recruitment process is based on staff necessities and an organizational planning. Applications from several candidates provide the main selection source, which can be evaluated based on the required documentation, as Figure 1 shows (Palonka & Porebska, 2013).

In fact, as presented on Figure 1, any recruitment process is based on a staffing plan which presents the current needs of the company. When needs cannot be met with the internal elements of the company, then recruitment must be carried out. Enterprises advertise on external means and interested candidates apply with the necessary documentation. Once obtained the applications, the Human Resource Department analyses and evaluates the pool of candidates, having a pre-selection as a result. With this, companies are able to execute more specific procedures, such as tests, interviews, etc. to the final candidates. Consequently, the recruitment process is over, leading to the selection of candidates and subsequently to the introduction to the company. This process can vary depending on the selected means, either traditional or online ones. Nevertheless, recruitment procedures are based mostly on these phases, including needs' identification, advertisement, candidates' applications, pre-screening, and pre-selection.

According to Anna Holm's summarization of traditional recruitment (2012), as seen in Figure 2, it is divided into four main tasks, each one comprising several subtasks and activities that will lead to the fulfillment of the process. The first step from the traditional recruitment process focuses on the identification of applicants, referring specifically to requirements and specifications of the vacant job. As a second step, she explains attracting candidates through the massive diffusion of information using the most effective means, such as newspapers,

media spots, and public advertisement, among others. Once these two phases have been carried out, the third step must be applied. It refers to processing all the applications received, by registering, pre-screening and evaluating the postulations. Lastly, communication with the pre-selected candidates is the fourth stage, which allows the company to contact the applicants and proceed with further steps, such as interviews (Holm, 2012: 9).

FIGURE 2
SUMMARIZATION OF TRADITIONAL RECRUITMENT PROCESS



Source: Holm, 2012.
Elaboration: Holm, 2012.

Specifically referring to Figure 2, it is necessary that the four tasks embrace certain activities that can assure the efficient execution of each phase.

The identification of applicants must not only focus on detecting the requirements and specifications, but these requisites ought to be clearly described so applicants are completely aware of the desired qualifications. Moreover, it is imperative that the market segment is recognized so suitable candidates are selected from the proper recruitment pool. Concerning the second task, it is important that companies select the appropriate advertisement sources, so the information can be visible enough and available for candidates. In this way, announcements must meet the requested specifications depending on the selected means, as well as including appealing features so as to attract candidates. Regarding the third task, it is important that the Human Resource Department receives, tracks, and files all applications, so the pre-screening and review can be carried out easily. In addition, these procedures help managing and monitoring all recruitment processes, as well as backing up the documentation. Last of all, communication with applicants must include not only pre-selected ones so as to proceed with the following steps, but also with the rejected ones, letting them know that their applications have not reached the desired qualifications. It is important to remark that these steps apply for traditional recruitment processes, entailing not only specific phases but also resources and mechanisms.

Even if traditional methods have been the most popular means to find candidates, companies have adapted to new technology and tendencies in order to become more competitive. With the appearance and implementation of the Internet during the last decade, online processes have acquired a much more relevant role in the development of a company. Referring specifically to recruitment, as Kapse (2012) explains, E-recruitment does not only provide companies a new and innovative tool, but it also reduces costs, reaches a wider amount of applicants and more desirable candidates, and makes the process faster (Kapse, Patil & Patil, 2012).

On the one hand, Piotrowski and Armstrong (2006) affirmed that a decade ago, most companies used mainly traditional methods, having only an approximated 10% of corporative institutions that applied and effectively trusted online processes. Nevertheless, almost 90% of companies had considered e-recruitment as an option for the future (Piotrowski & Armstrong, 2006: 491-492). On the other hand, Singh (2017) explains that with the employment of electronic

resources more companies are shifting to e-recruitment instead of traditional methods. She emphasizes on the use of technological devices, especially on smartphones and computers, remarking that these may reach a richer and friendlier process for both, the company and the candidates (Singh, 2017: 57).

Moreover, other authors, such as Boscai (2017), mention that 92% of organizations have already applied or have been considering to apply electronic means, such as social media, for recruiting since 2012. He also states that e-recruitment developed in a reduced time, in which its main success does not only rely on the amount of institutions diffusing information and vacancies online, but mainly on the amount of people searching for jobs on the web. (Boscai, 2017: 162).

Indeed, E-recruitment has achieved such a rapid and wide success, due to the main use of technology, particularly the Web. This process is characterized as the procedure of advertising jobs information and drawing candidates to apply through online sources, such as the Internet (Sills, 2014: 12). Furthermore, as Kumudha (2014) affirms, E-Recruitment has several advantages as a Human Resources process, due to the fact that it has no physical or time limits since the Internet is always available and it allows the institution to identify the best profiles with the use of a pre-established system (Kumudha, 2014: 29).

In brief, the transition from traditional methods to online ones concerning recruitment pose a significant advance for Human Resource Management, since it provides companies with a wide-ranging amount of new tools. E-recruitment is no longer an alternative for talent search processes, but it is nowadays an essential mechanism that companies must adapt to in order to remain competitive on the market. And organizations are not the only ones required to adapt to this new trend. Individuals must keep updated to new technological tools and advances so they can access more and better opportunities concerning the labor market. Online recruitment allows companies and job seekers to access to several possibilities and options at international levels, leaving aside limitations existing for traditional means.

1.1.2. The Web 2.0 and the new consumer behavior

Electronic technologies have evolved during the last two decades into a new concept in which the Internet is no longer only a source of information, but it has become a “user generated content” tool. It has transformed itself into a more interactive, collaborative, and wide-ranging means (Donelan M. et al, 2010: 222). Complementary to this, the Web 2.0 allows any kind of user to find almost any type of information on the Internet. In addition, it allows users to permanently contribute in the generation of new and varied content that can be accessed globally. Moreover, an important feature of the Web 2.0 is the continuous development of business models that it allows, besides the sharing of information (Leadbeater, 2009: 29-30). Likewise, the expansion of social networks has allowed companies to develop them into a mechanism of mass diffusion and easy tracking for substantially low costs compared to traditional methods applied previous to the evolution of the Web 2.0 (Weise, 2011: 53-54).

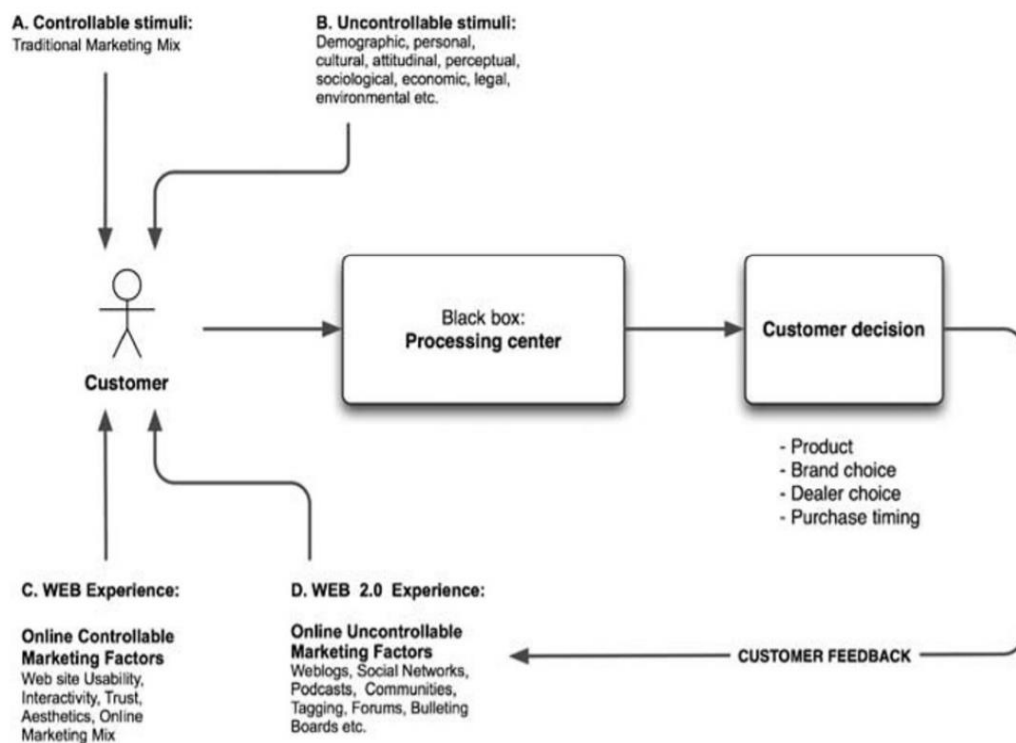
Making a comparison to the previous era, the Web 2.0 allows enduring technological and communicative progress, since it is based on the constantly updated information. Moreover, it allows database management, reaching a wider audience and working with a collective intellect. Consequently, all users involved in the Web 2.0 perform in a more competitive setting that continually requires all users engaged to remain adapting to every technological progress (O’Reilly, 2007: 17-24).

Nonetheless, it is possible to sustain that the rapid and significant evolution of the Web 1.0 into the Web 2.0 does not only rely on the development of technological and electronic tools, but it also depends on a socio-organizational elements. Focusing on the corporative perspective, the organizational sector has challenged the necessity of adapting into a more agile and reactive performance. However, enterprises do not comprise this development on their own. Online users have broadly contributed to the evolution of the use of the Web, since they have also handled the requirement of adapting into a more competitive world (David, Monomakhoff et al., 2013: 11-19). Other authors, such as Chen, Yen, and Hwang (2011), explain that not only the origin and development of the Web 2.0 was influenced by strong social factors, but that its continuance still depends on the

users' satisfaction, along with other secondary issues (Chen, Yen, & Hwang, 2012).

Taking this background into consideration, several authors have analyzed the influence of the development of the Web 2.0 on the users' performance, demonstrating the continuous tendency of an evolving consumer behavior, which nowadays centers on the usage and appropriation of electronic resources. In other words, consumer behavior embraces an extensive amount of factors that might influence the customer decision-making process. Therefore, these factors are directly related to their performance towards specific products, services, or processes on the market (Constantinides and Fountain, 2007: 239).

FIGURE 3
FACTORS INFLUENCING THE DECISION-MAKING PROCESS IN AN INFORMATION-BASED MARKETPLACE



Source: Constantinides. & Fountain, 2007.

Elaboration: Constantinides. & Fountain, 2007.

Constantinides and Fountain (2007) describe the consumer behavior influencers, including Web 2.0 elements. As seen in Figure 3, traditional influencers such as controllable conventional marketing factors (A) and uncontrollable personal factors (B), are present on any consumer behavior. However, factors connected to the Web (C & D) are only considered when the

consumer behavior is subjective to online processes. Even there, it is possible to differentiate the extensive impact of the Web 2.0 on the consumer behavior. Online uncontrollable factors are now determining to the decision-making process due to the possibility of sharing personal information, satisfaction or judgement towards a specific brand, product or service. Thus, it is extremely complex for organizations or companies to control it. This demonstrates the current state of consumer behavior and the challenges that it presents for organizations (Constantinides & Fountain, 2007: 240).

Concerning Figure 3, regular stimuli involve controllable and uncontrollable elements mostly based on traditional factors that might influence consumer behavior. Controllable traditional stimuli refer to traditional marketing mix, also known as the four P's (product, price, place, and promotion), whereas uncontrollable traditional stimuli focus on additional elements such as culture, attitude, economy, society, among others. These factors denote a direct influence for consumers on any decision-making process. However, with the implementation of technological tools during the last decade, consumer behavior has adapted, including online experiences as main influencers on their decisions as customers. In the same way as traditional stimuli, it is possible to identify online factors that can and cannot be controlled. The controllable ones center on user-friendliness, online interactivity, webpages attractiveness, etc., whereas uncontrollable ones are directly related to Web 2.0 features. These aspects refer mainly to online interactions through social networks, blogs, or communities.

Taking into consideration all traditional factors and online experiences as consumer behavior influencers, customers determine brand and product preferences through conscious and unconscious reasoning. Consequently, it is of extreme relevance that companies are able to identify and receive feedback, so as to determine which strategies might be feasible to carry out and improve consumer behavior towards them.

In spite of this, if considering these factors as part of a usual and standard consumer behavior involving personal and online social interactions, this conditioning is part of human behavior indeed. Therefore, it is possible to identify and take into consideration these "weak signals" that play a fundamental role on measurement and improvement processes. Additionally, this conditioning might

also be interpreted as an involuntary marketing, through online mouth to mouth, which may also lead to new strategies involving innovation, positioning, advertisement, and eventually consumer experiences (Cooke & Buckley, 2008: 287-288).

Consumer behavior is permanently adapting to globalized trends. It is the most relevant element for determining corporative success. Referring specifically to recruitment processes, enterprises need take into consideration technological advances and changes on how consumers behave towards them. If not, organizations will eventually lose competitiveness and will not be able to reach the most suitable candidates, which will directly impact on their performance. Therefore, companies are required to adapt constantly. They are mainly forced to align their planning, strategies, and resources to consumer behavior, taking into consideration global characteristics and trends, as well as identifying specific cultural and contextual distinctiveness. All this, with the aim of adjusting their performance to the desired target.

1.1.3. Competitive advantages of e-recruitment

As stated before, E-recruitment refers to the process in which institutions announce information about vacancies on any online source and interested candidates apply through the same electronic means, such as corporate or external websites, or even social networks. This online Human Resource process does not only help enterprises to reduce costs and administrative job, but it also benefits applicants, making the postulation process friendlier and less tiresome (Dhamija, 2012). Furthermore, several other authors have identified the competitive advantages of E-recruitment in relation to traditional methods. This demonstrates the effectiveness and practicality of using electronic resources in order to improve the performance of the company, as well as increasing candidates' opportunities and choices.

Anand and Devi (2016) summarize the advantages into five main results. These include time saving, geographical outreach, efforts saving, improved quality of candidates, and organizational image. The first one refers to the significant amount of time spent by recruiters to receive and analyze applications, making faster the process. The second advantage explains the possibility of

diffusing the information into a wider audience, leaving aside physical boundaries, since information posted on the Internet is a worldwide source. Moreover, the tools that electronic resources provide, allow the simplification of administrative burden making the process easier to comprehend and carry out. As a result, companies can spend this workforce in other areas, thus, improving general productivity. Additionally, since the information is extensively spread, the company might be capable of attracting more qualified candidates. This makes the filtering easier and the hiring more effective. Lastly, diffusing information through online sources might help establish or improve the organizational image on the market, positioning it and attracting better applicants (Anand & Devi, 2016: 530).

Singh (2015) also identified the main opportunities of E-recruitment, making a differentiation between the advantages for companies and the benefits for the people searching for a job. On the one hand, employers can benefit from advertising benefits, such as a wider variety of announcement sources for reduced costs, easier search systems and a better match of candidates. On the other hand, candidates benefit from an easier and faster process of application, since electronic resources allow specific search of jobs. Moreover, candidates attain more opportunities since the outreach is wider for them as well, without geographic limitations. Lastly, since the process is faster than with traditional methods, responses – either positive or negative – are delivered faster as well (Singh, 2015: 3).

Complementary to Singh's statements, she detailed some more competitive advantages in her 2017 exploratory research, comprising a better sorting and filtering tool, tracking facility and branding opportunity for companies. The first one emphasizes on the tool that nowadays most online websites provide, which is search criteria, making it possible for candidates to find the vacancies of interest faster. In addition, search criteria allow institutions to pre-screen the most relevant applications according to the corporative needs. Furthermore, most of the recruitment process can be carried out from a sole workspace with internet access, making it possible to track all the information of the process from the announcement until the contact with the pre-selected candidates. Last of all, branding opportunity allows companies to project a reliable

and well-positioned brand, as well as organizational values. In fact, it is possible to create a competitive image on the market so as to attract more qualified candidates (Singh, 2017: 59).

1.2. Recruitment through webpages vs. traditional methods

Online recruitment has led to an extremely wide-ranging and open channel of interaction between companies seeking for the best candidates and internet users looking for job vacancies. In fact, the Web does not only provide the channel, but it eases the flow of information and communication between employers and applicants. It transforms not only the process, but also behavioral elements that weren't possible only with traditional means (Spina, Maistro, et al., 2017: 1-2).

With the evolution of the Web, it is possible to implement online recruitment mechanisms through different means, such as recruitment websites, job search engines, and online job boards. Any of these mechanisms has been demonstrated to be more successful than any traditional method. Nonetheless, it does not suggest that e-recruitment mechanisms should completely substitute or replace traditional ones. Instead, it will be beneficial for both parties - organizations and individuals - to apply a combined strategy in which both methods can complement each other.

This section will cover the main information related to recruitment carried out on websites and job search engines, explaining the benefits, acceptance, and impact that these have on job seekers and companies. Likewise, recruitment through organizations' webpages will be analyzed, contrasting it with the previously mentioned sources and denoting its advantages as well. Successively, this will be contrasted with traditional recruitment methods, demonstrating the impact that online recruitment can have for companies and applicants. Lastly, the importance of not substituting any method and complementing both will be explained.

1.2.1. Recruitment websites and job search engines

As an advantage of online processes, companies have the possibility of using recruitment websites, job boards, and job search engines, which allow

employers and applicants to easily find a broader amount of information with a more accessible searching system. Job boards refer to webpages in which organizations publish their vacancies and job descriptions and applicants post their personal information and CVs. Job search engines denote a mechanism or tool that allows the interested person – either individual or corporate agent – to search amongst the information available on job boards and private organizational webpages with recruitment data. The main difference relies on the updated information posted.

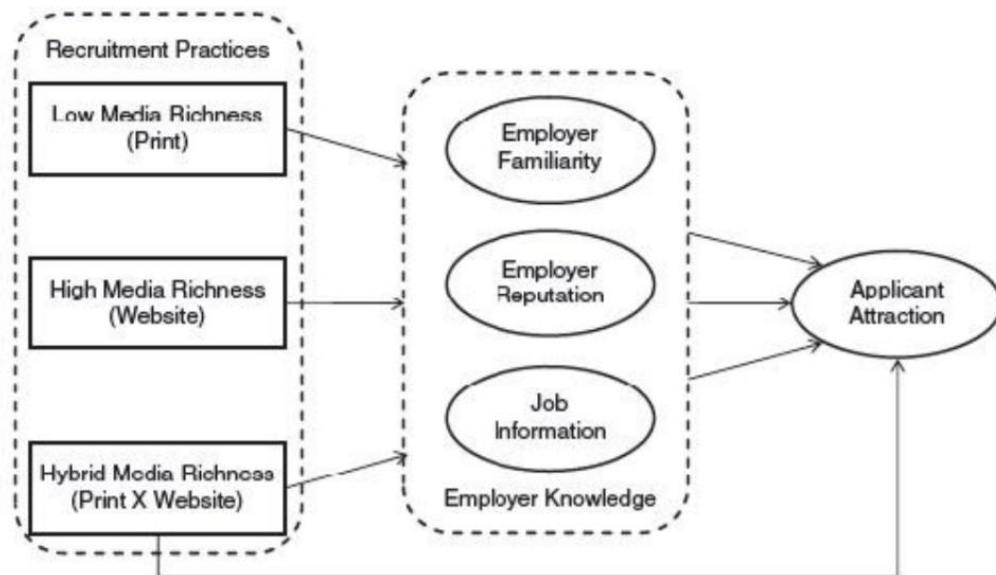
In contrast with traditional methods (which mostly have limited information), companies are able to provide a better quality of information regarding the enterprise and the descriptions of the job vacancies. This overall data has been proven to enhance organizational culture, generating more attractiveness and interest to users. Besides the website design, the more information possible candidates have access to, the better. In fact, with the use of recruitment online sites, users have the possibility of finding information about the searched job, as well as institutional and organizational values, principles, policies, goals, among others, making it more trustworthy and reliable (Braddy, Meade, & Kroustalis, 2005).

According to Furtmueller (2013), the usage of job boards and job search engines denotes one of the main services for recruitment online. These services, along with specific tools such as notifications, alerts, and linked content have a growing acceptance. Nevertheless, carrying out this process with online recruitment organizations, as well as looking on them as users, still requires innovation. In this sense, most job boards and job search engines do not include *“dynamic content for company profiles, real-job previews or employee testimonials”* (Furtmueller, 2013: 1).

In spite of these persisting challenges, recruitment carried out through websites and search engines has a significant result on the impact over applicants. Baum and Kabst (2014) state that websites reaching a broader audience with more complete information, get to attract more job seekers than the traditional methods, such as printed advertisement (Baum & Kabst, 2014: 1). In addition, since recruitment websites have richer-data content regarding potential jobs and candidates, it might influence users' behavior. However, it is also specified that

even if e-recruitment sites have a better acquaintance and direct results than printed advertisement, a combined strategy with online and traditional methods might end up with better outcomes, as seen in Figure 4 (Taresh, 2015: 17-18).

FIGURE 4
THEORETICAL FRAMEWORK FOR CANDIDATE ATTRACTION



Source: Taresh, 2015.
Elaboration: Taresh, 2015.

Concerning Figure 4, candidates' attraction is influenced by different means used to announce and advertise job vacancies. Depending on the recruitment practices applied by companies, they can reach different targets. These practices refer to low, high, and hybrid outreaches based on the different mechanisms used. These can be either printed, online, or mixed ones, which will directly impact on the employer knowledge. This influence, complemented with the different stimuli presented previously, will determine how the company is perceived as an employer. Hence, it will lead to applicants' attraction or rejection of an enterprise when searching for a job. In this way, it is possible to affirm that online means have a high impact in comparison to traditional ones. However, depending on the employer reputation, branding, and all the other controllable and uncontrollable stimuli, any recruitment practice can reach the desired target. In the same way, if an appropriate strategy is not executed, then any of the recruitment practices may fail. Nonetheless, a mixed strategy with online and traditional means might guarantee a wider impact and outreach, as long as all strategic considerations and enough resources are taken into account.

Complementing the previous statements, Brencic (2012) affirms that recruitment websites, whether online job boards or resume banks, are preferred by employers and job seekers, since these online sources contain a vast amount of postulations or vacancies. However, even if the information on these sources is frequently accessed, the search from most users does not precisely exploit all the benefits that these offer, mainly due to the extensive amount of available jobs positions and candidates' postulations (Brencic, 2012: 20).

1.2.2. Recruiting through companies' webpages

Companies using their websites to post information about job positions online are more common with the implementation of new electronic tools. Recruitment through webpages has become one of the most popular and efficient means due to several factors. Contrasting with recruitment websites, online job boards, and job search engines, recruiting through a corporative website of the same company allows the provision of varied information regarding the company and the vacancy. According to Allen, Biggane, and Pitts (2012), recruitment through the same companies' webpages differentiates from traditional methods, and even from other digital and online sources, since it is possible that enterprises develop a "*more vivid and varied communication, active interaction, and temporal dynamism*" (Allan, Biggane, et al., 2012: 1).

However, the success of any recruitment website or job search engine varies depending on several factors. Based on Williamson, Lepak, and King (2003), the effectiveness of a company's website orientation goes along with individuals' expectations towards the use of internet, online organizational usability and attractiveness, and the enterprise image itself. Indeed, if expectancy towards the organization can be influenced by the webpage's orientation, it will lead to a direct impact on the users' usability (Williamson, Lepak & King, 2003).

Referring to what Braddy, Meade, and Kroustalis (2005) state and reaffirming the previous statements, the most influential elements for users' satisfaction towards the website consist mainly on website usability and attractiveness. Website usability refers to all the facilities and tools that an online page can provide to the users so that they can find the information required in a simple and quick way. This generates a better and more positive impact on the

viewers' impressions towards the organization. Moreover, if the system allows the users to have a more interactive, fast, and friendly platform not only when searching for the information but also when postulating online, it will contribute to an enhanced organizational image and a supportive attractiveness towards the enterprise. In relation to this second factor, website and corporative attractiveness, it is possible to affirm that several elements influence it, such as colors, pictures, fonts, layouts, and content of the text. In fact, aesthetic features might positively impact users' interest on the company, boosting the will of postulating for job vacancies and even recommending it (Braddy, Meade, & Kroustalis, 2005: 2-5).

1.2.3. Contrasting information with traditional methods

Taking into account the evolution of online recruitment and the extensive development of new tools through the Web, Parry (2009) supports that the Internet will expectedly substitute traditional methods as the chosen recruitment mechanism due to increasing factors that boost the adoption of online staffing methods. However, the adoption of these methods on job boards and recruitment websites might have a wider success in regard to corporate webpages, such as relative and positive advantages and compatibility (Parry, 2009: 1).

Contrasting e-recruitment methods with the traditional ones in any type of organizations it is possible to sustain that its success and efficiency is due to the many value-added services and resources that online sites provide to users. In a more specific statement, online recruitment pages and job boards allow employers to have benefits such as reduction of costs, faster and simpler processes, marketing along with brand building and positioning. Concerning job seekers, it is possible to obtain more and better information, more accessible features and overall data, customized services, among others (Malhotra, 2016: 1047-1048).

Moreover, Malhotra (2016) specifies several advantages that traditional methods do not provide. Besides the previously stated ones, she affirms that E-recruitment supports an enhanced standardization and compliance of information, for both employers and job seekers. Information requested online follows one same format with unique specifications and requirements, allowing a more objective and functional analysis, as well as a continuous and regulatory data trail. In addition, e-recruitment is an environment-friendly mechanism, since all the

procedures are carried out electronically, including gathering of information, administrative burden and paperwork, storage, and reduced effects towards ecological conservancy (Malhotra, 2016: 1049).

Even if e-recruitment mechanisms have shown to be more efficient than traditional ones, the same author explains that the latter should not be completely replaced by the former. On the contrary, both methods can be complementary in the sense of replacing gaps between one another (Malhotra, 2016: 1050). Sills (2014) explains that even if online recruitment is continuously obtaining more acquaintance than traditional methods, certain elements or processes from the latter are still relevant in the development of Human Resource Management regarding employment, such as job fairs, personal communication and contact, etc. (Sills, 2014: 40-41).

1.3. Recruitment through social networks

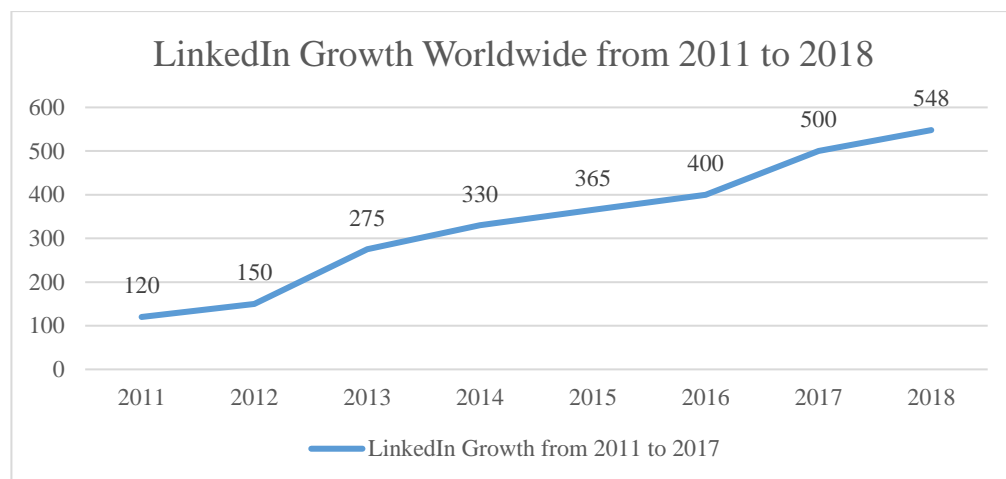
With the development of the Web and online processes, social networks play a relevant role when talking about making connections. Applying recruitment mechanisms on online social networks allow companies to attract and screen possible candidates with outstanding skills and capabilities. Referring to job seekers, recruitment through Social Networks allows them to interact and establish new professional connections (Melanthiou, Pavlov & Constantinou, 2014). Still, it is important to differentiate the different types of Social networks, even if they can be used for recruitment processes. Referring to online recruiting, it is possible to carry it out through social-oriented sites or business-oriented networks. The former denotes the interaction of users based on personal information, whereas the latter refers to the interaction between members on an online business context where users share information, endorsements, references, and suggestions specifically about corporate or organizational issues (Abel, 2011: 13-14). Taking this into consideration, it is possible to affirm that the most important sites when talking about e-recruitment are Facebook and LinkedIn, with a nonprofessional and professional oriented social networking approach. In fact, it is possible to mention that both have a direct impact regarding attraction and screening processes, as well as other secondary sources that can complement the recruitment process carried out through social networks (Nikolaou, 2014).

In order to have a better understanding, this section will analyze and explain two main social networks related to recruitment processes. LinkedIn and Facebook are direct and indirect sources for recruitment processes. Furthermore, its growth and impact will be also mentioned, demonstrating the continuous acceptance and usefulness that these social networks currently have for Human Resources purposes. Additionally, subsidiary sources are included in the development of this section, in order to explain how recruitment through social networks can be supported by the permanent development of technological and electronic tools and resources.

1.3.1. LinkedIn as a professional social network

LinkedIn is an online interface that started on 2003 and has become one of the most relevant recruiting sources online. This professional social network allows companies to recruit candidates based on their online profiles, as well as job seekers to search prospective vacancies. Moreover, LinkedIn allows the creation of real user connections among all its members, whether enterprises or job seekers (Singh, 2015: 92). As LinkedIn defines itself, it works supported by *“membership subscriptions, advertising sales, and recruitment solutions”* (LinkedIn, 2018).

GRAPHIC 1
LINKEDIN GROWTH WORLDWIDE FROM 2011 TO 2018



*In millions
Source: LinkedIn, 2018.
Elaboration: Lasso, 2018.

LinkedIn has shown a significant growth during the last years. By 2011, it counted with 120 million members. One year later, it reached 150 million users, and by the end of 2017 it has expanded to more than 548 million regular members

worldwide, as shown in Graphic 1. Referring specifically to Latin American users, by 2017 these countries sum up an approximate amount of 65 million members, having Brazil, Colombia and Mexico as the main Latin American countries with LinkedIn users (LinkedIn, 2018).

According to Palonka and Porebska (2013), LinkedIn receives around 175,000 new users every day, showing a monthly growth of 5 million new users (Palonka & Porebska, 2013: 111). This substantial increase of users can be explained due to several benefits that this social network provides to its members. On the one hand, whether the job seekers have a paid or free account, they have the possibility of creating their profiles (the broader, the better), working on their personal branding, updating personal data or peer validations. This allows them to develop immediate networking and to generate connections with people and institutions worldwide. All these features make this interface an effective way of promoting individuals as potential candidates, as well as helping organizations to easily identify the most suitable job seekers through its relevant metrics, and not precisely through a standard resume. On the other hand, businesses and companies registered in LinkedIn have the possibility of searching among the most outstanding profiles from the database based on their searching necessities (McCabe, 2017: 88).

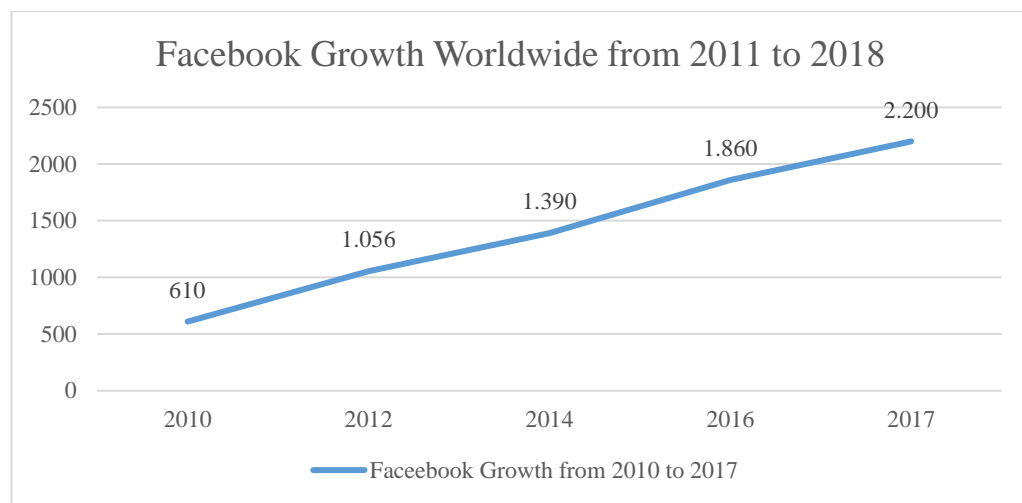
Furthermore, a great benefit of this professional social network, besides presenting constantly updated information about connected companies to users' profiles, is the fact that individuals have access to the most relevant information about the companies. They can read online information about organizational data and even check co-workers' profiles, identifying any common connection with the applicant. In addition, LinkedIn encourages all its users to be actively involved and engaged by permanently updating information, following new connections, and receiving notifications about the interactions on the platform, sometimes even as passive candidates (McCabe, 2017: 89-90).

1.3.2. Facebook as the primary social network

Facebook is the primary social network worldwide with a social-oriented approach. It was founded in 2004 with the aim of allowing users to create connections with other people online. Facebook was mainly focused on sharing

personal information, pictures, and messaging. Nonetheless, with time and the increasing development of electronic tools, Facebook also became an online source of advertisement, branding, and sharing job vacancies. Nowadays, companies have engaged to this social network with permanent posting and diffusion of corporative information, as well as recruitment processes carried out online (Singh, 2015: 92).

GRAPHIC 2
FACEBOOK GROWTH WORLDWIDE FROM 2011 TO 2018



*In millions
Source: Statista, 2018.
Elaboration: Lasso, 2018.

In fact, it is evident to understand the relevance of using Facebook as a main source of recruitment. From the organizational perspective, it allows companies to share job positions and overall information; whereas from the individual perspective, it allows users to search prospective jobs as well as constructing a professional image to become a qualified candidate. Facebook's significant growth throughout the last years turns it into such a desirable source of information for every actor involved in e-recruitment. Initially, Facebook focused only on connections among students of certain universities. Though, it currently has around 2.2 billion members (Statista, 2018). According to Graphic 2, it is possible to see that in less than a decade, Facebook has obtained more than 1.5 million subscribers.

According to Suhren (2010), besides the social approach of Facebook, companies have a wide variety of elements that can be used as recruitment tools in this social network. Among the most important ones, there is the possibility of

creating an official fan page of the enterprise, a specific group on the online community, posts and shares corresponding to the official site, and sponsored and paid advertisement, such as banner ads. Moreover, Facebook allows companies holding a fan page to track and give continuous trace of the interactions that posts have or the impact that it could reach among desired users. It is possible to fix an established preference, according to several search elements, to reach an objective target with corporative information and recruitment processes' information (Suhren, 2010: 8-9).

Consistent with Facebook statistics, this social network allowed the recruitment of 570,000 candidates in Latin America in 2014, evidencing that Facebook does not only have social advantages but can impact on the labor market. Moreover, statistics show that businesses using Facebook as a recruitment tool had a positive financial impact of 15 million dollars during 2014 (BBC, 2014).

1.3.3. Online sources to support recruitment

Besides the different main sources for online recruitment previously explained, there are other electronic tools that are not as relevant as Facebook or LinkedIn when recruiting through the Internet. Nevertheless, these online resources can be helpful and complementary to the process carried out on recruitment websites, job boards, job search engines, and social networks. Some of these can be other social networks, such as Skype (Hanna, 2012). Moreover, other electronic sources can provide benefits to the recruitment processes on the Web, for instance mobile recruitment. These two tools will be developed, trying to explain the impact that these can have for companies when trying to perform a complete and efficient recruitment procedure (Fedele, 2016: 9).

Once the initial and most relevant steps from recruiting online have been developed in the different sources, such as diffusing information or making the first approach with the interested parties, engaging a complementary online source might facilitate the general procedure. Referring specifically to online resources, it is possible to analyze the case of Skype. It is an online interface that allows users to communicate with the usage of text, voice, or video, just by creating an account and adding contacts. Skype works also with paid subscriptions, which enable users

to access to more developed features, such as direct calls to telephone numbers (Skype, 2018).

Some of the benefits of this network, and the reasons why it is an important complement to recruitment processes, is the fact that it allows users (employers or job seekers) to start connecting in a more individual and customized way in different stages, for instance interviews. Skype is a means of continuing the recruitment process with time and cost efficiency, without incurring on geographical and mobility boundaries, making it a complementary source of recruitment (Janghorban, Latifnejad, & Taghipour, 2014). Likewise, Deakin and Wakefield (2013), explain how with the use of Skype, it is possible to perform specific actions along the recruitment process as complement of online methods, but not as replacement of the traditional ones. They specify the efficiency of online interviews, since it makes feasible a new communication model that is not limited as face-to-face procedures (Deakin & Wakefield, 2013).

As a second and complementary source to recruitment processes, mobile recruitment can also be considered, especially due to the current and continuing mobile development. This source is defined by Böhm (2013) as *“any organizational information provided for or delivered to a mobile device in order to attract and hire potential applicants”*. It is important to clarify that this mobile recruitment does not precisely refer to phone calls or text messages, but it emphasizes on the outburst of the use of smart mobile devices and mobile internet. Its main feature centers on wireless connection and immediate access. Moreover, it is described that it is necessary to own a mobile device with wireless connection. Still, the content and information diffused through these means must be mobile-friendly and mobile-optimized, whether through mobile websites or mobile apps (Fedele, 2016: 9-17).

Once all the information regarding e-recruitment concepts and its evolution has been explained and analyzed, it is possible to affirm that this section has proved the specific objective that refers to the identification of the current recruitment process in the international companies in Latin American and its evolution within the last decade. With the development and implementation of the Web 2.0 and all its informatics tools, recruitment processes have been significantly improved. Mechanisms in which it is applied has been diversified, giving enterprises the possibility of choosing among different online means to

reach an audience and attract job seekers. Webpages, job boards, and social networks provide recruiters a variety of strategies that eventually generate more advantages for the company than most traditional means. As it has been explained, all along the Latin American region, international companies have been carrying out similar e-recruitment processes. They have developed competitive online strategies, such as attracting through the main social networks like Facebook and LinkedIn. Therefore, the current recruitment process in Latin America is substantially based on new online trends thanks to the permanent development of electronic resources and informatics tools.

CHAPTER II E-RECRUITMENT PROCESS FROM THE CORPORATE AND INDIVIDUAL PERCEPTION

2.1. E-recruitment as strategic Human Resources Management

It is important to consider the fact that e-recruitment provides several different advantages from an organizational perspective. Certainly, it is even more relevant how it allows strategic Human Resource Management. As Holm (2014) states, e-recruitment can have a significant impact on the development and results of different business strategies of a certain organization, allowing the accomplishment of specific strategic objectives (Holm, 2014). Consequently, if e-recruitment allows a more proficient process for Human Resource Management, then it can improve service delivery and the organizational strategy efficiency. It increases value since the efforts and resources can be applied to different strategic and value-added actions (Parry, 2011). Moreover, Rees and Smith (2017) affirm that from a strategic view, Human Resource Management should be a support to organizational approaches, not only by attracting and retaining personnel, but also as a competitive strategy (Rees & Smith, 2017: 21-22).

The following section will describe how e-recruitment allows the automation and standardization of processes through the use of online tools. Moreover, it will be explained how e-recruitment can be used as a branding strategy in order to attract and select candidates and to promote a well-established organizational image. Likewise, this section will also include an explanation of strategic advantages of online recruitment regarding passive candidates and how it benefits organizations at the moment of recruiting.

2.1.1. Standardization and Processes Automation

One of E-Recruitment advantages refers to the transformation of Human Resource procedures into more efficient functions within the enterprise. According to Parry (2010), with the implementation of online Human Resources and e-Recruitment, it is possible to develop efficiency, standardization and enhancement of institutional appearance. Consequently, it allows not only the fulfillment of this department's objectives, but also supports and sustains the completion of the organization's overall business strategy (Parry, 2010).

Referring to standardization and automation as part of e-Recruitment processes, procedures such as applicant pre-screening and ranking can be developed faster, obtaining similar results as the ones from human recruiters. In fact, certain systems allow the mining of relevant and objective information from online sources so as to order, classify, and rank applicants. According to Faliagka (2012), with the use of analytical hierarchy process (AHP), it is possible to differentiate one candidate from the others through an individual analysis with established criteria. It involves the withdrawal of information out of the electronic system and the ponderation of evaluated criteria by the recruiter in charge. As a result, an automated pre-screening and ranking of candidates is obtained. However, it is important to mention, that she states that the performance of the mechanisms can be reliable (such as the ones carried out by human recruiters), as long as the positions do not correspond to high hierarchy roles, which require a better analysis of skills, experience, and aptitudes (Faliagka, 2012).

As to complement, other authors explain additional and corresponding mechanisms that support the development of automation and standardization of processes for e-Recruitment with the use of technological and online tools. For instance, Biesalski (2003) refers to the use of Knowledge Management in online Human Resource Management. It is stated that Knowledge Management refers to the running of people, processes, and technology from a joint and integrated perspective. From his analysis, he establishes certain processes from a general approach, focusing on skill-extraction, recruitment decision support, and strategic personnel evolution, which incorporated seamlessly generate a better consumer reception (Biesalski, 2003: 1-2).

Discussing each one independently from an overall view, they allow the understanding of the relation between Knowledge Management and the automation and standardization of e-Recruitment processes. The first one, Skill-Extraction, refers to the use of a systematic recognition of skills of employees or candidates, in order to determine the need of training existing workers or recruiting and hiring new personnel. This can be developed with the use of online platforms or systems that recover the information through profiles and required categories. It is important to update continuously the requisites, so that the system stays up to date regarding organizational needs (Biesalski, 2003: 3-4).

The second process mentioned is Recruitment decision support, which refers mainly to the possibility of setting up the system as a recognizer of suitable and potential candidates, besides screening, classifying, and ranking them. According to Biesalski (2003), in order to establish the system as a classifier, it is necessary to prepare it based on a database including previous information about successful and declined candidates. Consequently, the system will be able to provide recommendations of appropriate and prospective candidates, and not only deliver a wide list of classified applicants ((Biesalski, 2003: 4-5).

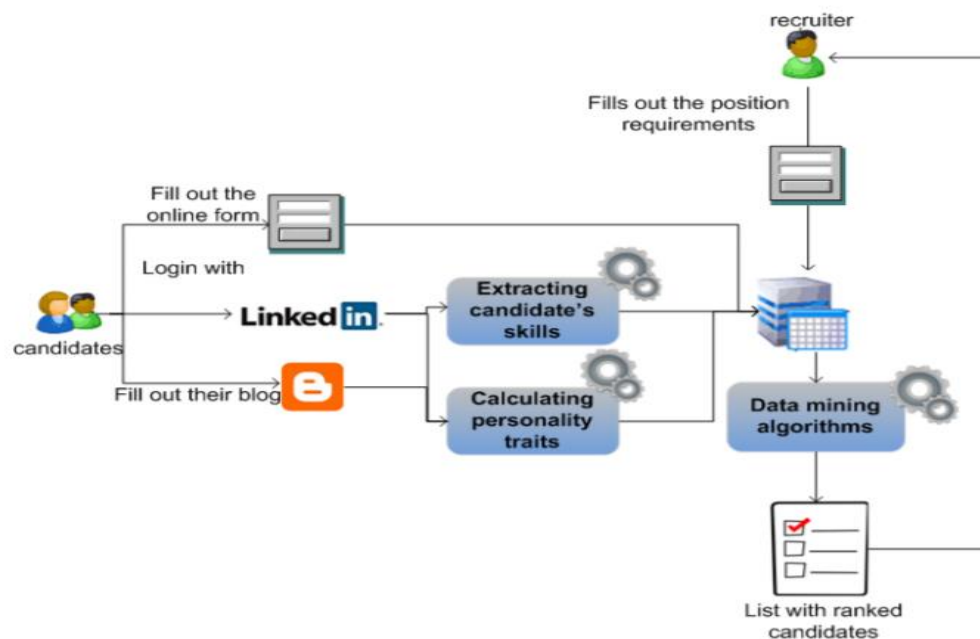
Moreover, a third process is mentioned, which explains the need of having an integrated organization and development between Strategic Planning, Human Resource Management and recruitment. This is due to the fact that the area in charge of selecting and including new employees should have a general knowledge of overall management. Once the applicants have been recruited, Human Resource Management ought to integrate new members to achieve and fulfill the organization's goals. At last, once considered these matters as a whole, it is possible to define the importance of automation and standardization of online processes. These elements do not only help current recruitment procedures, but instead, they can also provide a background of overall information regarding organization's needs towards employment and institutional planning (Biesalski, 2003: 5-6).

Likewise, Faliagka, Ramantas, and Tsakalidis (2012) mention that the development and application of any e-recruitment system can consider different selection criteria depending on the needs. They denote that with the utilization of this type of systems, candidates applying online do not need to fill any personal information, but the data is gathered by the system from different sources, such as social networks or job boards. Moreover, it is explained that this automatized and standardized system can include job applications, personality mining, and grading. Figure 5 exemplifies this process with LinkedIn and personal blogs as the data sources (Faliagka, Ramantas, & Tsakalidis, 2012: 215).

The first one explains the job application with the use of previous sources such as social networks, allowing the system to obtain the information based on the required criteria previously stated. Personality mining refers to the possibility of applying linguistic analysis in order to consider certain parameters that might

throw back a suggested applicant's personality. At last, the system will automatically grade applications based on the obtained information and the established criteria, using applied machine learning algorithms. It is important to highlight that the success of these systems depends on a well-developed criteria directly related to variables and algorithms, as well as a platform with friendly and practical features (Faliagka, Ramantas, Tsakalidis, 2012: 216).

FIGURE 5
SYSTEM ARCHITECTURE



Source: Faliagka, Ramantas, & Tsakalidis, 2012.
Elaboration: Faliagka, Ramantas, & Tsakalidis, 2012.

Taking these facts into consideration, it is possible to state that online procedures simplify several steps of the recruitment process. The system is the one responsible to obtain the main information from online application forms, personal accounts, and even social networks, reducing significantly time and effort. Furthermore, standardized systems allow recruiters to have a pre-screened and ranked list of the most suitable candidates based on the established criteria according to the company's needs and requirements. Nonetheless, it is important to mention that even if standardized and automated systems provide varied benefits mainly concerning faster and easier recruitment processes, it does not completely guarantee that any rejected application could not satisfy the company's requisites. In addition, it is necessary that the pre-screening criteria is

permanently controlled and updated, otherwise the system is no able to identify specific features or requirements for new or modified standards.

In brief, e-recruitment systems that can provide a pre-screening, classification, ranking, and certain recommendations regarding suitable candidates, might yet allow an even more efficient recruitment system. It is possible to filter more applicants based on the criteria and reduce efforts and costs on posterior processes such as interviewing, by limiting it to the most outstanding candidates (Shalaby, M., AlAila, B., et al., 2017: 1-2).

2.1.2. E-Recruitment as a Branding Strategy

Recruitment and marketing procedures have a direct and significant relation when promoting an enterprise and attracting, whether clients or job seekers. As Hertel et al. (2017) describe, both implicate a positive consumer behavior towards the company instead of existing alternatives. In fact, they explain that certain previous knowledge and familiarity with an organization's values, objectives, and reputation can suggestively influence on a job seeker's desire to join the company. Moreover, it is stated that employer branding through e-recruitment will certainly have an effective impact on constructing a positive outlook towards job seekers and customers, evidently optimizing resources (Hertel, Stone, et al., 2017: 220).

According to Sivertzen, Ragnhild, and Olafsen (2013), employer branding is directly related to recruitment, defining it as *"the process of building employer identity directed at existing and potential employees, in order to differentiate the firm from its competitors"*. In this way, employer branding involves Human Resources, Marketing, and Strategic Planning, so as to improve brand attractiveness and reputation in the market. Furthermore, five different dimensions must be taken into consideration in order to increase attractiveness, mostly based on psychological, social, and economic elements. These dimensions focus on interest, social, economic, development, and application values. These elements refer to innovation, work environment, economic benefits, future opportunities, and customer-oriented standards. Therefore, online recruitment allows companies to reach a wider audience taking the previous elements into account. As a result, it is possible to advertise the company image and announce job vacancies, having

an increased attractiveness towards candidates (Sivertzen, Ragnhild, & Olafsen, 2013: 474-475).

Complementary to this, Wilden, Gudergan, and Lings (2007) state that employer branding influences candidates' perceptions in the recruitment market since it provides a visible reputation concerning job quality, possible benefits, and risks. Thus, this shared image can generate expected value or rejection from potential candidates towards the company. In order to increase employer branding towards candidates and potential employees, companies ought to invest enough resources and develop clear strategies. In this way, applicants can visualize the enterprise as an "employer of choice", projecting a positive and desirable brand image and eventually satisfying their expectations (Wilden, Gudergan, & Lings, 2007: 12-14).

So as to clarify the benefits of e-recruitment as part of a branding strategy, it is important to mention that certain authors, such as Bondarouk (2009), describe consumers, not only as customers, but also as "*potential recruits*" and the brand as "*the augmentation of recruitment services provided by recruiters as they espouse the firm's attributes and values during the recruitment process*" (Bondarouk, 2009: 279). Considering this, it is possible to support what was previously stated regarding the relation between marketing and strategic Human Resource Management. E-recruitment can attract job seekers (which are interested whether for the vacancy or for the brand reputation – or even for both) and at the same time, reinforce the public image and brand from the company.

In the same way, Barber (2006) affirms that Internet can be a powerful resource when promoting the company and attracting potential candidates. Depending on the projected image, a company can achieve a well-established impression as an employer of choice. Furthermore, the employer branding and organizational reputation will be directly influenced by how the recruitment process is carried out, even more when it is online. This is due to the fact that it can lack of a personalized experience, and consequently, generate a negative impact on the trademark (Barber, 2006: 10).

In this sense, Bondarouk, Ruel, and Axinia (2014) explain the importance of e-recruitment as a branding strategy from an academic and a professional

perspective. The former refers to the outreach and impact that recruiting through online means can have towards targeting the desired audience, an organizational brand, and a mechanism to diffuse and communicate Human Resources competencies. Moreover, they mention that from the academic standpoint, it is necessary that recruiters (whether traditional or online recruiters) have background knowledge regarding marketing, web-based processes, informatics and communication. All these elements are necessary so as to be capable of executing a successful promotion, recruitment, and branding process (Bandarouk, Ruel, & Axinia, 2014).

Regarding the same statement, the latter refers to the employer viewpoint and the enterprise's visibility, as well as its receptiveness and approachability. From the practical and professional view, recruitment development depends on permanent awareness of trends, innovative thinking and planning, and Human Resource networking skills. As a whole, they explain that due to the close and direct connection between online recruitment and organizational branding, Human Resource Management is permanently related to marketing and informatics, as a complement during the recruitment process (Bandarouk, Ruel, & Axinia, 2014).

Moreover, Bandarouk (2009) affirms that the organizational image projected during the recruitment process through the different online sources utilized might influence the job seeker's perception of the employer brand. This can have a positive impact not only concerning the decision of applying, but also related to their behavior towards the process and the identified job features. Similarly, branding through e-recruitment processes does not only attract potential candidates and reinforce the organizational image, but it also helps the diffusion of the brand conceptions among customers and job seekers. As well, it has a significant impact on employees who are already working for the company. With this branding mechanism, it is possible to reach them and align their view even more to the organization's purpose, strengthening the internal organizational image (Bandarouk, 2009: 280-281).

Taking these statements into consideration, developing an appropriate e-recruitment process can have a positive impact on employer branding. It is imperative for international companies to take this into consideration, since they

must reach the desired target in all the planned market segments. If not, companies will not be able to operate on a market where their public image as employers is not the preferred one by job seekers. Moreover, if applicants have a positive perspective of employer image, the results will not only be visible on effective recruitment processes, but once in the company, their performance will increase with higher productivity rates. Therefore, well-executed e-recruitment processes improve public reputation, making the company much more competitive when searching for potential and suitable talent.

2.1.3. E-Recruitment Strategic Advantage: Passive Candidates

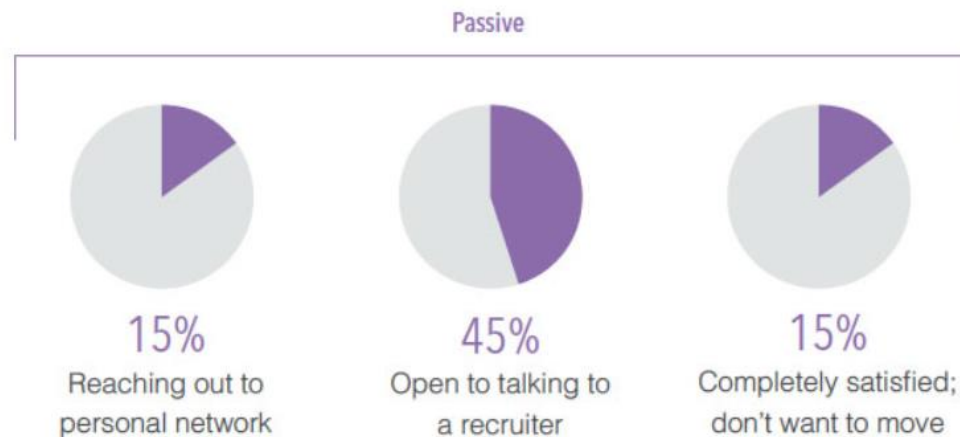
E-Recruitment can be considered as a strategic mechanism to reach more people in comparison to traditional methods. This is not only because of the wider range of candidates it can accomplish, but also due to the relevance of passive candidates. Several authors, such as Unadkat (2012), have defined passive candidates as that workforce that is not actively looking for a job vacancy, mainly because they already have a job. However, these passive candidates, even if they might not be interested on searching for a new job, can be the potential candidates that a company might be looking for (Unadkat, 2012: 4).

According to the Society for Human Resource Management (2018), the term passive candidate refers to a person who is employed and not looking for a vacancy. Nevertheless, depending on a good opportunity and a well-promoted recruitment prospect, they may consider it. These candidates might be ideal for a company, since they can already count with a positive professional career, or even due to labor motivation. Furthermore, as stated before, passive candidates might be targeted due to the absence or reduced amount of potential and proficient candidates, mainly for higher hierarchical or more relevant roles (Society for Human Resource Management, 2018).

As Figure 6 shows, from a common passive candidate's pool, around 15% of them are not interested on moving from their current positions. Around 15% corresponds to individuals with a current job willing to change but not searching for a vacancy (Picard, 2013). Additionally, from this passive candidate's pool, 45% would be willing to find out more information regarding a specific job opportunity, as long as it covers at least one expectation from these passive

candidates. According to Tyagi (2016), these expectations can be a more profitable salary, improved work conditions, or a new work experience (Tyagi, 2016: 54). Therefore, recruiters can reach an approximate of 60% of passive candidates with certain possibility of attaining them, as long as a strategic planning is set.

FIGURE 6
PASSIVE CANDIDATES' RECRUITMENT POOL



Source: Picard, 2013.
Elaboration: Picard, 2013.

In fact, recruiters must be aware of these passive candidates and establish a strategic recruitment planning, so that they do not only attract active job seekers, but also catch the attention of the ones that might not be interested at first sight. With the use of Social Media, recruiters have a broader chance of diffusing the company's information among active and passive candidates. Therefore, the pool of interested candidates can be reached, as well as those passive job seekers (Sharma & Nagendra, 2017: 5). As Pekka-Pikala (2017) states, according to the Society for Human Resources Management around 77% of companies worldwide use Social Media to recruit. Social networks such as Facebook, LinkedIn, and even Twitter are the main online means to reach passive candidates (Pekka-Pikala, 2017: 13).

Moreover, as the Society for Human Resource Management (2018) states, in order to reach passive candidates, it is necessary to consider certain challenges. These challenges refer to reinforcing the organizational image and employment brand; identifying and evaluating current and forecasted personnel necessities; sourcing passive candidates by different means such as social networks; engaging potential and competitive candidates; and easing and personalizing the application

process as much as possible (Society for Human Resource Management, 2018). Nevertheless, it is important to consider that reaching passive candidates represents an opportunity, as Tyagi (2016) affirms, “*much more mobile and knowledge specific, and maybe also less loyal and attached to a company*”, demonstrating that high quality employees in any company are susceptible to be recruited (Tyagi, 2016: 54).

In order to exemplify this organizational approach, LinkedIn case shows that 79% of working professionals worldwide correspond to passive candidates. This online social network allows international companies to reach this important percentage of candidates by developing a personal and organizational brand, using different tools and resources to reach candidates through mutual connections, and looking beyond initial search results, among others. All this in order to establish a structured framework to attract and recruit passive talent (LinkedIn, 2014).

2.2. Organizational approaches

In order to effectuate a positive and efficient e-recruitment process, companies must consider different strategies. It does not only depend on implementing an online recruitment system. In fact, it requires a substantial analysis of communication planning, branding, desired impact and outreach, organizational image, and even job seekers’ perspective. So as to achieve an effective e-recruitment process, it is necessary to evaluate applicants’ behavior based on several factors. However, the means and mechanisms to be applied are fundamental in this procedure. It is necessary that companies have an overall standpoint, which may allow a successful employment of strategies, and posteriorly an efficient organizational development (Bondarouk, Ruel, et al., 2009: 280).

Taking this into account, this section will analyze the main organizational approaches, including rational methods of recruitment such as online testing and gamification, in order to demonstrate the value of different attractiveness and recruitment methodologies. Moreover, the current advantages and challenges of e-recruitment through social networking will be studied, in an attempt to support the development of human resources through social networks. Lastly, indicators concerning efficient administration towards e-recruitment will be presented.

2.2.1. Rational methods of recruitment: online tests – gamification

Consistent with Sadler-Smith (2014), the use of rational methods for recruitment processes vary depending on the requirements requested by each company. These elements involve mostly the use of online tests or set of tasks, use of competency questionnaires, use of psychometric tests, and use of assessments and games. The application of rational methods is based on the objective of analyzing hard and soft skills among candidates, taking into consideration that this turn into an effective result when these techniques adapt to the organizational context, necessities, and preferences towards resources and requirements (Sadler-Smith, 2014: 613-614).

Among the several strategies developed and employed for personnel recruitment with the use of online tools, the application of online tests has remarked a relevant advantage regarding traditional methods. By testing online, there are no geographical or time-based restraints. Moreover, once applied online testing, it is possible to automatically filter candidates based on the results and established criteria for each role. According to Barber (2006), applying online tests for personality analysis has almost no difference with paper-based tests, considering the presence or lack of supervision when testing (Barber, 2006: 6-7). Online testing can be used in order to determine capabilities for a specific job requirement based on cognitive features, ability, personality, situational judgment, among others. These online tests are applied with the objective of determining motivation, measuring aptitudes, evaluating reasoning and problem solving skills, and having a quick and clear analysis of quality potential candidates (Tyagi, 2016: 57). For instance, Java applets allow international companies to apply online objective and psychometric tests to candidates with high levels of control. Some of these include the possibility of timing, simulating functions, item generating, among others (Bartram, 2000: 268).

Concerning gamification, according to Wozniak (2015), it's a way of putting in practice a high level e-tool obtaining two main benefits for the company through this means. On the one hand, the first one refers to the possibility of generating interest and attracting job seekers to the webpage. As a result, the webpage will receive significant circulation and interaction of new users. Therefore, this technique must consider strategic planning, given the fact that the

game must be likeable and project an image of entertainment, so that the job seekers will ultimately use it (Wozniak, 2015: 265-266).

On the other hand, gamification is used mainly to gather realistic information from job seekers based on the content of the game, the obtained scores, and their behavior and knowledge regarding a functional and operative context. Indeed, by applying gamification, results may not project the most accurate vision of a candidate's actions towards a specific job or position. Nevertheless, it is possible for the company to identify potential skills and capabilities among job seekers depending on their performance on the game. Job seekers can be pre-evaluated and classified based on the score ranking, competitiveness, motivation, and behavior in the game context (Wozniak, 2015: 267). For example, certain hotels apply gamification by virtually performing different operations and functions concerning real activities but performed seemingly as entertainment (Wozniak, 2015: 262).

2.2.2. Economic and psychoanalytic elements on candidates' consumer behavior

Different factors influence users' consumer behavior regarding their decision to use e-recruitment, and subsequently, its validity and acceptance. Many of these have a direct and conscious relevance on users. However, according to several authors, certain elements corresponding to socio-economic and psychological aspects may respond to rationality, needs, or personal satisfaction. On the one hand, authors such as Leavitt (1988), Stone, and Desmond (2007) describe different economic and social factors that might consciously or unconsciously impact an individual's behavior concerning the decision of using a specific service. On the other hand, Freud (1920), Dichter (1960), and Damasio (2005) affirm that individuals' behavior can be understood by analyzing biological and social needs. Both theories complement each other by affirming that individuals are directly influenced by basic personal and social necessities. Therefore, their behavior regarding the use and acceptance of online recruitment will be significantly impacted by these elements.

Referring to economic elements, Stone and Desmond (2007) remark that choices made by individuals respond to rationality, looking to optimize and maximize the value and satisfaction. They mention that most of this rationality is

based upon fixed preferences. (Stone & Desmond, 2007: 44-45). However, Leavitt (1988) complements that certain individual economic conducts are significantly influenced by different elements or agents on the society. He affirms that consumer behavior is established within an interrelated and interdependent environment (Leavitt, 1988). Furthermore, it is stated that an economic consumer behavior is directly related to a conscious perception of needs and lacks, aiming to fulfill those based on individual preferences and the degree of value and personal satisfaction (Stone & Desmond, 2007: 46).

Alternatively, the psychoanalytic perspective focuses on the biological and social needs that an individual has, influenced by a wide range of circumstantial factors (Freud, 1923). These elements can eventually respond to individuals' identity and self-projection, as well as context demands (Dichter, 1960). Moreover, emotions play an important role on consumers' behavior, since individuals expect certain degree of satisfaction or gratification after certain conduct (Damasio, 2005: 336).

Considering this statements, users' consumer behavior is directly influenced by fixed preferences and needs related to job search and use of different mechanisms to find and apply to a job position. Likewise, job seekers are subjective to contextual elements, such as social networks, organizational promotion, and recruitment advertisement, among others. Consequently, applicants behave based on their preferences, needs, and contextual demands. They aim to find certain satisfaction or recompense when applying for a job. Nevertheless, certain non-logical factors can influence the decision-making and behavior, such as emotions or different uncontrollable stimuli.

In this way, job seekers are direct costumers. Therefore, their behavior will be influenced by the previously mention factors resulting on the decision of applying or not to a specific company. However, these elements must be taken into consideration along with other ones explained in the previous sections. These include controllable and uncontrollable stimuli, traditional and online strategies, and employer branding and image. In this way, by recognizing all these elements, companies will be able to understand consumer behavior, and thus, plan strategies and execute actions focused on the identified trends and preferences in the market.

2.2.3. Social Networking as a recruitment tool

Social Media has reached a worldwide expansion among Internet users, as individuals and organizations. It enables an extensive communication system, creation and storage of data, generation of content by any user, immediate exchange of information, among several other functions (Sulaj, 2017: 236-237). In fact, Kaplan & Haenlein (2010) define social media as *“a group of Internet-based applications build on the ideological and technological foundations of Web 2.0 and that allow the creation and exchange of user generated content”*. Taking this into account for recruitment aims, social media allows companies to be more engaged in a variety of activities and carry out strategic actions through social networks that can attract more job seekers (Priyadarshini, Kumar, & Ranjan, 2017: 971).

Regarding social networks applied for online recruitment, different authors established several advantages in relation to traditional means and even to other online methods, such as websites or online job boards. In a general view, in the same way as any other online recruitment mechanisms, social media allows a process involving lower costs, time-efficiency, bigger outreach, better quality of applicants, a promoted organizational brand, among others.

Sharma and Nagendra (2017) explain the benefits concerning the previously mentioned elements. Concerning costs, most Social Networks are generally free, making expenses on advertisement and diffusion of any type of information extremely reduced. Regarding time, they explain that via Social Networks, the process of posting job vacancies, applications, and postulations assessment is faster than traditional ones. With reference to quality and assortment of applicants, it is possible to reach a wider amount of applicants, leaving aside geographical barriers, background, sex, age, and ethnicity, among etc. Taking into consideration other elements such as experience, knowledge, and skills, the recruitment process ensures diversity among candidates. Furthermore, organizational branding is possible through social networks, even more than other online mechanisms, since every post can project a positive image of the company (Sharma & Nagendra, 2017: 109-110).

Moreover, social networking allows organizational identity, among employees and job seekers, since permanent update of information helps the

establishment of an institutional distinctiveness. In the same way, social media allows the constant publication and sharing any type of information that can be accessed by any online user, making the company more attractive (Priyadarshini, Kumar, & Ranjan, 2017: 971-972). Likewise, even if most social networks do not have professional aims as the main objective, it is possible for recruiters and companies to have an overall perspective of applicants. This is due to the immediate access to profiles, where employers can find background information regarding lifestyle and behavior based on job seekers' online interaction (Cülcüloğlu, 2013: 14-15).

Nevertheless, in the same way as social networking can be significantly beneficial for organizations during the recruitment process, it is important to consider possible challenges and risks. For instance, according to Priyadarshini, Kumar, and Ranjan (2017), companies need to focus on having a transparent communication and promotion system, so that it becomes attractive for job seekers. Furthermore, as previously explained, social networks can provide a wide background of information regarding applicants' behavior. However, excessive contextual information can negatively influence an unconscious control from organizations towards individuals (Contreras, Camacho, & Badran, 2017). In order to exemplify this process, the case of IBM demonstrates the utility of SNS, since in their case social networks became an information channel with individuals, and even influenced the value chain by harnessing online means (Heidermann et al, 2012: 3873).

2.2.4. Efficient administration and strategic employment process

E-recruitment systems help companies achieve a variety of advantages in comparison to traditional mechanisms. However, employing an efficient system and executing a successful administration of resources and recruitment of candidates requires a strategic planning, taking into account certain factors and measurements needed to fulfill expectations and improve results. According to different authors, the most relevant criteria for an efficient e-recruitment execution should be based on a recruitment policy considering financial forecasts, non-discriminatory screening, and permanent supervision. Consequently, the most common indicators (once applied this criteria) that will demonstrate efficiency include Return on Investment, Human Capital Attraction and Retention, and

organizational Branding and Repositioning (Boundarouk, Parry, Furtmueller, 2016).

Zahera, Khan, and Senthikumar (2015) explain that the development of financial forecasts and calculation of the ROI (Return on Investment) might help companies to determine the potential benefits of implementing an e-recruitment system before and throughout the process (Zahera, Khan, & Senthikumar, 2015: 13). Complementing this, Sharma and Nagendra (2017) affirm that it is important to consider costs for job advertisement and costs per hire, in order to determine the reduction of costs involving e-recruitment (Sharma & Nagendra, 2017: 109). Concerning a non-discriminatory screening, diversity of applicants can be achieved with online means. This allows a subsequent measurement of candidates' assortment including ethnicity, disability, gender, age, etc. In this way, the process can fulfill all legal compliances and organizational needs (Kerrin and Kettley, 2003: 50-55).

Regarding the criteria that demonstrate an efficient execution of an e-recruitment process, financial indicators such as the ROI validate actual improvements and results related to traditional means, since it illustrates a forecast of potential savings and process efficiencies. This calculation can include an acknowledgement of actual costs per hire and the costs per advertisement, depending on the positions. The former refers to all the costs related to promotion, agency fees, recruiters' salaries, among others, whereas the latter denotes a relation between the costs for applications per job posting. This is related to the amount of online applications received from candidates. Nevertheless, certain considerations regarding this indicator explain that a wide pool of applications does not precisely assure an effective e-recruitment process, so it is better to analyze the cost per qualified candidate and not based on the flow of applicants (Kerrin & Kettley, 2003: 51-52).

Moreover, Sokro (2012) explains that employer branding can directly benefit from a well-executed e-recruitment process, since the organizational image is a significant influencer, generating brand value for customers and loyalty for employees and job seekers. Additionally, branding obtained from e-recruitment can allow an improvement of familiarity and reputation among applicants, influencing their behavior. (Sokor, 2012: 166-167). Likewise,

employer attraction and retention demonstrates the efficiency of a recruitment process, since it validates de whole procedure, providing proactive and successful assets contributing to future competence and market value for the company. Therefore, high quality candidates and future employees may eventually evidence the efficiency of online recruitment, based on performance metrics and retention rates (Kerrin & Kettley, 2003: 57-58).

2.2.5. Key Performance Indicators for E-Recruitment (KPIs)

Key Performance Indicators refer to the most relevant elements that can be measured based on the organizational performance in order to demonstrate success from a general perspective or focusing on specific areas or procedures. These indicators are mostly applied to operative areas so as to determine all possible implications concerning their performance (Parmenter, 2015: 118). In this section, certain KPIs have been selected in order to explain the outreach and impact that online recruitment can have on companies.

TABLE 1
KPIs FOR E-RECRUITMENT

KPIs	Definition
Pool of Candidates	Total amount of job seekers (active and passive candidates)
Time to Fill	Total number of days job announcement is available
Offer Acceptance Rate	Amount of acceptances compared to amount of offers
Costs per Hire	External and internal costs compared to amount of hires
Retention Rates	Amount of still employed hires at the end of the period compared to the amount of hired employees at the start of the period

Source: Parmenter, 2015.
Elaboration: Lasso, 2018.

Every company can establish more KPIs according to the measurements desired to obtain. Nevertheless, the five indicators shown in Table 1 refer to some of the most relevant and used pointers by international companies to evaluate recruitment processes, either by traditional or online means. Subsequently, each of these five Key Performance Indicators will be explained centering on online recruitment aspects. Moreover, on the following sections, these KPIs will be

presented with some cases in order to compare traditional recruitment companies with online ones.

Referring to the pool of candidates, e-recruitment can reach a wider audience through different online sources such as webpages, job boards, and social networks. It is even possible to boost the outreach that an online post can have just by paying a fee either on job boards or social networks. In the same way, the pool of candidates for online recruitment includes passive candidates, who are not currently searching for a job but can opt for a new vacancy depending on the attractiveness and impact that the announcement can have. Compared to traditional means, the online pool of candidates poses a wider audience who has the possibility of being permanently updated concerning a job vacancy or announcement.

Concerning the time to fill, e-recruitment provides job seekers with the possibility of applying immediately through online means. Moreover, with online sources, candidates are able to know if the vacancy is still open, whereas with traditional means, applicants do not have permanently updated information concerning the vacancy status. One of the most relevant advantages of e-recruitment refers to the time that announcements are available. For instance, with social networks, posts can be permanently visible, since it does not have any cost. Referring to offer acceptance rate, with e-recruitment this indicator is higher since social networks and job boards receive more job announcements, applications, or even only profiles, which increases the amount of acceptances compared to traditional means.

Moreover, costs per hire involve all external and internal costs related to recruiting and hiring the most suitable candidates. According to Beamery, a recruitment software developer, costs per hire can be reduced up to 39% compared to traditional means (Beamery, 2018). This indicates that companies applying e-recruitment are able to carry out staffing procedures for lower costs, which already include online announcements, acquisition and maintenance of the software, and permanent information updates. Regarding retention rates, LinkedIn Statistics show that candidates using online sources to apply for a job, mainly social professional networks, are 40% less likely to leave the enterprise within the first 6 months (LinkedIn, 2015: 5).

In addition, other Key Performance Indicators are also included by certain recruiters and companies, such as time to hire. However, this metric is completely variable depending on the position and especially on the company. However, Beamery (2018) affirms that online recruitment can have a reduction of around 31% concerning the time to hire compared to traditional sources.

2.2.6. E-Recruitment effects on financial performance

Recruitment processes belong to Human Resource Management, which has a direct impact on corporative financial performance. This concept refers to the relation of business operations with monetary terms. The results are measured taking into consideration productivity, costs, added value, employer image, etc. (Ahblom, 2017: 28-29). In this way, it is possible for companies to know and understand how recruitment processes impact their organizational performance indicated in financial metrics. Consequently, companies can develop strategies to improve their recruitment system and their operative and financial performance.

In order to understand e-recruitment impact on financial performance, the effects will be explained and analyzed focusing on five main aspects. These aspects refer to costs, time, branding, productivity, and operations and processes. Information concerning e-recruitment impact to these aspects will be presented so as to provide evidence of its positive effects to corporative financial performance.

Regarding costs, e-recruitment processes can reduce expenses up to 39% compared to traditional means (Beamery, 2018). This is due to the fact that companies invest less resources on different elements during the entire recruitment process. Companies are able to post job vacancies through online sources and social networks, which reach a wider pool of candidates and remain visible for a longer period of time. With online job boards and social networks, companies can announce job vacancies for substantially lower costs compared to recruitment agencies, headhunters, or traditional sources. Moreover, companies are able to reduce the workforce responsible of attracting, evaluating, and ranking candidates. Digital and online tools allow recruiters to automate processes such as skill-extraction, filtering and tracking applications. As a result, this personnel can be better employed in different areas, reducing recruitment budget.

Effects concerning time benefits indicate that it is possible for companies to reduce up to 31% of the invested time during traditional recruitment processes (Beamery, 2018). This can be understood as the possibility that enterprises have of investing two thirds of traditional recruitment time in other operations or functions. In this way, recruitment processes are carried out faster, thus, selection results are obtained faster as well. Therefore, recruited candidates can be introduced to the company earlier and start working in their positions as soon as possible.

In relation to branding, e-recruitment provides companies a significant opportunity to improve public image concerning financial performance. This aspect refers to a positive corporative reputation as a desirable employer (Gatzert, 2015: 12-15). This can be explained based on the fact that companies with a positive employer branding tend to receive prospective applications without investing a significant amount of financial resources in announcements or posts. Furthermore, if a company's employer reputation is perceived as positive by job seekers, the selected candidates will be much more motivated, increasing individual and team productivity.

With reference to productivity, online recruitment processes allow companies to establish a well-developed organizational identity through branding strategies. This corporative identity does not only attract potential candidates, but it also reinforces the sense of belonging to the company among employees. In addition, corporative identity motivates employees, sometimes more than financial benefits. In this way, enterprises are able to fulfill candidates' expectations and provide added value as employer to the employee experience. As a result, a positive working environment can be achieved, which will contribute to labor efficiency.

Lastly, operations and processes are positively impacted as well. Automation and standardization of processes involve several improvements for recruiters. For instance, companies using e-recruitment are able to receive applications with standard formats, making it possible to order and file documents immediately. With this, companies do not need to invest financial resources on paperwork, since it is all automatically done by a computer. Moreover, companies can establish specific criteria with the use of a software, so filtering, pre-screening,

and ranking applications can be automatically done by the software. In fact, e-recruiters can even apply machine learning algorithms or linguistics analysis to execute skill-extraction and personality mining. These tools provide them with relevant information about candidates that cannot be easily accessed with a traditional application. Taking this into consideration, expenses concerning evaluation procedures are reduced, which also relates to time efficiency.

It is possible to affirm that these five aspects are totally related between each other, since all of them generate financial performance improvements. If international companies are able to attract potential candidates and motivate employees with online recruitment, productivity will increase, time invested in certain operations will be reduced, processes will be improved, and eventually costs will be reduced as well. It can be said, that these effects have a direct correlation. It is likely that if e-recruitment impacts any of these aspects, the other ones might be subsequently impacted as well. However, none of them is dependent from the other ones.

2.3. Individuals' perceptions as direct consumers

As it has been stated before, the Internet provides different facilities to all the parties involved in the recruitment process. Referring specifically to the individuals' perspective and direct benefits, it is possible to affirm that applying for a job position through the Web, is a fast and suitable mechanism. It allows a wider access and even the possibility of submitting applications to different positions by the same source. This reduces significantly the operative effort and costs compared to traditional means. Moreover, online recruitment allows individuals to access an extensive and varied database of companies searching for employees. They can even access to all their organizational information, such as culture, objectives, values, job descriptions, and even financial data (Borstorf, Marker, Bennett, 2005: 10). Likewise, Sylva and Mol (2009) remark that e-recruitment provides a better perceived effectiveness and user friendliness among online job seekers, demonstrating user satisfaction towards online applications (Sylva & Mol, 2009).

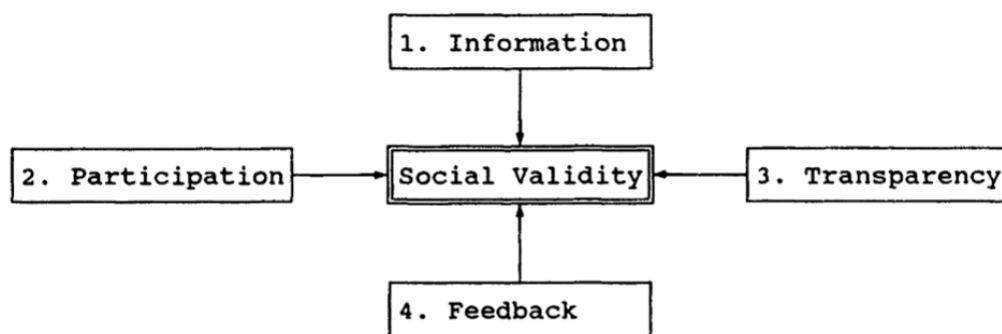
Taking this into account, this section will develop the factors directly influencing the social acceptance and effectiveness from the users' perspective,

focusing on the benefits and advantages that e-recruitment provides to individuals. Moreover, the economic and psychological factors that influence applicants will be explained from the economic and psychoanalytic consumer behavior theories. Subsequently, other elements influencing individuals' perceptions towards e-recruitment as an alternative or even after applying, will be described, for instance access to internet or technological devices.

2.3.1. Social validity and acceptance of online recruitment

Acceptance concerning online recruitment from users' perception depends on several individual and organizational factors. Schuler, Farr, and Smith (1993) established initially that social validity of recruitment and selection situations depends on four main independent variables, referring to information, participation, transparency, and feedback, as shown in Figure 7. Information refers to a full exposure of requirements, characteristics, and objectives of the job position, as well as general organizational information regarding its culture, values, and goals. Concerning participation, they explain about the possibility of having certain control over behavior or involvement on the development of the situation. Transparency focuses on the opportunity that an applicant can have of clearly observing the fulfillment of objectives along the process. Lastly, feedback concerns the information received back related to the job seeker's performance along the recruitment process (Schuler, Farr, & Smith, 1993: 13-14).

FIGURE 7
SOCIAL VALIDITY OF SELECTION SITUATIONS

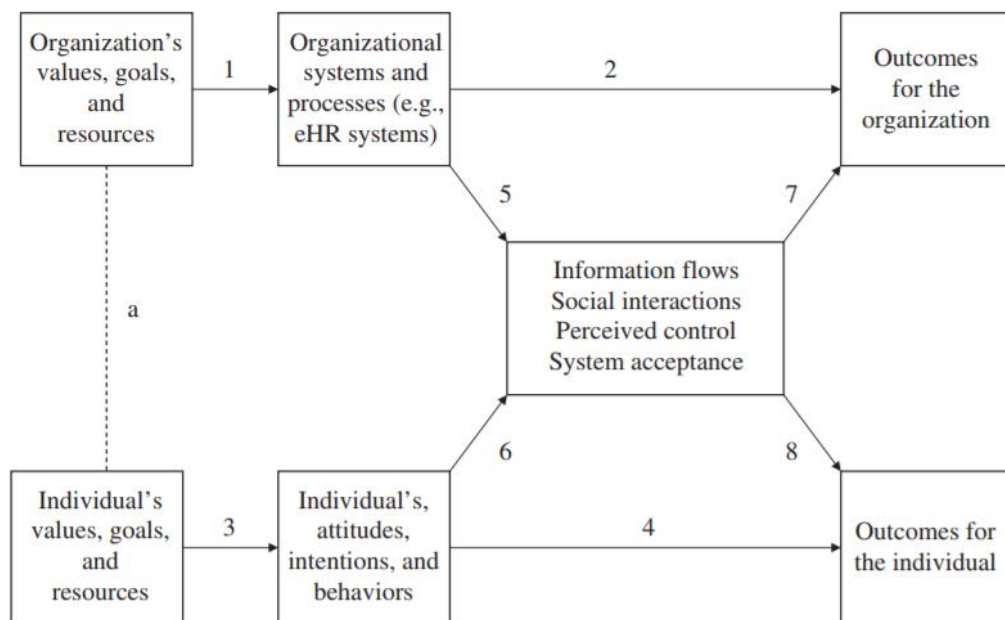


Source: Schuler, Farr, & Smith, 1993.
Elaboration: Schuler, Farr, & Smith, 1993.

So as to complement, Stone, Stone-Romero, and Lukaszewski (2006) explain the relation between the effectiveness of e-recruitment mechanisms and the connection between organizational and individual goals, which may also have

a significant relevance on social acceptance and validity. As Figure 8 shows, different factors interfere on the attainment of online recruitment outcomes. Organizational purposes, values and resources are fundamental to the establishment of systems and processes, which consequently have an impact on the organizational outcomes. In the same way, individuals' aspirations, values, and resources influence the consumer behavior and intentions towards a company, either to apply to it or decline it, depending on the correlation with the organizational goals (Stone, Stone-Romero, & Lukaszewski, 2006: 230).

FIGURE 8
FACTORS THAT INFLUENCE INDIVIDUAL AND ORGANIZATIONAL OUTCOMES OF USING E-HR SYSTEMS



Source: Stone, Stone-Romero, & Lukaszewski, 2006.
 Elaboration: Stone, Stone-Romero, & Lukaszewski, 2006.

Additionally, in Figure 8 it is possible to observe that the final outcomes are directly influenced by other elements, specifically information flow, social interactions, perceived control, and system acceptance. The first one refers to enough and quick access to information related to the vacancy and the organization, as previously explained by Schuler, Farr, and Smith (1993). The second one, denotes the direct contact between applicants and recruiters, and posteriorly, employees and supervisors, which relates to role acquaintance and trust among coworkers. In the same way as previously mentioned, perceived control focuses on the influence that the organization can exert over individuals

on the accomplishment of general goals. Lastly, system acceptance depends on the relation between individual behavior and aspirations towards the company and the system as a whole (Stone, Stone-Romero, & Lukaszewski, 2006: 230-232).

In this way, online recruitment processes are susceptible to a wide variety of factors that might not only have an impact on the results and outcomes, but also influence on their validation either by the organization or the applicants. Like so, companies must try to align organizational procedures and image to individual expectations, mainly based on contextual, cultural, and social elements. Moreover, it is necessary that companies define organizational processes, establish strategies, and execute actions taking into consideration business opportunities and outlooks. Though, candidates' expectations must be taken into consideration in order to have a successful recruitment process, along with organizational and individual.

Furthermore, other elements are considered relevant to social acceptance and validity of e-recruitment processes by individuals, for instance user-friendliness and Internet selection image of the company. User friendliness is directly linked to perceived efficiency of an e-recruitment system, since it refers to the accessibility to information and features on the Web and considers style and usability as relevant for the organizational attraction. Likewise, Internet selection image of the company is related to organizational branding, given that it refers to the visibility of the enterprise on the Web, not only recruiting but promoting itself as well (RoyChowdhury & Srimannarayana, 2013: 186-188).

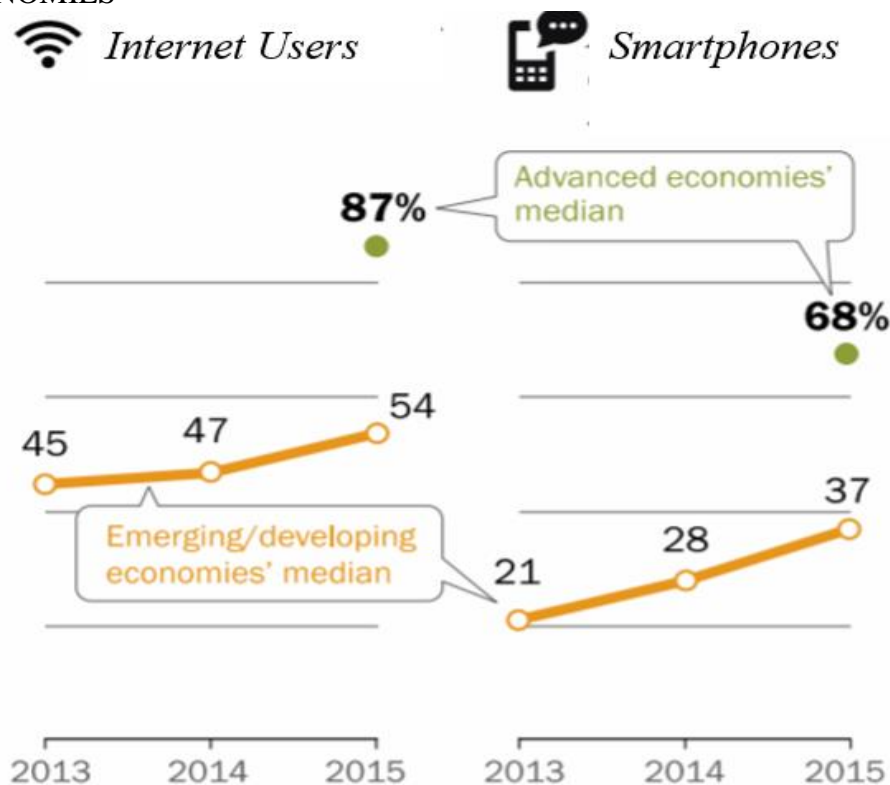
Therefore, taking into consideration these elements and factors influencing social acceptance and validity of e-recruitment processes among job seekers, Brandao, Morais et al. (2017) explain certain perceptions regarding online recruitment procedures. They highlight the fact that it is perceived as a facilitator of access to opportunities: overall and specific information for job seekers, and to candidates for companies. Furthermore, online recruitment is distinguished as fast and practical, easing and accelerating the process and making it practical, convenient, and efficient for both parties involved. Similarly, e-recruitment is perceived as cheaper, also for applicants, since information is permanently available on the Web and candidates do not incur on significant costs such documentation to send due to online sharing of information. At last, it is remarked

that e-recruitment is perceived as efficient among applicants due to the fact that information is systematically organized and classified, making filtering and ranking easier (Brandao, Morais, et al., 2017: 297-300).

2.3.2. Access to Internet and technological devices

Besides the already explained elements and factors directly related to the effectiveness and acceptance of e-recruitment processes among the users, the access to Internet and to technological devices is a determinant component to a wider success, especially in the Latin American region. This is mainly due to the fact that without access to the Web, recruitment online does not have impact on job seekers at all. In addition, not only access to Internet is necessary, but also contact with different technological and electronic tools and even social networks are important, so that e-recruitment strategies can be applied and executed properly (Contreras, Camacho & Badrán, 2017).

FIGURE 9
TECHNOLOGY USAGE RATES INCREASING IN EMERGING ECONOMIES

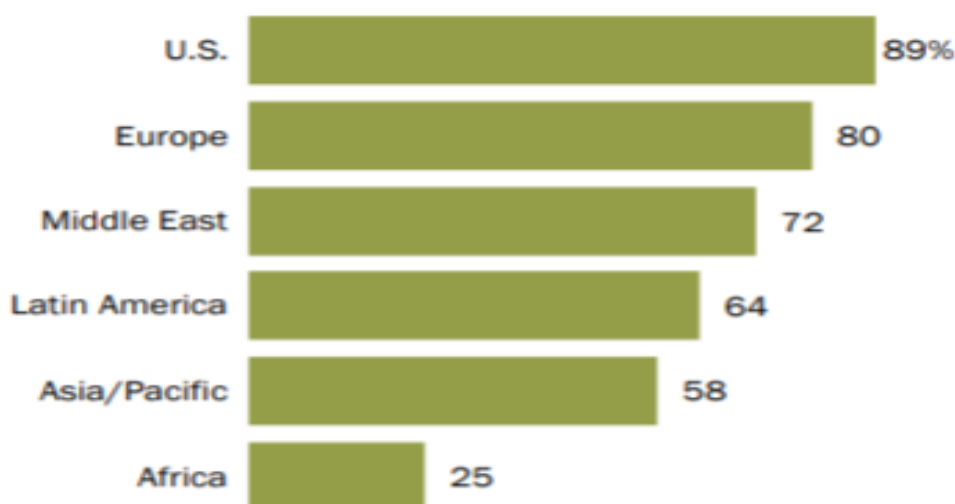


Source: Pousher, 2016.
Elaboration: Pousher, 2016.

Worldwide, Internet has reached more users, having important differences between regions. As seen in Figure 9, by 2015 around 87% of people on advanced

economies had access to Internet, whereas 54% of the population on emerging economies were internet users. Regarding access to technological devices, such as smartphones, by 2015, 68% of the population from advance economies were reported as owning one, whereas only 37% of people on emerging and developing countries owned one (Pousher, 2016: 3). This implies that Latin American countries are on the emerging median. It is demonstrated that even if the percentage shows a reduced amount of Internet users compared to developed economies, the region is in permanent growth concerning electronic devices and online tools. Moreover, as Figure 9 shows, the percentage of Internet use increases significantly every year, being even more noticeable referring to the access and ownership of technological devices such as smartphones.

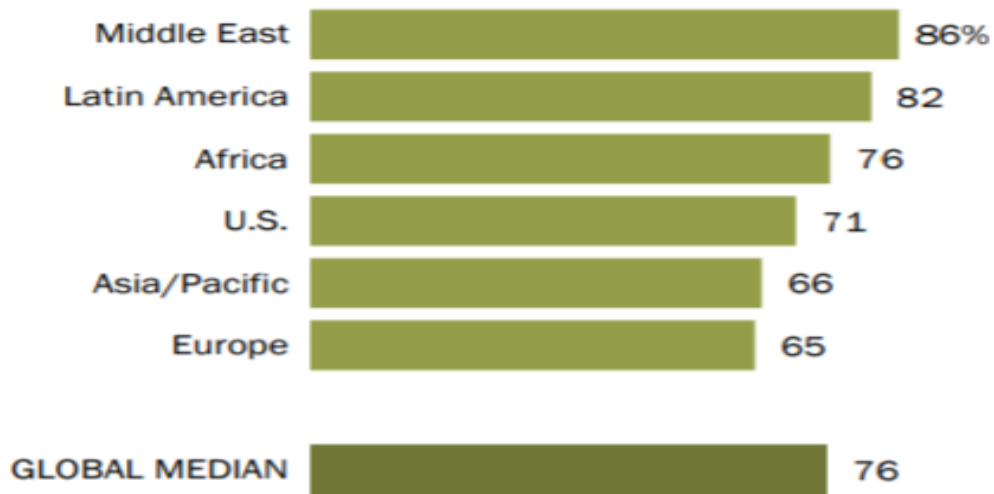
FIGURE 10
INTERNET USERS PREDOMINATE ACROSS REGIONS



Source: Pousher, 2016.
Elaboration: Pousher, 2016.

Even if Internet has reached a wide expansion throughout the years, in Latin America it has been uneven. Access to the Web and the use of Social Networks has extended among all countries in the region. However, there are significant differences between states and even within the same countries (Gainous, Wagner, & Gray, 2016: 716). According to Pew Research Center, for the year of 2015, around the 64% of Latin Americans reported having access to Internet, putting the region in fourth place in a worldwide comparison, as shown in Figure 10 (Pousher, 2016: 8).

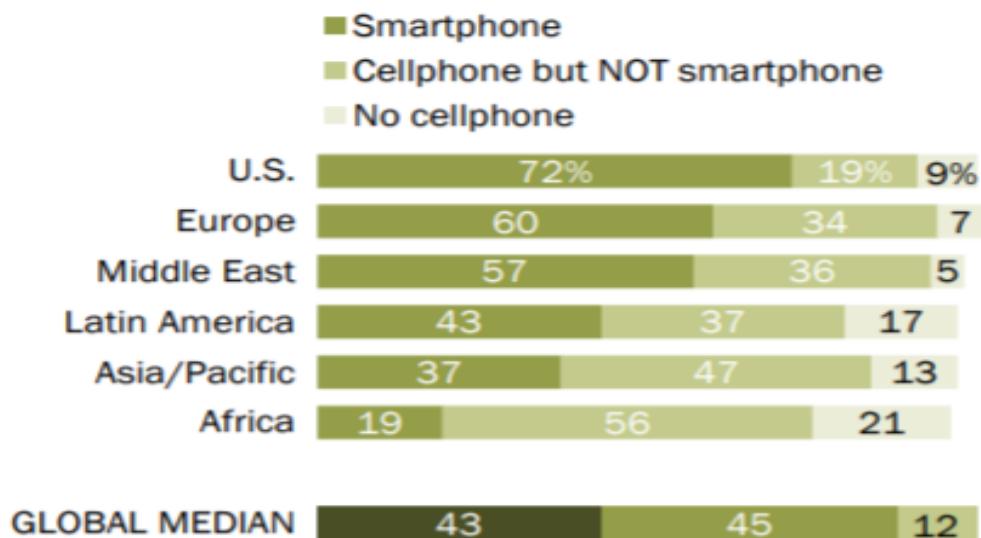
FIGURE 11
INTERNET USERS IN EMERGING WORLD: SOCIAL NETWORKS



Source: Pousher, 2016.
 Elaboration: Pousher, 2016.

On the one hand, regarding the use of Social Networks, from the percentage of the population having access to Internet, around 82% of them have reported using social networking sites. This puts Latin America in the second place worldwide, even higher than the global median, as seen in Figure 11. (Pousher, 2016: 5). Nevertheless, it is important to mention that this percentage does not refer exclusively to the use of Social Networks as e-recruitment tools. On the other hand, concerning the access to smartphones, by 2015, 43% of Latin Americans reported owning one, whereas 37% owned a normal cellphone and 17% had no cellphone at all, as seen in Figure 12 (Pousher, 2016: 18).

FIGURE 12
INTERNET USERS IN EMERGING WORLD: SMARTPHONES



Source: Pousher, 2016.
 Elaboration: Pousher, 2016.

Taking these numbers into consideration, it can be stated that Internet access, use of social network sites, and accessibility to smartphones is continuously growing. Concerning Latin America, executing a wide-ranging e-recruitment process still has certain challenges, due to the limited outreach it can get since only two thirds of the population are directly impacted by digital means and social networks. Moreover, most countries in Latin America present a significant difference between urban and rural areas, which denotes an important difference on the percentage of the population accessing to online tools and hence, e-recruitment opportunities. Nevertheless, these challenges denote opportunities and potential as well, since international companies can exploit the market, through different strategies concerning e-recruitment.

After reviewing the main benefits and advantages for companies concerning strategic Human Resource Management, it has been evidenced that this section has demonstrated the specific objective centering on defining the main tendencies regarding e-recruitment in Latin American and establishing the principal strategies for its development. Taking into consideration the organizational standpoint, companies can adapt to global trends, create an integrated overall business planning, execute competitive strategies, and obtain significant benefits on their overall performance. Moreover, by taking into account individual perspectives, it is possible to determine the relevance and need of considering how users act, perceive, accept, and validate or reject online recruitment processes. In this way, Human Resource management and general business planning are based on real needs, opportunities, and overall trends so as to adapt new strategies. In this way, it is possible to affirm that international companies in Latin America can measure e-recruitment processes' efficiency and success, through certain elements, such as financial indicators, social acceptance and validity, and organizational methods. As a result, these elements determine the most suitable and prospective approaches based on current general and specific trends.

CHAPTER III INTERNATIONAL COMPANIES IN LATIN AMERICA APPLYING E- RECRUITMENT

3.1. Recruitment in companies in Latin America: General Overview

Several factors have influenced Latin American companies' performance in the market, always looking to become more competitive. Referring to recruitment, due to the continuous progress of the economy and the region's potential, search for skilled talent is yet more challenging taking into consideration organizational requirements, market demand, and prospective candidates' shortage (Newburry, Gardberg & Sanchez, 2014). As an entire region with promising approaches towards the development of technological and online processes as strategic business, specifically, e-recruitment, it is necessary to understand the current situation of Latin American countries.

Taking the previous elements into account, this section will review the conditions in which Latin American countries have developed recruitment processes along with the increase and expansion of the Internet, informatics tools, and electronic resources among the population. Therefore, a brief analysis of the region will be developed by dividing the region in North, Central, and South America, and explaining the settings and measuring results, as well as trends, of the different countries of Latin America. In addition, a comparison between traditional and online recruitment companies will be analyzed and explained based on financial performance indicators.

3.1.1. North America

As the only Latin American country located in North America and one of the leading countries in the region regarding E-recruitment trends, Mexican organizations have taken advantage of technological advances, which they have applied to develop strategic business competitiveness. Specifically referring to recruitment processes, 67% of Mexican companies that use Internet every day, have already implemented an online recruitment system successfully (Statista, 2018). It is important to denote that these companies with e-recruitment processes implemented on their Human Resources Management have achieved it through different mechanisms and strategies. The most developed ones include the use of

social networks to reach a wider audience due to the extensive diversity of advantages and services provided (Garcia, Gatica, et al., 2016).

On the one hand, referring to online recruitment through social networks, it is necessary to remark that among the Mexican population, more than 50% of citizens had access to Internet by 2017. Based on this, almost 80% of users have accessed to social networks, making it the most common activity on the Internet (Statista, 2018). Regarding the organizational approach, among Mexican enterprises, 82% of all companies applying e-recruitment affirm that online procedures have eased the process. Moreover, around 57% of Mexican companies have mentioned that e-recruitment processes through social networks generate broader and more effective results than traditional means. This includes Facebook, LinkedIn, and Twitter as the most common online social networks with 87%, 36%, and 27% of acceptance and effectiveness (ZonaJobs, 2012).

On the other hand, recruitment through job boards and websites of recruitment agencies has also had a wide acceptance and growth among the Mexican market. With the appearance of online employment sites, Mexico has developed its e-Human Resources Management approach towards online recruitment. Among the major online recruitment boards on Mexico, OCC Mundial has been the pioneer of online processes (Torres, 2009: 359). However, other job sites have entered the market, achieving significant results, including Acciontrabajo.com, Bumeran.com, and OCCEjecutivo.com (Rao, 2015:50).

Bumeran is an international job board established in the entire Latin American region and founded in 2001 in Mexico. It receives 45,000 job announcements per month, as well as an average of 9 million visits per month. It is one of the biggest online job boards in the region. The webpage offers companies the possibility of posting job positions and job seekers to create profiles and search for vacancies. All this, with an interactive system that facilitates searches based on selected criteria, filters, and preferences. It counts with almost 2 million registered users and more than 6000 enterprises posting permanently on their job board (Bumeran, 2018). Acciontrabajo is an international job board as well. It also carries out recruitment processes in the entire Latin American region and was founded in 2001 in Mexico. It has a similar mechanism and system like Bumeran. However, the main differentiator are low costs that this

platform offers in relation to other ones. It allows companies to access to several types of accounts, offering different benefits, but always at lower costs than competitors (Acciontrabajo, 2018).

TABLE 2
KPIs: NORTH AMERICAN ONLINE JOB BOARDS

KPIs	Acciontrabajo	Bumeran
Pool of Candidates	500,000 users	1,9 million users
Time to Fill	30 - 90 days	60 days
Costs per Hire	\$50 - \$200	\$50 - \$200

Source: Acciontrabajo, 2018. Bumeran, 2018.
Elaboration: Lasso, 2018.

As seen in Table 2, some KPIs have been selected to analyze the two mentioned companies carrying out recruitment through online means. Concerning the pool of candidates, it is possible to see that Acciontrabajo counts with 500,000 users and Bumeran with almost 2 million registered users, indicating a wide audience of job seekers. Moreover, time to fill the applications shows that Acciontrabajo allows companies to have their job announcements for different periods, depending on the desired results and costs, whereas Bomeran offers a standard period of time. Lastly, concerning costs per hire, Acciontrabajo and Bumeran present similar values. Nonetheless, the latter offers a wider pool of candidates and a more personalized platform for advanced searches. Despite the differences between the two online recruitment sources, both are still more effective than traditional means. This is mainly proved by the increasing amount of users that they have, as well as the number of recurrent visits to their webpages.

Considering the previous explained elements, it is possible to affirm that Mexico as the only Latin America country in the northern part of the region has a wide-ranging potential regarding the development of e-recruitment. Even if a certain percentage of the population does not have access to Internet at all, the continuous expansion of electronic tools, the demand of talents, and the application and social acceptance of online recruitment is progressively broader over the Mexican market (Garcia, Gatica, et al., 2016).

3.1.2. Central America

The whole Latin American region has similar advances and characteristics regarding Internet processes, including Central American countries. The percentage of Internet users among these countries has reached almost 54% of the entire population, representing almost 22 million users (CEPAL, 2016). However, e-recruitment is not widely applied and implemented on most companies on the central part of the continent, since recruitment is based on more traditional mechanisms, such informal networks, organizational database, and traditional advertisement (Baptista & Flires, 2015: 24).

Contrary to other countries in the region, Central American companies execute their recruitment process mainly through informal networks, rather than online or technological means. However, it is important to remark that recruitment through informal means, can pose social disadvantages for specific groups of the population, such as young and unexperienced job seekers, women, and long-term unemployed people. Moreover, traditional advertisement and communication means are also included as part of Central American companies recruitment strategies, having traditional process still as part of their Human Resource Management (BID, 2015).

Even if it is not broadly expanded, recruitment through online webpages and job boards continue to increase on the region, mainly due to the influence of recruitment companies implementing online systems. A variety of recruitment companies have developed online procedures as strategy, having direct influence from international companies established in the region, as well as national enterprises, who have implemented these systems on their business planning and human resources management. The main enterprises executing recruitment through online means include Tecoloco.com and estascontratado.com. These websites provide job seekers the possibility of finding vacants, and employers to search for suitable and potential profiles among the applicant pool (Baptista & Flires, 2015: 25).

In order to analyze the KPIs of Tecoloco.com and Estascontratado.com, it is important to remark that they both are the same company with different names in specific Central American countries. They were founded in Central America in

2001, expanding over the region and locating their headquarters in Panama. As Table 3 shows, their pool of candidates has 1,5 million registered job seekers and more than 5,000 companies posting job vacancies on their website. Similarly to other regional companies, these two online job boards provide 1 month as time to fill applications, for an approximate cost between \$50 and \$200 depending on selected benefits. It is important to remark that Tecoloco.com and Estascontratado.com are the same company in different countries and are the most competitive online job board in the Central American region. Other smaller online recruitment sources do exist, but do not have such a wide acceptance among job seekers and recruiters.

TABLE 3
KPIs: CENTRAL AMERICAN ONLINE JOB BOARDS

KPIs	Tecoloco.com Estascontratado.com
Pool of Candidates	1,5 million users
Time to Fill	1 month
Costs per Hire	\$50 - \$200

Source: Tecoloco.com, 2018. Estascontratado.com, 2018.
Elaboration: Lasso, 2018.

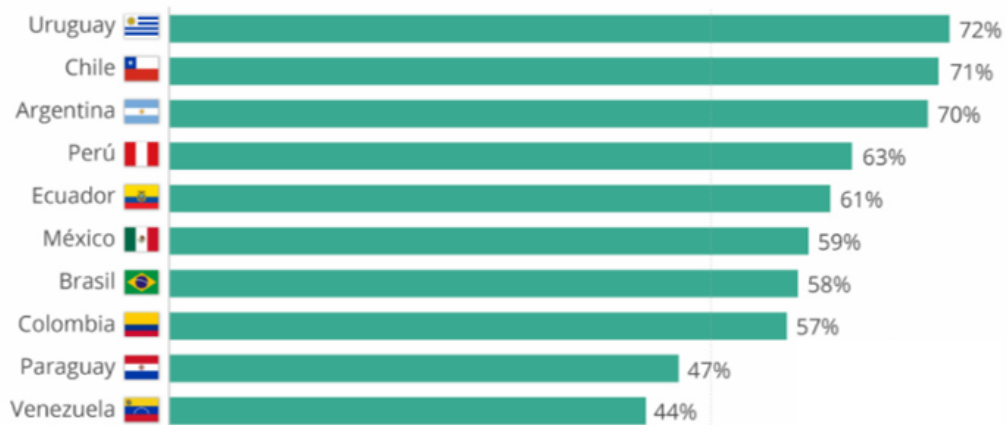
3.1.3. South America

Similarly to the rest of the region, South American countries have a comparable situation regarding e-recruitment processes. The level of penetration of Internet and Social Networks have allowed a continuous growth of electronic and informatics tools' application on business procedures. Nonetheless, similar and new challenges are present, which represent an extremely significant opportunity for companies already implementing online recruitment processes on their strategic planning.

South America had reached an approximate of 60% of Internet penetration among the population by 2016. In fact, the region does not only present an increase of Internet's impact, but the use of social networks among online users has also had a significant augmentation. By 2017, South America had around 76% of social networks users among Internet consumers, which demonstrates an increase of almost 10% compared to 2013 on the entire region. Specifically referring to single countries, the impact that social networks has had differs depending on

certain element. Social and economic development directly influence on the implementation of infrastructure and systems that allow a wider access and usage. As Figure 13 shows, certain countries have a broader penetration regarding the amount of social networks users based on the entire population (Statista, 2018).

FIGURE 13
SOCIAL NETWORKS' PENETRATION IN LATIN AMERICAN COUNTRIES IN 2017



Source: Statista, 2018.
Elaboration: Statista, 2018.

The growth and acceptance of Internet and social networks is relevant to the development of online processes in South America, since more companies and organizations have started to implement or at least to considered executing recruitment processes as part of their Human Resource Management and strategic business planning. Around 70% of companies consider that developing recruitment processes through digital means and social networks is necessary for organizational growth and competitiveness (Statista, 2018).

Nevertheless, even if companies have developed certain online recruitment processes, South America has still difficulties when attracting suitable and potential candidates. According to the World Economic Forum in Latin America, the region faces a significant shortage of qualified talent. Based on 2017 reports, around 50% of South American formal companies struggle when recruiting qualified and skilled candidates, which generates inconvenience on the overall business development (World Economic Forum, 2017). Moreover, according to a regional research of Manpower Group (2015) regarding talent scarcity, almost 40% of affected companies find complications to the enterprise's productivity, competitiveness, and even on employee rotation, which proves a

substantial risk for organizations. However, even if talent scarcity represents a challenge for companies in general, it proves potential on the region. Most companies are adapting their Human Resource systems and implementing nontraditional recruitment means so as to reach a wider and better qualified target of candidates all over the region. In 2014, the amount of South American companies including e-recruitment as part of their human resources planning increased on 9% in relation to the previous year, which demonstrates the permanent search of competitiveness when attracting skilled talent (Manpower Group, 2016: 16-18).

Consequently, companies in South America focus on attracting candidates based on general and specific needs and requirements. As explained previously, the region presents a high demand of skilled and qualified talent. Thus, many recruitment procedures are developed with a system based on competencies so as to fulfill organizational necessities, taking into account talent scarcity. These systems based on competencies allow a more accurate and suitable results. They involve identifying critical requirements for desired candidates, adapting the criteria to an automated and standardized system, and taking into consideration previous experiences in order to understand applicants' behavior towards organizational requirements (Corral, 2007: 28-31).

TABLE 4
KPIs: SOUTH AMERICAN ONLINE JOB BOARDS

KPIs	Acciontrabajo	Bumeran
Pool of Candidates	4 million users	13.3 million users
Time to Fill	30 - 90 days	30 – 60 days
Costs per Hire	\$40 - \$200	\$50 - \$250 (may vary depending on specific countries)

Source: Acciontrabajo, 2018. Bumeran, 2018.
Elaboration: Lasso, 2018.

In order to have a broader understanding of the regional context, two of the biggest international online job boards will be analyzed. These two e-recruitment companies are the same as the ones from the North American region, Bumeran and Acciontrabajo. These two online job boards are the biggest in Latin America, having impact in almost all countries of the region. It is important to mention that in some countries, their corporative name might be different,

however, they all belong to one big international company. For instance, Bumeran is known in Ecuador as Multitrabajos and in Chile as Laborum. Though, they have the same system, benefits, processes, etc. It is also important to indicate that costs per hire and the pool of candidates vary depending on the country. Nonetheless, Table 4 shows an approximate of these measurements for the entire South American region.

Taking into consideration the information presented on Table 4, it is possible to say that both online job boards are extremely competitive. Both offer a similar cost per announcement with few variations depending on each country. Moreover, Acciontrabajo offers a basic account, which is completely free. However, the benefits are substantially reduced. It is important to point out that Table 4 shows information concerning job vacancies announcements, so most benefits center on the post. If companies want to have access to other benefits such as filters, downloading CVs, or linking webpages, another cost will be charged.

One significant difference is based on time to fill applications. Acciontrabajo allows companies to have their announcements visible between 30 and 90 days, whereas Bumeran offers a period of time between 30 and 60 days. All these features depend on the selected subscription and country. Lastly, Bumeran offers a wider pool of candidates than Acciontrabajo. These numbers include all Latin American countries, thus, Bumeran has had a broader diffusion and acceptance all over the region compared to Acciontrabajo. This is an important element, taking into consideration the fact that both online job boards started operating in the same year. This can be explained focusing on the fact that Bumeran has more than 11 million visits to the webpage per month and more than 48,000 enterprises posting announcements every year.

3.1.3.1. Ecuadorian case study

In order to illustrate the regional context, two Ecuadorian companies have been selected to be analyzed based on its participation in the market and some of their Key Performance Indicators. These Ecuadorian companies refer to one enterprise focusing on traditional recruitment procedures and the other one developing online processes. The former is MRINetwork. It is an international company focused on recruitment processes in different countries worldwide.

Concerning Ecuador, it was founded in 1965 with local agencies. MRINetwork is basically characterized due to the fact that they work with selected companies in order to have a deep understanding of their organizational values, products, requirements, and expectations (MRINetwork, 2018).

The latter is Multitrabajos, which was founded in Ecuador in 2001. It is part of Bumeran.com, one of the biggest online job boards in Latin America. Its main service focuses on the announcement of job vacancies with different available options depending on the companies' preferences and interests. These announcements are posted on the webpage of Multitrabajos, being visible to any job seeker. Moreover, users who have an account have visible profiles, so recruiters or companies can contact them even if they are not involved in an application process (Multitrabajos, 2018).

This online job board counts with more than 1,2 million registered users and more than 2,200 companies posting permanent job announcements. Multitrabajos offers three types of posts, varying prices and benefits. All posts are visible in a general list or they can also be found in advanced searches with the different filters provided by the webpage. Moreover, the platform allows companies and recruiters to establish specific criteria for every vacancy, showing them potential and suitable candidates on their searches. In the same way, job seekers are provided with job announcements that suit their needs and preferences, personalizing their searches based on their profiles (Multitrabajos, 2018).

TABLE 5
KPIs: ECUADORIAN CASE

KPIs	MRINetwork	Multitrabajos	Facebook
Pool of Candidates	Varies depending on market segment, vacancy, etc.	1,2 million users	100,000 – 150,000 users
Time to Fill	10 -15 days	45 days	10 days
Costs per Hire	2 salaries	\$150 - \$350	\$100 - \$200

Source: MRINetwork, 2018. Multitrabajos, 2018. Facebook, 2018.
Elaboration: Lasso, 2018.

Table 3 shows a comparison of three KPIs between three different recruitment sources. These KPIs are pool of candidates, time to fill the application, and the costs per hire, since these metrics indicate relevant information concerning

the companies' recruitment performance. The recruitment sources are the two Ecuadorian companies explained previously and Facebook as a SNS also used for talent staffing.

Concerning the pool of candidates, it is evident that Multitrabajos has a wider audience due to all the registered users interacting through the platform compared to the two other sources. In the case of MRINetwork, the pool of candidates is limited to market segment and vacancy. According to their methodology, their recruitment processes are executed with selected enterprises, reducing substantially the audience. It is important to mention that Facebook allows companies to increase the amount of views proportionally to the costs paid to boost any post. It is possible to reach a wider audience, but the cost will increase proportionally. Nonetheless, companies can post job announcements on Facebook for free, but the reached audience will be limited to users following the page. Moreover, referring to Facebook, it is important to remark that even if the audience is extensive, it does not completely refer to active or passive job seekers. Taking into consideration this, it is possible to say that the pool of candidates with Multitrabajos is broader than the two other sources. In addition, it includes passive candidates that are not so accessible by MRINetwork's methodology or any traditional means.

Regarding time to fill, Facebook allows companies to choose the amount of days, but in the same way as the audience, it will vary proportionally to the cost. However, this time refers only to the boosting time. Once it is over, the announcement is still posted but is not promoted anymore among a wider audience. Multitrabajos offers companies to post job announcements for a fixed time of 45 days and does not vary according to the price. MRINetwork carries out the attraction and recruitment processes on an average of 10 to 15 days, reducing substantially the time that job announcements are visible and open for applications. This indicates that online sources allow companies to share job announcements for longer periods of time than traditional means. Therefore, job seekers are not limited to a reduced time to apply, but instead, they are able to access this information knowing that the vacancy is still open or available.

Lastly, referring to costs per hire, the three sources offer a wide range of prices. MRINetwork, as most of recruitment agencies, charge companies with

costs proportional to the offered salary. In the Ecuadorian scenario, most companies charge between 2 to 3 months' salary, which depending on the position, costs can be extremely high. Facebook allows companies to post job announcements for free on their fan pages. However, if not paid, these announcements will not reach any other user than the ones following them. Prices for boosting posts on Facebook depend completely on the user. In this case, the costs reflect a similar selection based on the targeted audience. Multitrabajos has three possible prices for companies. These prices vary between \$150 and \$350, providing different benefits related to the price. In this way, it is possible to confirm Multitrabajos costs are relatively low compared to traditional recruitment means, whereas Facebook's boosting costs remain competitive as well.

In an overall perspective, online sources such as Multitrabajos and Facebook indicate more efficient results concerning recruitment. Taking the three KPIs into consideration, online sources provide companies with more benefits like lower costs, longer periods of time for announcements and posts, and a wider pool of candidates.

3.2. Mexico as pioneer of E-Recruitment on the region

As explained before, Mexico is one of the leading countries in Latin America when referring to e-recruitment. Mexican companies have developed a more striking hybrid strategy, taking into consideration global systems as well as developing proper procedures that are significantly influenced by the cultural context. Moreover, the use of social networks and automatized and standardized procedures, characterize the Mexican recruitment market as one of the countries with great potential of the region (Olivas, Ramirez & Zapata, 2007: 418-419).

Based on these facts, the following section will present relevant information regarding the background, procedures, competitive advantages, and relevance on the market about the biggest and most successful companies on Mexico regarding e-recruitment advances and development. Likewise, the consumer behavior of the Mexican population accessing to e-recruitment will be analyzed in order to understand what specific factors influence their performance and acceptance towards online recruitment processes. Lastly, current trends on the Mexican market will be studied so as to determine the reasons of the country's

rapid adaption and progress and to understand the relevance of innovation concerning e-recruitment so as to become competitive at an organizational, national, and international level. All this will lead to a better understanding of what are the advantages and challenges for Mexican companies developing recruitment processes with the use of electronic and digital tools.

3.2.1. Top 5 Recruitment Companies using E-Recruitment

As it has been stated previously, Mexico is one of the leading countries regarding e-recruitment processes, and so are the companies present on the Mexican market, either national or international. Among the biggest and most competitive recruitment companies, it is possible to evidence the continuous development of online strategies. However, developing and growing companies are also permanently involved on contributing on the implementation, adaption, and creation of e-recruitment strategies and mechanisms, with the use of technological and digital tools.

Therefore, a set of companies will be subsequently analyzed, so as to observe background information, processes, and relevance on the market, when referring to the development of e-recruitment on Mexico. Four of the biggest recruitment enterprises will be studied, one of the biggest companies centered on exclusively e-recruitment processes will be included, as well as one company that is still growing in the Mexican market. The companies to be analyzed are Manpower Group, Russell Reynolds Associates, Barbachano International, and Adecco as the main international recruitment enterprises, OCC Mundial, as the main Mexican e-recruitment firm, and Talenteca as a Mexican growing company developing recruitment through online means.

The first recruitment company to be analyzed is Manpower Group. It is an international company focusing on providing a diversified set of services involving human capital management. It's been working in the Mexican and Central American market for around 45 years, counting with more than one million applicants registered in the company's database and more than two thousand monthly clients. It reaches different targets, including global and developing national companies with the variety of services offered. Due to its extensive presence along the entire region, Manpower Group has the capability of

executing online recruitment processes in order to attract skilled and suitable talent according to companies' needs and requirements. This firm provides services involving professional talent resourcing, talent attraction and evaluation, outplacement, outsourcing, and talent based recruitment, among others. All of these through traditional and online procedures, depending on the request and desired results (Manpower Group, 2018).

The second chosen enterprise is Russell Reynolds Associates. It has been in the market since 1969, providing companies with different services focused on talent search and Human Resource Management in general. It expanded to Mexico and other Latin American countries, increasing not only its outreach but also its service portfolio along the region based on trends and insights at organizational and cultural levels. Among the company's offering, assessment regarding talent and executive search, cultural advisory, and recruitment planning denote the principal services. Likewise, they use digital tools and development of online approaches aiming to transform strategically companies' processes (Russell Reynolds Associates, 2018).

A third company included on the study is Barbachano International, which is a Mexican recruitment company founded in 1992 with the purpose of offering services concerning Human Resources to multinational companies in the country. Even if the company provides services such as coaching and outplacement, its main activity is centered on recruitment and executive search along Mexico and the Latin American region, approaching almost any sector or industry. Barbachano International has specialized on recruiting mid-level and executive positions. It is important to mention that one of the differentiators of this company is the permanent offer of multicultural and bilingual experts along the entire recruitment process. Moreover, as other international recruitment companies, the processes are carried out through traditional means, as well as online since the target is not limited to Mexico. Barbachano International aims to attract talent from the entire region as a competitive strategy regarding other enterprises (Barbachano International, 2018).

The fourth international recruitment company included is Adecco. It is recognized as the biggest recruitment company worldwide, with presence in different countries including Mexico. Its experience with Human Resource

Management, especially on talent search and personnel recruitment, started around 26 years ago, with more than 80 agencies in the Mexican territory. Adecco counts with services offered to both, companies and applicants. Concerning human resources services to enterprises, Adecco offers outsourcing, business consultancy, talent recruitment and selection, among others. For candidates, the main service centers on providing a job pool with a wide variety of job opportunities. These two approaches can be carried out through traditional and online processes. For the latter, Adecco counts with an specific service called Adecco On Site, which consists on online systems provided exclusively when recruitment is aimed for a wide permanent volume of job seekers, as well as for the development of campaigns and optimization of Human Resource Management. In addition, Adecco provides companies and applicants with a digital app so that users can access to offered services immediately and permanently through any mobile device (Adecco, 2018).

After analyzing the biggest international recruitment enterprises in Mexico, it is important to include a recruitment company that develops their services exclusively through online means. This company is OCC Mundial, which was founded in 1996, aiming to cover the Mexican market of talent search and attraction through an innovative and competitive method. The company offers services to both, enterprises and job seekers, with different approaches. The former have access to a broad pool of candidates constantly submitting online applications to job vacancies, whereas the latter have the possibility of scanning job opportunities published by several companies and immediately applying through the webpage (OCC Mundial, 2018).

Moreover, according to recent reports, OCC Mundial reached 13 million visits per year by 2016, being around 50% of them through its mobile platform. In addition, the company has achieved to have more than 13 million candidates and is currently used by more than 30 thousand companies functioning on Mexico. Regarding the efficiency and acceptance among users, statistics show that 8 out 10 people have already used the platform to search and find a job, and 7 out 10 people using it have being hired. It is important to remark that OCC Mundial has grown in such an accelerated way, that they have already acquired other online recruitment platforms such as Empleo Listo and Seek. It is even executing

processes through the competitors as intermediaries such as Manpower Group and Adecco. In a general view, OCC Mundial works with 60% of its processes directly with companies, 20% with intermediaries, and the 20% left with SMEs (small and medium enterprises) (Aguilar, 2016).

So as to complement, OCC Mundial does not only execute recruitment processes through their webpage, job portal, and intermediaries, but for job seekers, it has continued to develop competitive strategies. For instance, the company has opted to invest around 5% of final incomes on new technology so as to reach the target through a diversified online tool. In fact, OCC Mundial has integrated its platform to work jointly with social networks, such as Facebook or LinkedIn, not only for promoting job vacancies or advertising the brand, but to allow an easier and friendlier platform for users. Moreover, they aim to automatize the search according to predetermined criteria and specific features between applicants and vacancies. Likewise, the company has developed a mobile app so that recruiters and job seekers can access the platform from any device and use the services provided (Aguilar, 2016).

Lastly, Talenteca is a small size company growing in the Mexican e-recruitment market. It was founded in 2013 with the purpose of diversifying the already developed market of e-recruitment. Its main service consists on promoting job vacancies and companies' information solely through their webpage and social networks, being a significant differentiator with other recruitment companies, either traditional or online ones. Its most relevant and positive impact is that costs can be pointedly reduced and networks can exponentially grow (Talenteca, 2018). This company will be subsequently analyzed in following sections as part of a complete analysis regarding e-recruitment exclusively through social networks.

3.2.2. Consumer behavior on Mexico towards E-Recruitment

In order to understand consumer behavior of individuals using e-recruitment on Mexico, it is necessary to analyze factors that directly influence their perception, conduct, and decision-making process when searching for a job. Therefore, cultural aspects of the Mexican population are necessary when referring to their consumer behavior regarding online processes. Besides the

elements previously explained concerning consumer behavior, such as social, economic, and psychological features, cultural factors from the Latin American society significantly determine how online job seekers perceive and accept e-recruitment processes executed by companies. In this way, authors such as Rao (2009), explain that a cultural analysis must include Hofstede's cultural dimensions, which contain power distance, individuality, masculinity, and uncertainty avoidance, all of these explained so as to relate social behavioral features with specific processes (Rao, 2009).

Briefly, power distance refers to the grade of inequality accepted among individuals in a social or organizational context. Individualism and collectivism explains if a society is whether used to work by themselves or as part of groups or teams. Masculinity analyses the relation between certain social values such as assertiveness, competition, effectiveness, and success, with social roles. Lastly, uncertainty avoidance denotes social preferences regarding established rules and roles for specific situations. According to Elvira and Davila (2005), Mexico has high levels of power distance, collectivism, masculinity, and uncertainty avoidance. This indicates a characteristic of Human Resource processes and collective behavior towards them, in which management should consider social elements so as to understand Mexican hybrid cultural environment (Elvira & Davila, 2005: 5).

Moreover, a very important feature of the Mexican and Latin American culture is personal contact, which may represent a challenge for the implementation of e-recruitment strategies, since the Mexican society tends to rely on personal interaction and communication (Elvira & Davila, 2005: 9-10). Social contracts are extremely important among Mexicans. Therefore, developing recruitment strategies online might demand certain considerations, in order to reach the Mexican target. Olivas, Ramirez, and Zapata (2007) affirm that concerning social contracts and personal contact among the Mexican culture, online strategies can be developed taking into consideration specific dynamics related to social preferences. For instance, social networks represent an opportunity for e-recruitment, since they relate to interpersonal contact. Nonetheless, it is necessary that effective e-recruitment strategies through social

networks are developed along automated and standardized operations (Olivas, Ramirez, & Zapata, 2007: 421-422).

Lastly, other elements that are relevant when understanding Mexican consumer behavior towards e-recruitment, and continue to be challenges for its expansion and wider acceptance, involve confidentiality and loyalty. The former refers to the fear that Mexican job seekers feel when submitting their personal and working information on the Web. Mexicans do not feel that their information will be completely secure online, so they perceive Internet processes and transactions as unreliable. The latter denotes the fear that job seekers have due to the possibility of having their information uploaded online and visible to their employers, risking their current jobs, even if they are still looking for other vacancies (Torres & Arias, 2009: 360).

3.2.3. E-Recruitment trends on Mexico

As Elvira and Davila (2005) affirm, Mexican practices and processes have developed Human Resources Management and recruitment strategies based on two main set of factors. The first refers to cultural processes aligned to economic and social elements, whereas the second one denotes the significant influence of global features that shape general tendencies. Thus, it is possible to define Mexican e-recruitment trends as a hybrid system (Elvira & Davila, 2005: 5).

Considering this, global e-recruitment trends vary on the type of online process that is carried out. Dixit (2017) explains that companies might develop operational, relational, and transformational e-recruitment strategies, depending on the target they seek to reach and the results they expect. The first one refers to the automation of basic transactions with applicants, as well as automation of processes. The second one explains the application of new online tools and social networks, since it is possible to personalize contact and feedback with applicants. The third one denotes the relevance of identifying and attracting significant and decisive positions, taking into account organizational branding and reputation (Dixit, 2017: 2135-2136).

Furthermore, other globalized e-recruitment trends include the implementation of artificial intelligence, mobile recruitment, and employer branding. The application of artificial intelligence can vary depending on the

system, as well as the desired function and results. This first approach can be developed by different mechanisms, being the most used ones the employment of algorithm systems, chatbots, and reference check-automated. Algorithms are mostly applied in order to analyze, evaluate, and rank candidates according to their personalities and experience. These systems can track applicants' information on databases, or even relate their results to organizational requirements or previous similar postulations. This provides recruiters with suggested candidates that are more suitable for the vacancies. Regarding chatbots, it refers to technological functions that allow permanent and automated contact with applicants. This tool can adapt to most communication programs, such as messaging or voice conversations. Lastly, reference check-automated consists on the automation of retrieving information of potential candidates from their references with standardized requests sent automatically via email (Chhabra & Ahuja, 2018: 30-31).

Likewise, mobile recruitment is increasingly becoming one of the most relevant mechanisms. It consists on trying to reach job seekers and promote vacancies through mobile applications that can be easily accessed through smartphones. The main advantage of mobile recruitment is that it does not only reach a specific target, but it eases the possibilities of attaining passive candidates as well. In addition, another increasingly common strategy, and that is also being implemented in Latin American countries, is Employer Branding. As explained on previous sections, it refers to the potential of promoting the entire company image through recruitment processes. It does not only reach desired targets, but also provides users a brand visibility that can influence on individual and social behavior (Chhabra & Ahuja, 2018: 32-33).

Taking into consideration the previous global trends, it is possible to affirm that Mexican Recruitment trends follow a Relational E-Recruitment, since it executes processes seizing the technological tools of the Web 2.0. Specific Mexican trends regarding e-recruitment include the vast application of Social Network Sites (SNS) to attract job seekers. In an overall review, most Mexican organizations and companies tend to use social networks to promote themselves from a social aspect. Though, they also use SNS to give practical usefulness and value to their human resources procedures, such as recruitment. In addition, they

vary the amount of social networks through which they recruit, so as to identify and attract depending on specific targets, requirements, and resources. For instance, if the company is looking for young applicants, it is most likely that organizations will reach them through specific SNS, such as Facebook, Twitter, and YouTube. In this way, other SNS like LinkedIn are mostly used to attract and find upper-level candidates. So as to remark, among the Mexican society, the use of social networks to execute organizational and business processes has a wide acceptance, making it a competitive strategy for companies (Rao, 2013).

3.3. Case Study: Talenteca as an E-Recruitment Company on Mexico

As stated on previous sections, it is important to take into consideration the significant role that the Mexican market has along the Latin American region concerning e-recruitment processes and development. The following section will make a complete analysis of a Mexican recruitment company acquiring more relevance in the market. The case of Talenteca will be reviewed involving a general overview of the company, the explanation of its processes and services, and a description from the co-funder's perspective. All this, so as to demonstrate the previously explained concepts on a practical and real case, to understand the potential of e-recruitment at organizational and international levels, and to determine the most relevant elements concerning e-recruitment on Talenteca. Lastly, an analysis will be developed based on Talenteca's performance compared to traditional and online recruitment sources.

3.3.1. Company's Overview

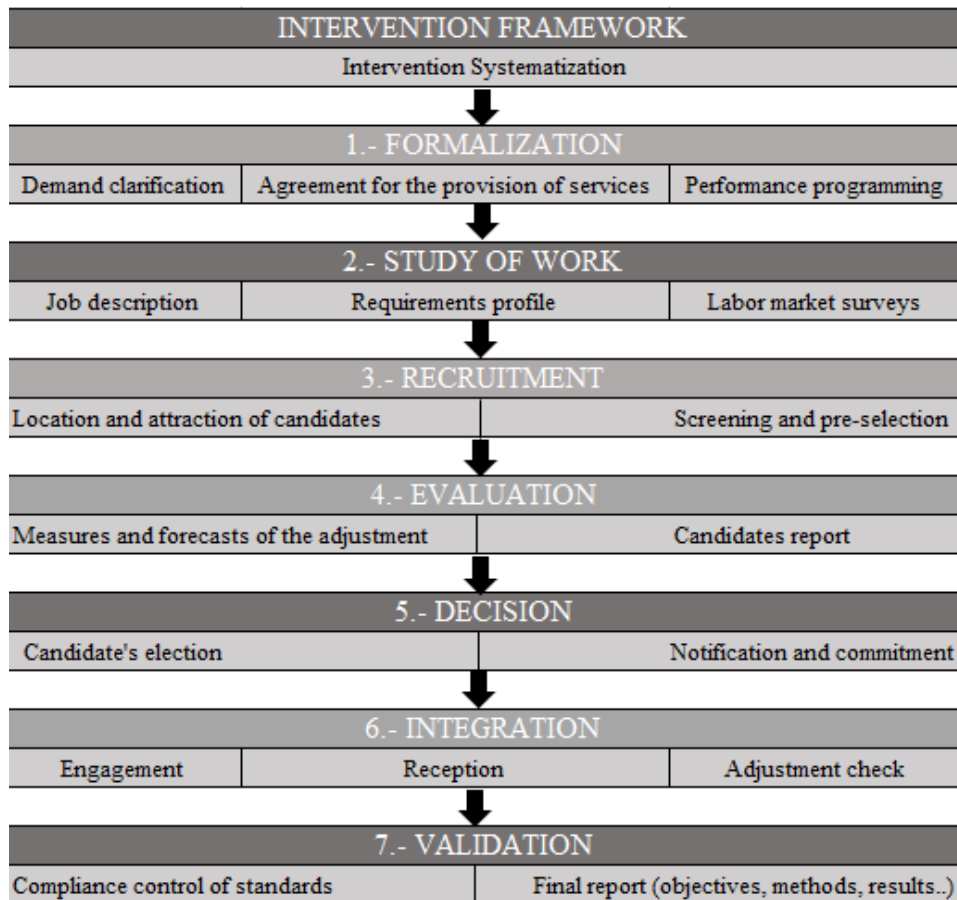
As stated previously, the present section of the research will focus on an overall analysis on the company Talenteca so as to explain the approach it has towards e-recruitment and what elements differentiate it from the competitors on the Mexican market. The enterprise was founded in 2013, centering on the development and offer of recruitment services through social networks. Its services are focused for both, job seekers and recruiters. The company's mission aims to assist Human Resource professionals to perform a better recruitment process, helping millions of people to find a more suitable job. Even though the similarity of the service with other recruitment companies, Talenteca's differentiator is based on how they execute it. Their recruitment system is based

on a social component, which allows recruiters and job seekers to find the best option, taking into consideration networks, social connections, and groups that might contribute during the process (Talenteca, 2018).

Due to the high competitiveness regarding e-recruitment, especially in the Mexican market, it is necessary to have a diversified and convincing service offer in order to stand out among competitors. In this way, Talenteca offers a recruitment web app which directly connects to recruiters social networks. Furthermore, the company has a blog in which permanent posts are shared with users with practical advices and recommendations regarding recruitment practices, strategies, social networks use, among others. Furthermore, Talenteca offers access to an online community with professional recruiters where users can share knowledge and learn from others' experiences in order to improve recruitment practices. Complementing the offered services, the platform in which recruiters and candidates can post and access to applicants' pool and job vacancies counts with a functional and user-friendly design, giving the possibility to access it from any electronic or mobile device (Talenteca, 2018).

Another important characteristic of Talenteca's service, is that their procedures are completely based on Good Global Practices of Recruitment and Selection (Talenteca, 2018). According to Castaño, Merced, and Prieto (2011), this technical guide assures standardization, efficiency, and competence on the processes' execution, and is based on seven specific phases. Figure 14 shows these phases, with detailed expected outcomes for each one. Before executing the whole procedure based on these practices, it is necessary to carry out an intervention projection, so as to define and systematize the procedure. Step one refers to the procedure's formulation, clarifying the requirements and programing activities. The second one is based on defining the requested profile and the description of the offered position, taking into consideration the market context. Lastly, the third step emphasizes completely on recruitment, which involves locating and attracting candidates, as well as a pre-screening and pre-selection of the best profiles. The subsequent steps refer to selection once executed the recruitment process (Castaño, Merced & Prieto, 2011: 17).

FIGURE 14
BEST RECRUITMENT AND SELECTION PRACTICES: PROCESS
DIAGRAM



Source: Castaño, Merced & Prieto, 2011.
Elaboration: Castaño, Merced & Prieto, 2011.
Translation: Lasso, 2018.

Taking into consideration the previous characteristics of Talenteca's procedures, it is necessary to specify that job vacancies from companies are not only posted on social networks, but also on different job boards, such as Mercadojobs, Jobrapido, Jora, and TodoClasificados, automatically and simultaneously. Likewise, announcements are posted on personal profiles, allowing a direct communication, creating new connections and generating trust with them. Passive candidates are also reached through posts on social networks, expanding the target and reaching a wider pool of applicants. Regarding the advantages for companies, Talenteca helps improve personal and organizational branding (Talenteca, 2018).

Concerning technological innovations, Talenteca works directly with Google search for Jobs, which is another growing source for active candidates. Moreover, it provides its users to access statistics regarding procedures,

applicants, job vacancies, among many other data, so as to optimize searches. Lastly, Talenteca includes recruitment based on recommendations as another strategy, making processes shorter and more efficient, since it is a trustworthy source. According to the website, Talenteca's methods are efficient and successful since 94% of Mexican companies are already using social media as recruitment means and candidates recommended on individual or organizational networks are seven times more probable of being hired (Talenteca, 2018).

3.3.2. Recruitment Processes: Two end services

Talenteca offers specific services centered on the advertisement and post on social networks, linked to certain job boards or webpages. Its main differentiator compared to other recruitment companies is centered on the fact that all job vacancies posts are shared directly on Social Network Sites. This feature reduces costs significantly, reaches a broader audience, and decreases operative efforts. In this way, Talenteca web app allows users to register and immediately access to an online community with permanent job vacancies posts and applications, and to reduce recruitment and postulation processes to few simple steps but with better results (Talenteca, 2018).

In addition, Talenteca offers to the entire Mexican audience a two end service. This means that both, job seekers and recruiters, have the possibility to access the platform depending on their needs and type of service chosen. A two end service regarding e-recruitment refers to the fact that within the same platform companies can post job vacancies and descriptions, and job seekers can access to them and immediately apply through the same platform. In this way, Talenteca provides a service that can reach all the actors involved in the recruitment process. Organizations and companies benefit from an efficient posting system, and applicants from a direct search, filter, and application to any postulation on the same platform (Talenteca, 2018).

In order to understand better these two end services focused on recruiters and job seekers, it is necessary to analyze each one separately. On the one hand, regarding the applicants' perspective, Talenteca provides any job seeker the possibility of joining the online community just by registering into the system. This first step requires only specific information, such as names, e-mail, and a

password. With an already created account, job seekers are able to access the entire community and search for jobs by introducing the desired job and city, to filter based on their preferences, or to just choose from all public job vacancies posted. In order to create an account, job seekers just need to fill the form with personal information. Among the benefits that applicants receive by creating an account involve more than the access to permanent posts. They also receive optimized job notifications based on each applicant's profile. Moreover, just by entering the platform, users' profiles are visible to all recruiters connected, who can contact them even if they haven't applied to a job vacancy. In addition, registering and accessing the platform by job seekers does not have any cost, it is completely free since it is financed by recruiters' payments (Arboleda, 2018).

On the other hand, concerning the service offered to companies and professional recruiters, the process is fast and simple as well. Nowadays, in order to achieve a successful recruitment process, it is necessary to use Social Network Sites, and Talenteca allows companies to do it with just one simple step. In order to create a recruiter profile on the platform, users just have to introduce personal information like complete names, e-mail, and a password. However, for companies, it is possible to directly link their Talenteca account with any other Social Network Site, including LinkedIn, Facebook, Twitter, and Google. In this way, all the information is connected to personal profiles registered in those SNS. Consequently, recruiters obtain several benefits besides the possibility of posting job vacancies in all desired networks simultaneously. One of these advantages refers to employer branding, since posts are done from personal profiles, improving professional image and denoting accessibility towards candidates. Likewise, by using personal profiles to post job vacancies, Talenteca assures that more suitable and potential candidates can be reached among one's social connections and networks (Arboleda, 2018).

Furthermore, companies and professional recruiters can establish specific criteria in order to provide the system with enough information that can help improve the filtering and pre-screening of applications through the automatized and standardized platform. Once established these criteria, the platform receives applications and determines suitable candidates so that professional recruiters carry out the selection process. Additionally, companies have permanent access

to statistics provided by the platform. This includes a detailed dashboard with relevant information for recruiters, from general aspects. For instance, recruiters can access the amount of applicants or successful candidates through the system, to more specific and precise information, like how long a procedure can take or personalized information regarding processes or results payments (Arboleda, 2018).

Lastly, one of the most relevant benefits consists on the financial advantages that companies receive by using Talenteca's platform compared to any mechanism. With a traditional recruitment or headhunter agency, companies pay around an equivalent of three months' salary if the recruitment process is successful, generating high costs for filling up a position. In fact, this cost can vary depending on the position needed, so high-level vacancies denote higher costs. Nonetheless, by using Talenteca's system, companies do not have to pay any other value than the cost of the subscription, which demonstrates that recruitment costs can vary depending on the amount and frequency of posts, but not on the searched position. Moreover, the cost of one post is significantly lower than three month's salary, without taking into consideration that the higher the position, the more expensive the commission paid to recruiters, and the higher the costs for the company payments (Arboleda, 2018).

Once explained Talenteca's main service and specific procedures for each target, it is necessary to affirm that the company allows job seekers and recruiters to access to a direct and growing platform that does not require any other action than just registering and filling up the desired and requested information. Companies and professional recruiters just have to post job vacancies and descriptions, and the platform immediately shares the information in linked social networks, so recruiters just have to wait until applications are submitted taking into consideration the pre-established selection criteria. For individuals, they just have to search in the platform for desired vacancies and apply through it. This also benefits job seekers due to the fact that if the system recognizes any skill, the profile will be taken into consideration as recommendation among searches by recruiters who can immediately contact them.

3.3.3. Co-funder's perspective

Once analyzed the company's situation and the context in which it performs, taking into consideration the perspective coming from the people responsible for the overall management is necessary to know real benefits and results of applying e-recruitment processes specifically through social networks. In order to understand the real influence and impact of e-recruitment on the company's development and growth, the organizational and managerial perspective has been divided into three main aspects. These aspects are the recruitment standpoint, the current and future challenges, and the perceived customer behavior towards the company and its services. All this, in order to observe the central elements that surround the efficient execution of online recruitment through social networks in the real case of Talenteca.

The first relevant aspect consists on perceived benefits by the company regarding the employment and use of e-recruitment exclusively with social networks. The main incentive for Talenteca to use online recruitment is centered on the fact that global trends are completely changing and adapting to new technological advances. It is necessary to understand that job search and talent attraction is focusing on the use of electronic and digital tools, and so will continue to be. If companies do not adapt to these developing tendency, they will lose competitiveness and most likely cease to exist on the market. Referring precisely on the Mexican context, it counts with a high population ratio, which represents a wider amount of people accessing and using the Internet, and thus, a broader audience and potential target. Moreover, the company has a dynamic system in which processes are executed immediately, since the platform counts with automated criteria that eases the process and gives higher possibilities of finding the most suitable and accurate candidate for every job search. Concerning costs, the company does not invest a vast amount of financial resources in executing the process, since social networks significantly reduce operative costs. SNS allow the company to directly invest in other matters, such as innovation or technological infrastructure, which generate profitability (Arboleda, 2018).

Nevertheless, even if e-recruitment has provided several advantages to the company, there are still current and future challenges, that if well managed, can turn into prospective opportunities. Despite the continuous growth of the company

and the potential of the Mexican market, Talenteca faces considerable challenges. Due to the fact that the company is relatively new, a significant part of users in the market do not know yet about the company and its benefits. Moreover, as explained in previous sections, the population on the Latin American region is not likely to fully trust online processes, mainly because of previous bad experiences or lack of knowledge (Arboleda, 2018).

Another important challenge is the fact that companies are not completely used to invest a considerable amount of financial resources in advertisement. Since it works based on a domino effect, if there is not enough investment in advertisement, fewer posts are shared in Talenteca's platform and recruiters' social networks. Consequently, the company faces a lack of investment by other companies, which will eventually change due to continuous technological advances. Likewise, since the company centers on a two end service, there are difficulties when choosing which one requires more efforts and resources, either on recruiters or job seekers. For instance, if not enough job seekers are attracted and apply, recruiters are not able to choose from a variety of candidates. In the same way, if there aren't enough posts from recruiters, the applicant pool will be reduced. However, Talenteca's strategy concerning this challenge, focuses on centering on both targets, so they can reach an integrated growth involving reasonable amount of applicants and recruiters' adds (Arboleda, 2018).

Additionally, the advantages also come from the perceived consumer behavior towards the company and its services and processes. The Mexican population is more likely to use online tools for job search than other Latin American countries. According to the Mexican Association for the Internet (AMIPCI), 70% of Mexicans opt for online searches, registering an increase from 58% on 2013. This demonstrates a growing interest and acceptance of online recruitment processes (AMIPCI, 2014). Furthermore, there is an increase in the use of mobiles for online searches, having Talenteca's platform an advantage since their platform is accessible from any digital device, including mobile smartphones. The platform presents a user-friendly system, making it attractive and easy to use by any job seeker or recruiter who has access to internet. Likewise, the approach that Talenteca has for gathering information from any user is simple, making processes less tiresome. The Mexican and the Latin American population

do not like to make public personal information on the web. However, with Talenteca’s system, the perceived reaction centers on the fact that the requested information is enough to make the process easy and fast (Arboleda, 2018).

Finally, Talenteca is a growing company in the Mexican market with still certain challenges, but with prospective potential to grow and develop exponentially. Therefore, the company is already prepared to adapt to the Mexican environment regarding e-recruitment, but also focusing on trying to shape the consumer behavior towards a more usual use of the app, and hence, acceptance of online recruitment processes (Arboleda, 2018).

3.3.4. Comparative analysis of Talenteca’s financial performance

Taking into consideration the previous explained information regarding Talenteca and some of the Mexican recruitment companies, the following section will summarize three Key Performance Indicators and compare traditional and online recruitment. Talenteca will be compared to three other recruitment sources. Adecco will be included as the traditional recruitment agency, OCCMundial will be included as the main competitor using e-recruitment, and Facebook as an example of Social Networks used for e-recruitment. Table 6 summarizes this information.

TABLE 6
KPIs: TALENTECA AND THE MEXICAN MARKET

KPIs	Adecco	OCCMundial	Talenteca	Facebook
Pool of Candidates	Varies depending on market segment, vacancy, etc.	13,3 million registered users	400,000 registered users	100,000 – 150,000 users
Time to Fill	10 -15 days	30 days	42 days	10 days
Costs per Hire	Minimum 2 salaries	\$50 - \$100	\$15 - \$25 (monthly subscription)	\$100 - \$200

Source: Adecco, 2018. OCCMundial, 2018. Arboleda, 2018. Facebook, 2018.
Elaboration: Lasso, 2018.

Focusing on the first indicator, pool of candidates, Adecco as a traditional recruitment source does not present a specific audience. Their pool of candidates depends on the market segment and job vacancy, as well as the associated

companies they work with. In contrast, online recruitment sources have already established pool of candidates. Online job boards can measure the audience with the amount of registered users. For instance, OCC Mundial has 13,3 million users and Talenteca 400,000 registered job seekers. Facebook allows companies to have a wide pool of candidates, but it is dependent of the connections the fan page or user has. It offers the possibility of boosting posts for specific prices, which in this case the pool of candidates is between 100,000 and 150,000 possible views. In this way, it is possible to mention that online sources can reach a wider audience than traditional recruitment agencies. This is due to the fact that candidates registered online are a permanent audience, which can even increase with visits to the website by other internet users. As a result, the outreach is broader, which indicates a positive effect on financial performance regarding costs. Companies are able to announce their job vacancies to a wider audience for lower costs.

Concerning the time to fill the applications, Adecco provides companies with a period of time of 10 to 15 days so job seekers can apply. Compared to online recruitment sources, it is a limited time. OCC Mundial allows companies to have their announcements posted in the website for 30 days, depending on the subscription. Talenteca has a standard period of time for all subscriptions, which is 42 days. The case of Facebook is different as well, since posts in this social network are permanent. However, the period of time to boost the post depends on the selected criteria and the fixed price, otherwise the post is visible for personal connections in the social network. Taking this into consideration, online sources allow companies to promote job vacancies for longer periods. Nonetheless, the time to receive, pre-screen, and rank candidates is reduced due to online software. As a consequence, the financial performance of international companies is also impacted positively, since candidates have more time to apply and recruiters' time is reduced due to automation of the software.

Referring to costs per hire, online sources offered a substantially reduced cost compared to traditional ones. As most traditional recruitment agencies, Adecco charges a variable cost to companies depending on the salary of the recruited person. This company charges a negotiable cost, but 2 salaries of the recruited person is the minimum value. In contrast, OCC Mundial offers different costs depending on the benefits companies select. The range of prices can go from

\$50 to \$100 per announcement, which taking into consideration the pool of candidates and the visible time, it is substantially cheaper than a traditional source. Facebook allows companies to select the desired value to pay; however, if the paid value is lower, the audience will be smaller as well. In this case, the amount paid selected for Facebook indicates a similar audience in comparison to other online sources; however, the price is higher. It is important to mention, that Facebook audience is not exclusively of job seekers, but it includes social connections as well.

Lastly, the case of Talenteca regarding costs is significantly different to traditional sources and even online ones. The price offered varies depending on the benefits. Nonetheless, the difference is substantially low considering all the benefits included. Companies can pay an amount of \$15 or \$25 for a monthly subscription. Depending on the selected subscription, companies have access to different amount of announcements. Companies can choose to have 5 or 50 job vacancies posted based on the prices. It is important to mention, that Talenteca does not only post job vacancies in their webpage, but also in selected Social Networks. In this way, Talenteca provides companies the possibility of paying a significantly reduced price and post more announcements than any other recruitment source. As a result, Talenteca allows companies to impact their financial performance more than the other ones, since the cost per hire is particularly low and the benefits obtained are similar or better to other online recruitment sources.

Taking into consideration this analyzed data, Talenteca provides companies with more benefits than the compared recruitment sources. It allows companies to obtain more positive effects on their financial performance than other recruitment means. The reduction of costs is explained with the wide audience reached, the increased visible time of announcements, and lower prices for more and better benefits. Complementary to this, companies have more time to attract candidates and reduce operative time to evaluate and rank applications. Moreover, profitability is increased since more suitable candidates can be reached with the wide pool of candidates and extended time to fill applications. In this way, potential candidates can apply and be selected, suiting requirements and increasing labor efficiency.

Having analyzed the general scenario of the entire Latin American region, studied an Ecuadorian case, explained the specific Mexican market, and studied the thorough context of the Mexican company Talenteca, it is possible to affirm that this section has evidenced the specific objective centering on determining the relation between e-recruitment processes with the effectiveness of international companies' financial performance and the new consumer behavior. Online recruitment processes have a direct and relevant relation with the organizational operations and development on aspects such as finances, competitiveness, and the consumer behavior towards the company. Thus, it is important to remark that effectiveness of e-recruitment procedures regarding profitability and social acceptance in the Latin American setting, can be achieved only if the contextual conditions are substantial factors involved in Human Resource Management and overall planning. In this way, cultural considerations as well as innovative features in the planning and execution may lead to effective online recruitment processes, and hence, competitive and profitable companies, as well as a satisfied growing target.

VII. ANALYSIS

Taking into consideration all the information presented and explained along this paper, it has been possible to prove the general objective of analyzing the applicability and impact of digital media and social networks on the company's real recruitment process in Latin American in the last decade. Four main aspects have been identified as the most relevant and influential elements on the development of e-recruitment processes by international companies in the Latin American region. These include the role and relevance of the Internet and how the Web 2.0 contributes on the development of Human Resource Management and the overall business growth; the use of online tools that allow international companies to become main actors on the recruitment market; how organizational approaches allow companies to perform efficiently and grow significantly based on current trends and contextual matters; and the relevance of consumer behavior based mostly on cultural aspects but that can still change and adapt. All this allows the understanding of how digital media and social networks play a significant role in international companies in Latin America concerning the improvement and progress of online recruitment processes.

The Web 2.0 has had a significant role on the development of companies on almost all aspects. Concerning Human Resource Management and e-recruitment, it is an effective resource due to the fact that in the Latin American region the percentage of users increases every year. Internet penetration is not the only indicator that has increased, but the use of smartphones and social networks is significantly developing in the region. Focusing only on the Mexican market, 7 out of 10 people use Internet to execute job searches (AMIPCI, 2014). This demonstrates the permanent growth and potential that the entire region has towards the development of online recruitment processes. Furthermore, around 55% of the population using internet to find a job are around 18 to 34 years old, which denotes that almost all young workforce entering to the job market consider online sources as the main tool to find a job. Concerning the application of internet and online tools for organizational benefits, companies that aim to remain or become competitive in the international context are required to implement e-recruitment systems. This is not only due to all the benefits that it provides, but also to cover the talent shortage all over the region. Online recruitment allows

international companies to attract talent even from other countries in the region, making international companies integrating and competitive organizations (World Economic Forum, 2017).

Likewise, the use of online tools and digital resources, such as organizational webpages, job boards, and online search engines, is more and more common between the Latin American organizational sector and the population. This extensive growth and acceptance allow international companies executing e-recruitment processes to become main actors on the scenario in two specific aspects. Companies in the Latin American market can substantially reduce costs and efforts related to operative work, since the new electronic tools allow them to execute actions regarding recruitment, leaving aside recruitment agencies and traditional headhunters. Concerning recruitment companies carrying out online processes, they become competitors on the market of talent search for traditional companies. For instance, in the Mexican market, OCC Mundial is one the most used online recruitment services with 93% of acceptance among users (AMIPCI, 2014). Therefore, in the near future online recruitment companies will become a strong competitor for traditional recruitment agencies and headhunters, if not the main providers of this service.

Moreover, organizational approaches allow companies to perform efficiently and grow significantly, taking into consideration certain elements such as current trends and contextual matters. As explained all along the research, current tendencies indicate that most companies use certain strategies to attract, evaluate, and rank potential applicants. Some of the most used and effective strategies involve the use of social networks, gamification, online tests, and passive candidates. With this, either if the enterprise recruits through particular means or with online recruitment companies, it is possible to understand applicants' performance, personality, motivation, leadership - among other elements - that traditionally cannot be perceived and thus, taken into account and evaluated. In this way, companies are able to fill job vacancies and positions – of any level – by analyzing and understanding elements and features from applicants. Not all of these elements can be found on regular applications, curriculums, or interviews, and that will eventually become an asset for the company once selected and hired.

Additionally, consumer behavior towards e-recruitment processes are constantly changing and adapting based on contextual situations. Moreover, they are always taking into consideration cultural aspects, such as social demands, common identity, expected conduct, preconscious and unconscious thoughts, among many other factors that partially determine elements that influence a specific population. Though, technological advances play an important role on consumer behavior modifications. The entire market evolves according to general progress as long as it provides benefits. Hence, consumers and users have to adapt, having indirect and unconscious impact by global trends but also from the market influencing it. Specifically in the Latin American context, Internet users are likely to use online sources and processes, either on organizational or individual aspects. Still, a significant percentage of the population, even if they have access to Internet and all its tools, prefer not to use it basically due to lack of trust or perceived security. This clearly demonstrates a lack of knowledge or experience. However, the impact that well-known online recruitment companies have all along the region is progressively shaping consumer behavior in the Latin American context. In fact, it is directly influencing the use and acceptance of e-recruitment processes by international companies.

Concerning the specific case of Talenteca, it is important to remark that even if its services seem similar to other large online recruitment companies, the main differentiator and competitive advantage centers on the use of innovation. This is achieved, not only by permanently investing on technological infrastructure so as to improve services, but mostly on finding a viable and attractive strategy. This feature on Talenteca's processes indicates a substantial difference with other companies operating in the same market, since the linking with social networks allows automation and systematization of procedures through immediate posting and permanent tracking, due to pre-established criteria.

Lastly, taking into consideration the information explained and the analyzed cases focusing on Latin American companies, it is possible to affirm that e-recruitment has a positive impact on international companies' financial performance. Key Performance Indicators from the different online recruitment companies as well as Social Networks show that international companies using

these sources have better results concerning financial performance. Costs are substantially lower with more benefits such as more visibility, filters, and pre-screening tools. Visible time for job vacancies and announcements is longer, whereas the period of time to evaluate and rank candidates is reduced. This allows companies to receive more applications of potential and suitable candidates during a longer period of time. Recruiters can reduce the time for evaluation and ranking since the software or online tools do it automatically based on their established criteria. Moreover, companies improve their brand and employer image, making it more attractive for job seekers and customers, which relates to profitability. In fact, a positive brand and employer image increases motivation among employees and recruited candidates and improves working environment. These elements impact directly on productivity and labor efficiency. Operations are improved as well, due to available digital and online tools, standardization and automation of processes, and effective employment of workforce and resources.

VIII. CONCLUSIONS

After analyzing the content of the present paper, it is possible to affirm that the established hypothesis has been demonstrated as true. Technological tools and online resources have a great impact on international companies in Latin America regarding online recruitment processes, which directly influence organizational performance and represent an advantage concerning financial results and candidates' consumer behavior. So as to define the most influential factors determining the hypothesis, six main conclusions have been stated, each one involving specific elements that support and prove them, as well as one final conclusion integrating all the previous ones.

- Internet continues to advance, and companies and individuals need to adapt, otherwise the former will lose competitiveness and the latter opportunities. Specifically in the Latin American context, Internet has reached a significant level of penetration among the population denoting the region's potential to develop online recruitment processes. This is due to the fact that more job seekers are changing their job search from traditional means to online ones mainly because of its effectiveness regarding faster, easier, and more accessible processes, as well as better results. Moreover, international recruitment companies can have a wider outreach due to electronic means; for instance, OCC Mundial has more than 13 million permanent users. It is the number one recruiter company in the Mexican market even if it's relatively new compared to traditional companies.
- Organizational approaches and strategies define competitiveness and profitability. The current market denotes the need for companies to innovate and develop new strategic plans to remain competitive in the general context, and more importantly in an international level. Automation and standardization of processes allow companies to invest financial, operative, and time resources in other actions and decisions. As a result, proactivity within the company increases, obtaining better results not only regarding recruitment, but also in other areas where budget and workforce can be better employed. Furthermore, this systematized process allows more accurate procedures and results since it is based on objective

criteria. Additionally, it allows recruiters to find features and characteristics about applicants that aren't visible or identifiable with other mechanisms, such as normal applications, curriculums, or even interviews. For instance, with the use of certain strategies such as gamification or online tests, it is possible to measure elements related to personality, leadership, and certain other skills; whereas through social networks, background information can be accessed through personal profiles, providing recruiters with a general overview of candidates. Also, concerning innovation, job boards and organizational webpages are effective online means for the Latin American context, as well as social networks, since most of internet users access SNS every day.

- In conventional international companies, Human Resources managers need to be involved in almost every process. This does not refer to the involvement of Human Resource managers on the decision-making process, but it emphasizes on the need of being aware of every relevant action in the different areas, in order to determine real needs of the company. Therefore, recruiters can reach the best and most suitable candidates to fill the vacancies, either by their own means (organizational webpage or social networks) or by using online recruitment services (job boards).
- Consumer behavior is a determinant factor for a company's success. Referring to it in a collective and social base, it is mostly determined by attached cultural elements and contextual factors that are hardly changed. However, these elements on collective and cultural consumer behavior can be shaped according to global trends, market development, and responses to social demands concerning culture.
- E-Recruitment is the future of talent search and attraction. Currently, it is possible to affirm that recruitment agencies and traditional headhunters will lose competitiveness and market participation since their service is being partially substituted by online processes. On the one hand, international companies applying e-recruitment reduce costs compared to traditional means and reduce the amount of operative work due to effectiveness of online tools. On the other hand, recruitment companies will eventually become the main competitors or even the main providers

of the service as a result of its growing acceptance and use. Furthermore, it is important to remark that nowadays around 55% of the entire Latin American population using Internet to find a job are people between 18 and 34 years old. This suggests that upcoming generations will have complete access to the Web. Therefore, they will be used to carry out most processes and actions online, substituting traditional means. As a consequence, consumer behavior will change and adapt to new tendencies, despite current limitations and challenges.

- Online recruitment sources provide international companies with positive effects on their financial performance. This can be sustained with the different cases explained along this research paper, since online recruitment poses better and more benefits than any other traditional recruitment source. Costs and time are substantially reduced, allowing companies to invest these resources in other aspects that might require it. Moreover, branding is impacted as well. Companies executing an adequate e-recruitment strategy do not only attract potential and qualified candidates, but it also improves public reputation as employer and brand and strengthens corporative and organizational identity. This is related to profitability, since motivated employees and recruited candidates are more efficient once they have a common corporative goal and an adequate working environment. Lastly, operations and processes are also positively impacted. This is due to the fact that processes are automated and standardized, reducing time and workforce.
- Talenteca is a growing company with great potential compared to other recruiting companies, even other online recruiters, since they focus on a different, specialized, and innovative strategy: Social Networks. It adapts to new trends and social demands, hence, gains competitiveness and continues to grow. Its organizational approach and managerial directions focus on innovation as the main differentiator with strategic elements based on technological advances. It works with online recruitment tools taking advantage of job boards; however, it centers on social networks that have a wider use and acceptance. Additionally, the company works as the service provider, online intermediary and facilitator. Nonetheless, results are based on companies' requirements and established criteria, relying

attraction and recruitment success on the platform but mostly on the companies' requisites, which indicates efficient human resource management. Focusing on the Latin American consumer behavior towards online processes completely relies on cultural aspects, mainly on confidentiality, information security, personal contact, among others. Still, this behavior is under constant changes, and Talenteca's growth demonstrates progressive modifications and adaptations, once cultural and contextual matters have been taken into consideration as a fundamental part of their overall business strategy. Lastly, it centers its entire business activity and development on e-recruitment, which is more accepted and efficient, responding to social and market demands.

IX. RECOMMENDATIONS

The following recommendations are presented as proposals taking into consideration the analysis and conclusions, as well as the limitations of the present research.

- It is important to develop deeper academic research regarding e-recruitment in Latin America, since there is not enough information on this subject regarding its development, implementation, and especially results. Moreover, considering the potential of the region, further research concerning this topic would allow the understanding of the situation and opportunities in the region.
- From a professional perspective, developing specific field research about e-recruitment on international companies in Latin America may allow to determine the degree of competitiveness in the region or specific countries, taking into account the level of internet penetration, as well as social and cultural influential factors. All this, in order to establish viable business plans according to each country in Latin America, and consequently, generating a strategic plan based on both, business and cultural aspects.
- Related to an organizational standpoint for international companies with presence in Latin America, considering the use of Social Network Sites as one of the most important tools can allow enterprises to reach wider audiences, reduce costs, and improve employer branding, besides the social aspect. Moreover, it is necessary that companies take advantage and exploit social networks potential, even if these are mostly and commonly known for its social use. In fact, these SNS provide significant and successful business opportunities, combining social aspects and innovation.
- It is of great importance that companies involve their Human Resource managers, especially recruiters, in the overall business acquaintance, in order to provide them with the necessary, precise, and real information on the current situation and difficulties, as well as on future challenges. In this way, recruiters are aware of real general needs and specific ones

from certain areas, so that the recruitment process responds to real requirements and needs of the company.

- International companies with presence in Latin America must consider e-recruitment as the best option regarding talent search and attraction. Compared to traditional mechanisms, E-Recruitment allows companies to perceive strategic advantages, to remain updated, to adapt to permanent new trends and consumer behavior demands, to improve organizational and personal branding, and thus become more competitive and profitable.

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