


# Studying the Relationship Between Electronic Recruitment Determinants and Organization Attractiveness: The Mediating Role of Attitude Towards Using E-Recruitment

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## ABSTRACT

The third millennium witnessed tremendous development in information technology, internet, and the various applications that came with that in the field of human resources management and the increasing use of individuals in searching for jobs via the internet. That accompanied the emergence of sites that provide job seekers with all the information they want about vacancies and jobs without effort or difficulty. All of these changes have become closely related to the relationship between the applicant and the organization. So, this study aims to provide a useful conceptualization of electronic recruitment (e-recruitment), definition, determinants, advantages, and the relationship between e-recruitment and other research variables.

## KEYWORDS

Attitude, Determinants, Electronic Recruitment (E-Recruitment), Internet, Job Seekers, Online Recruitment, Organization Attractiveness, Searching for Jobs

## INTRODUCTION

The internet has exceedingly contributed to changing the methods used for recruiting workers in organizations, especially the traditional ones, it also used by job seekers to search for jobs. Searching for a job via the internet has become an effective and attractive way, as by using e-recruitment, job seekers can gather more information related to the job and the organization (Moghaddam et al., 2013). (Allen et al., 2007) also indicated that the recruitment process includes: attracting job seekers, preserving the interest of the applicant for the job and finally influencing the choice of a job.

Job seekers attitudes' affected to a massive degree by the information provided about the organization and job on the web. Attracting qualified job seekers is the main goal of human resources

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management, which is what e-recruitment achieves. It also would help in evaluating and selecting the best applicants for work in the organization, as all organizations either Profit or non-profit want to attract talented job seekers (Moghaddam et al., 2015).

The quality of the technology also plays a significant role in e-recruitment, so to make the recruitment process effective, it must be user-friendly. Therefore, the focus when companies use e-recruitment must be on the usability factor so that applicants with different technical skills can readily obtain information (Alateyah, 2018). Likewise, the success of recruitment in any organization can measure by the attractiveness of the organization or job, job search and selection (Brouer et al., 2015).

In this context, (Brouer et al., 2015) also mentioned that the reputation and attractiveness of the organization affect its potential applicants (job seekers). It should note that attracting qualified job seekers increases the number of talented applicants that the organization can choose from, which may improve the chances of recruiting qualified employees (Williamson et al., 2010). Therefore, e-recruitment is gaining increasing importance over time (Brandão et al., 2019) which requires further studies to identify all aspects related to this concept.

It is evident from the above that e-recruitment has become a vital and essential practice for organizations in the past two decades, as the organization's official websites, online business platforms and social media networks have recently used for this purpose (Acikgoz, 2019). Therefore, e-recruitment is part of the Electronic Human Resources Management (EHRM), and there are also a set of factors that affect the success of e-recruitment, including technological development, recruitment sources, and its importance. Accordingly, it is necessary to define the determinants of electronic recruitment, in addition to determining the benefit of electronic recruitment practices in attracting the human element to organizations, as many organizations nowadays use Internet methods to attract talented human resources, and also organizations are affected by many factors that encourage the transition from The traditional recruitment process to the online recruitment process to develop online recruitment programs that will facilitate the fast and accurate selection of qualified applicants and their impact on the attractiveness of the organization and its attractiveness to job seekers. Several researchers have indicated the need for more research dealing with e-recruitment from the perspective of job seekers, which represents a research gap that must be studied (Jasson, 2016) besides the lack of research addressing the determinants of e-recruitment (Alateyah, 2018). So this paper problem can crystallize in the following question: What is the nature of the relationship between e-recruitment determinants and organization attractiveness? Besides exploring the role of attitude towards using e-recruitment as an explanatory/mediating variable.

## **LITERATURE REVIEW**

### **Electronic Recruitment (e-Recruitment)**

The recruitment process is one of the most vital functions of human resources management, as the failure and success of organizations depend on it because attracting the best individuals is one of the main challenges to human resources management (Karim et al., 2015; Nabi et al., 2017; Mindia & Hoque, 2018).

Therefore, the electronic recruitment of human resources defines as the use of internet technology in the practice of recruitment activities, and this includes publishing information on vacancies, compiling resumes, conducting online interviews, as well as electronic evaluation of them (Xu et al., 2014). Most organizations use online recruitment in the attraction stage (posting jobs, receiving applications and resumes from potential candidates) (Leonard, 2012).

There are several channels for online recruitment that job seekers can rely on when searching for job opportunities. These channels are organizations websites, job sites, social networks (Facebook, Twitter & LinkedIn), networks, Professional networks (MySpace & Foursquare), and Internet search engines (such as Google+).

So the organization's use of e-recruitment in a planned manner creates successful opportunities for its growth (Ghazzawi & Accoume, 2014). Therefore, e-recruitment considered one of the most effective recruitment processes because it saves time from employers' perspective (organizations), and provides ease and attractiveness from the perspective of job seekers (Hosain et al., 2016).

### ***e-Recruitment Definition***

Over the years, several synonymous terms describing the concept of electronic recruitment identified: e-recruitment, web-based recruiting, online recruiting (OR), web recruiting, recruiting online, recruiting on the internet, electronic resume, and internet recruiting (Alateyah, 2018).

Although various researchers have dealt with the concept of e-recruitment, there is no specific definition for this concept, for example (Xu et al., 2014) define e-recruitment of human resources as the use of internet technology in practicing recruitment activities which includes; disseminating information about Vacancies, accumulation of resumes, online interviews and electronic evaluation of them.

We can define e-recruitment as a system that provides job seekers with extensive information about business organizations and their vacancies, and it also allows them to register on the websites of these organizations via the internet. So we can conclude that e-recruitment is a vital part of human resources management as it attracting human capital to the organization.

### ***e-Recruitment Determinants***

Several researchers have tried hard to find the success factors of job search from the perspective of job seekers, despite this research interest, there are no attempts to integrate the results of these research into an integrated model that defines the process in which individuals search for jobs and organizations search for candidates to fill their vacant positions (Acikgoz, 2019), so this study aims to do that.

The vast majority of researchers (Marler & Fisher, 2013; Kashi & Zheng, 2016; Chiwara et al., 2017; Mahmood & Ling, 2017; Alateyah, 2018) agreed that e-recruitment determinants are representing in *four main determinants* as shown below.

#### ***Trust in e-Recruitment***

Credibility is one of the most significant criteria on which individuals evaluate information, and therefore it influences individuals' attitudes (Liu et al., 2016), as trust is a very significant factor in the electronic environment (Zhao et al., 2018).

It should notice that many researchers have addressed the effect of perceived confidence on the use of e-recruitment (Ekanayaka & Gamage, 2019), given that the degree of uncertainty under the virtual or electronic environment is higher than in the imitative situation, and accordingly trust becomes a significant factor, in addition to The increasing importance of data privacy and cyber security risks, so it is imperative to include trust as an influencing factor for job seekers to use online recruitment.

Source credibility is also directly related to the acceptance of the job offer, as the presence of both the positive and negative aspects of the job increases the applicants' confidence in the honesty and sincerity of the organization (Banerjee & Gupta, 2019). Besides, there are two main features for individuals to use any electronic system, namely security and privacy.

In the same context, perceived trust affects the use of e-recruitment, thence this affects job seekers, as the credibility of the source of information (the information provider/ organization) affects the perceptions of job seekers regarding the credibility of messages submitted via the Internet (Selvanathan et al., 2019).

#### ***Organization Reputation***

There is no specific definition for organization reputation, but from prior studies definitions (Lange et al., 2011) we can say that reputation of the organization is a long-term judgment on the organization actions and achievements (Lang & Lee, 2011). Organization reputation can be illustrated as follows:

1. One of the most significant concepts of the organization reputation according to previous studies is that organization with a good reputation should be: strong and also the awareness of it is vaster and broader.
2. Organization reputation constitutes an evaluation of a specific feature in terms of excellent because of its distinction in something.
3. Organization reputation is a general evaluation of the individuals' preference, including appreciation, respect and the extent of the attractiveness of the organization, as it depends on members' judgments of the organization which based on multi-functional organizational features.

### ***e-Recruitment Sites Ease of Use***

The use of e-recruitment sites refers to the degree to which the individual believes that the use of a particular system entails additional effort (Alayteyah, 2018), or in another word the effectiveness of using modern technologies (Davis et al., 1989).

In this context, (Roychowdhury & Srimannarayana, 2013) shed light on the ease of use of the website in terms of content and style of information presentation, as it improves organization attractiveness and image, So the use of e-recruitment information system is affected by the ease of use (Zhao et al., 2018).

### ***Perceived Usefulness of e-Recruitment***

The perceived usefulness of e-recruitment refers to the degree to which an individual believes that the use of a particular system improves his performance or, in other words; the extent to which the individual realizes that the use of technology enhances his performance (Alateyah, 2018). It can also refer to the benefits that individuals can derive from adopting and using technology.

(Davis et al., 1989) referred to perceived usefulness as the foremost determinant of individuals' intentions towards the use of technological technologies, as they determine the direction of job seekers towards job search sites (Brahmana & Brahmana, 2013).

Chetana (2016) also found that the perceived usefulness of e-recruitment is positively and significantly related to the use of the Internet as a tool to search for a job. He also pointed out the reasons for the dependence of job seekers on e-recruitment, which is to save cost and time, which affects the behaviour of job seekers towards use or depend on e-recruitment.

### ***Internet as a Source of the Recruitment Process***

For most job seekers, the job search process begins with uncertain feelings about the labour market in terms of potential job alternatives, the number of other applicants and their competitive position (Acarlar & Bilgic, 2013). Electronic technology makes recruitment processes more efficient and effective, as well as less cost and effort (Rani, 2016).

Internet (professional networks, organizations websites, and social networks) can be considered one of the richest sources of job search compared to traditional methods of recruitment such as recruitment agencies, reference sources, and job advertisements from job seekers point of view (LinkedIn).

The results of the statistics prepared by Statista in 2017 to identify the most common sources for gathering information by job seekers before applying for jobs showed that: the organization's website via the internet ranked first with (53%), followed by LinkedIn (38%), Then internet search engines (35%).

In the same context, there is an increasingly clear movement towards the use of online recruitment systems by both job seekers and organizations (Malik & Ul Mujtaba, 2018; Brandao et al., 2019), it is the fastest-growing method of recruitment (Wozniak, 2014). Whereas, with the advancement of technologies related to the Internet, the role of e-recruitment will become more significant in the coming years, whether from job seekers point of view or organizations (Kuppusamy & Ganesan, 2016).

## **e-Recruitment Advantages for Organizations, Job Seekers and Society**

All profit-oriented or non-profit organizations consider e-recruitment as a source of the main vacant jobs and attract talented people from Job seekers (Moghaddam et al., 2015). We can notice that attracting qualified job seekers increases the amount of talent that the organization can choose from, which improve chances for recruiting qualified employees (Williamson et al., 2010).

E-recruitment brings many advantages to organizations, job seekers and society as well, which can explain as follows (Malhotra & Sharma, 2016; Karim et al., 2015; Xu et al., 2014):

- Low cost of e-recruitment for both the organization and job seekers, who need to pass their electronic resumes to interested organizations without spending extreme money in printing, transportation and other expenses, which means the cost-effectiveness of e-recruitment.
- Internet has the advantage of broad coverage that is difficult for other media to compare with, so that information about vacancies and job search information can spread quickly in every corner of the world.
- E-recruitment communications are distinguished by clarity, as there are no word limits, and all relevant details can be expressed unambiguously, in addition to that immediate responses can be provided to job seekers if they are suitable or qualified for this job.
- Online recruitment avoids the limitations of traditional recruitment methods in terms of time and place.
- E-recruitment improves organization image.
- Data collection, record keeping, and all related administrative work performed electronically, So the use of papers is greatly reduced and significantly less physical space used for storing files, which is called “the Green Solution”.
- A central user database can form by collecting and classifying data and information created by users, which is in line with Big Data age.

## **ORGANIZATION ATTRACTIVENESS**

Organization attractiveness can be defined as the desire of candidates or job applicants to seek jobs and learn about job offers in the organization (Hafeez & Farooq, 2017). Several authors measured organization attractiveness as a tendency to explain behaviour, as attracting qualified job candidates represents the main goal of recruitment, which plays an important and crucial role in the overall effectiveness of employment, as it mainly revolves around the delivery of messages to the targeted individuals, i.e. the qualified candidates for the job (Flecke, 2016).

In a related context, Flecke (2016) concluded that the amount of information about the organization plays a vital role in influencing attractiveness in the early stages of recruitment because the recruitment messages provide more information about the characteristics of the job and the organization which positively affects the attraction of job seekers to the organization. The attraction process includes job seeker estimation about the extent to which his values and needs are compatible with the organization's culture.

There is also a set of variables that affect the attractiveness of applicants to the organization via the Internet: the reactions of job seekers and their previous attitude towards the organization, and the ease of using the organization's website via the Internet, as these variables affect the attraction of job seekers to the organization and encourage them to apply for vacant jobs in the organization (Sayed, 2010).

In addition to the above, (Lange et al., 2011) indicated that individuals find that organizations are attractive based on the availability of some desirable features - for example, that the organization is trustworthy and reliable - and that these characteristics are compatible with the culture of the society.

## ATTITUDE TOWARDS USING E-RECRUITMENT

Attitude refers to an individual's evaluation of an information system through positive or negative feedback (Zhao et al., 2018). Attitudes of individuals towards the use of something indicate the degree to which the individual evaluates or links between the target system and its function, and it can also be seen as the factor that guides the future behaviour of individuals (Ajzen & Fishbein, 2000).

According to the technology acceptance model (Davis, 1989), attitude is a determinant of the intention to use a particular technology, it determined by the perceived benefit and ease of use as they positively influence researchers' attitude work towards the use of electron polarization (Cho et al., 2011; Moghaddam et al., 2015).

Job seekers depend on the comprehensive information provided by the organizations regarding their vacancies, in addition to providing organizations with some tools that help job seekers improve their careers, which leads to attracting the attention of job seekers towards using technology to search for work (e-recruitment) (Tong, 2009). Also, the usability of the system over the Internet has a significant or impact on user attitudes and intentions (Roychowdhury & Srimannarayana, 2013).

## RELATIONSHIP BETWEEN RESEARCH VARIABLES

In this section we'll review the relationship between research variables, as follows.

### The Relationship Between e-Recruitment Determinants and Attitude Towards Using It

E-recruitment determinants are one of the most important determinants that affect the success of recruitment and the attitude of job seekers to use it (Alateyah, 2018), and accordingly, the relationship between the determinants of e-recruitment (each one separately) and the attitude towards using it can be clarified as follows:

- *Trust* can exist as a determinant of technology use in the context of the job search process, especially in the absence of a personal relationship between the person providing the information and the one who receives it (Chiwara et al., 2017), as the credibility of the information provided affects the attitudes of job seekers (Acarlar & Bilgic, 2013), which is available in the case of job seekers using online recruitment sites so it is necessary to check how users perceive whether these sites can be trusted or not, which will, in turn, affect their attitude towards using e-recruitment (Mahmood & Ling, 2017). The study of (Mariani et al., 2016) recommends future research to integrate the concept of trust with those concepts used in the technology acceptance model (perceived benefit and ease of use).
- *Ease of use* affects job seekers' attitudes towards using e-recruitment (Cober et al., 2004), where ease of use is a crucial factor in taking an attitude towards technology (Alateyah, 2018).
- *Perceived usefulness* of e-recruitment technology is important for job seekers, as the detailed information about the job will determine their attitude towards the use of e-recruitment and help them make better decisions (Mahmood & Ling, 2017). Accordingly the perceived usefulness of e-recruitment influence the attitudes of job seekers towards its use (Zhao et al., 2018).
- The organization can use its *reputation* to influence the attitudes of individuals to attract their attention to apply to it through its website (Alateyah, 2018), and the organization's reputation may also affect researchers' attitudes to apply for it (Acarlar & Bilgic, 2013).

### The Relationship Between Attitude Towards Using e-Recruitment and Organization Attractiveness

The attitude of job seekers (especially millennials) towards using e-recruitment positively affects the organization's attraction to job seekers (Allen et al., 2007; Jansson, 2016; Hafeez & Farooq,

2016; Țîru & Mohorăta, 2020), as through the analysis of internet development and the strategies for replacing traditional methods of recruitment with digital means, we note that individuals have a positive attitude towards the use of e-recruitment and adopt this method of job search.

Also, the decision of potential job applicants may be influenced by the source or method of recruitment, as the sources of data related to recruitment and its characteristics can be essential factors of attraction for the organization, therefore it can be said that there is a relationship between the attitude towards e-recruitment and organization attractiveness from job seekers point of view (Hafeez & Farooq, 2017).

### **The Relationship Between e-Recruitment and Organization Attractiveness**

Recruitment is an essential tool for attracting job applicants or job seekers, as recruitment refers to the activities carried out by organizations to attract potential employees to them; accordingly, recruitment is a process of attraction that affects both quality and number of applicants to the organization.

So the availability of a large group of qualified applicants is a vital matter for the organization (Acarlar & Bilgic, 2013). Also, the formation of recruitment image goes hand in hand with the general perception of organization attractiveness.

However, although e-recruitment is an essential tool for attracting job seekers, the recruitment itself refers to the activities of the organization that carry out to identify and attract job seekers and therefore attraction is the first result of recruitment activities (Flecke, 2016). The outcomes of recruitment represent in Organization attractiveness and job selection (Stone et al., 2014).

Online recruitment helps not only attract active job seekers to the organization but also provide them with information and job opportunities available in various parts of the world (Ahmed et al., 2015). It is efficient in terms of saving time, effort and cost, so we can say that the internet can be accepted as the best and most appropriate tool for finding jobs from job seekers point of view.

Also, the sites of e-recruitment affect the attitudes of individuals towards the organization itself and thus its attractiveness to job seekers (Gregory et al., 2013).

### **The Relationship Between the Determinants of e-Recruitment and Organization Attractiveness With the Mediation Role of Attitude Towards Using e-Recruitment**

Organizations use many means to attract their applicants and influence their attitude towards using e-recruitment, for example, organization's reputation through the internet can attract the largest possible number of applicants through its website (Mindia & Hoque, 2018; Chang & Chin, 2018).

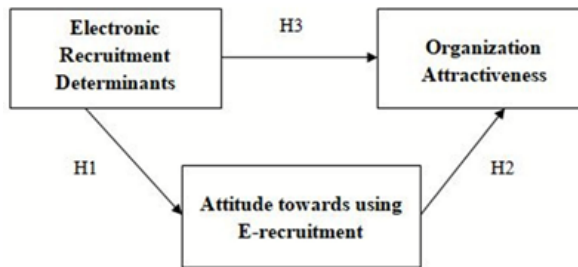
As a result of the lack of further studies that dealt with the relationship between determinants of e-recruitment and organization attractiveness with the mediation role of the attitude towards using e-recruitment, many studies (Alateyah, 2018; Pikala, 2017) recommended that more research should be conducted from job seekers point of view concerning their attitude towards the use of e-recruitment in the future to find out how they use digital tools in their job search.

## **METHODOLOGY**

This research will rely on the mixed-method research approach, for its relevance to the current research and providing a better understanding of the research problem (Creswell, 2008), as it based on two phases: The first phase is exploratory research and focuses on descriptive methods (review of previous studies, and personal interviews with some job seekers online). The second stage is deductive research, focusing on quantitative methods (collecting data through online survey lists from Active Job Seekers).

The exploratory study (one of the descriptive methods), was conducted online through personal interviews with some job seekers, as a first step to understanding the phenomenon, and to verify the extent of the research model's (Figure 1) completeness. The personal interviews were conducted

Figure 1. Conceptual framework



online with (30) job seekers; it was conducted with each of them separately to identify their views on job search via the internet.

By surveying the opinions of job seekers through personal interviews about the extent to which they have benefited from the various sites to search for work on the Internet (Google+, LinkedIn, Facebook & Websites), the majority confirmed that they benefit from these sites unless there are some negative opinions regarding the speed of response, and the lack of credibility of some vacancy announcements.

Most of them agreed on the importance and usefulness of the information provided by e-recruitment, and the possibility of accessing this information at any time and place, help saving time and effort. They also agreed on the impact of the organization's reputation on its attractiveness and indicated that (trust in the organization, its good reputation, and its attractiveness) are the most significant factors they prefer to exist in the organization.

Many researchers also supported using interviews in their researches to better understanding the phenomenon from job seekers point of view (e.g., Priyadarshini et al., 2017; Mindia & Hoque, 2018; Bejtkovsky, 2018).

Consequently, these studies aim to gain insights into job seekers perception of e-recruitment process and its influence on the overall organization attractiveness. Since the qualitative research design considered as a suitable approach to study perception shared by a homogeneous group of individuals (Priyadarshini et al., 2017), the present pilot study takes up a phenomenological approach to uncover the underlined perception of job seekers.

After the completion of the pilot study, quantitative data will collect to answer the research questions. The data collected through an online questionnaire lists from (275) *active job seekers* due to the nature of the phenomenon under research.

The following statistical analysis methods will be relied upon:

1. Descriptive statistical analysis for the research sample data (Table 1); and the items measuring variables explaining the normal distribution of the data.
2. The inferential analysis of the research variables by performing the Structure Equation Modeling (SEM) analysis. This analysis includes two basic stages: The first stage: Confirmatory Factor Analysis (CFA) (See Table 2 and Table 3). The second stage: is the testing of research hypotheses and reaching the results (See Table 4).

As the study model includes a mediator variable (Attitude towards using e-recruitment) between the independent variable (E-recruitment determinants) and the dependent variable (Organization attractiveness); the median variable was tested according to the following steps (Preacher & Hayes, 2004/2008):



**Table 1. Descriptive statistical analysis**

Classification		Frequency	%
<b>Gender</b>	Female	148	53.8
	Male	127	46.2
Total		275	100
<b>Age</b>	Less than 20	5	1.8
	20 – less than 30	165	60.0
	30 – less than 40	78	28.4
	40 – less than 50	25	9.1
	More than 50	2	0.7
Total		275	100
<b>Education Level</b>	Higher education	157	57.1
	Postgraduate studies	118	42.9
Total		275	100
<b>Preferable Work Sector</b>	Public Business sector	43	15.6
	Governmental sector	116	42.2
	Private sector	116	42.2
Total		275	100

**Table 2. Convergent Validity and Composite Reliability (CR) for Variables of the theoretical model**

Variable	AVE	CR
Attitude towards using e-recruitment	0.835	0.938
Organization attractiveness	0.681	0.937
Ease of use	0.686	0.929
Organization reputation	0.855	0.947
Trust	0.711	0.908
Perceived usefulness	0.711	0.925

**Table 3. R<sup>2</sup> Value**

Variable	R <sup>2</sup>
Attitude towards using e-recruitment	0.669
Organization attractiveness	0.694

**Table 4. Hypotheses test - direct relationships**

Hypothesis	$\beta$	t-value	P-value	Result
Trust -> Attitude	0.153	2.974	0.003	Accepted
Organization Reputation -> Attitude	0.050	0.799	0.424	Rejected
Ease to use -> Attitude	0.406	5.158	0.000	Accepted
Usefulness -> Attitude	0.312	3.782	0.000	Accepted
Attitude -> Organization Attractiveness	0.494	7.584	0.000	Accepted
Trust -> Organization Attractiveness	-0.055	1.115	0.265	Rejected
Organization Reputation -> Organization Attractiveness	0.353	5.077	0.000	Accepted
Ease to use -> Organization Attractiveness	0.041	0.453	0.651	Rejected
Usefulness -> Organization Attractiveness	0.077	0.941	0.347	Rejected

1. Test the direct effect of the independent variables and the dependent variable without the presence of the mediator variable, and in order for this effect to be significant, the mediator effect should not be rejected, and if it is significant, then the second step is moved.
2. Determining the indirect effect of the independent variables on the dependent variable in the presence of the mediator, and in order for it to be significant, the influence of the mediator should not be rejected, and if it is significant then move to the third step.
3. Calculating the total effect of the independent variable on the dependent variable in the presence of the mediator, and until it is significant, the test of the mediator should not be rejected, and if it is significant, then move to the fourth step.
4. Calculating the extent of mediation (no mediation/ partial mediation/ total mediation) through the value of (The variance accounted for), where if the VAF percentage is less than 20% then the mediator effect is rejected, and if the ratio falls between 20%: 80% Mediator imposition is partially accepted, and if the percentage is greater than 80%, the mediator is considered a complete mediator (Hair, et al., 2010).

After conducting the previous steps we find acceptance of attitude mediation between (ease of use of e-recruitment, Perceived usefulness) and organization attractiveness, and rejection of attitude mediation between (trust, organization reputation) and the organization attractiveness, which means the hypothesis is partially accepting.

## FINDINGS

According to the statistical analysis the results can showed as follows:

1. There is a direct positive significant relationship between the e-recruitment determinants and the attitude towards using e-recruitment.
2. There is a direct positive significant relationship between the attitude towards using e-recruitment and organization attractiveness among job seekers.
3. There is no direct positive significant relationship between the e-recruitment determinants and organization attractiveness.
4. The attitude towards using e-recruitment partially mediates the relationship between e-recruitment determinants and the organization attractiveness.

## CONCLUSION

After reviewing previous studies, the researcher found a lack of research that dealt with e-recruitment in developing countries, which has distinctive features that differ in terms of its impact on job seekers and organizations from developed countries, so the research is considered an earnest attempt to enrich the intellectual heritage in this area.

It's also clear from the above that e-recruitment has become an essential and necessary practice for organizations in the last two decades, as the organization's official websites, online business platforms; in addition to social media networks are used recently for this purpose. Therefore, e-recruitment is considered a part of electronic human resources management, and there are also a set of factors that affect the success of e-recruitment, including technological development, sources of recruitment, its importance, and the effect of its use on the organization.

Accordingly, it is necessary to identify the determinants of e-recruitment, in addition to identifying the usefulness of e-recruitment practices in attracting the human element to organizations, as many organizations nowadays use online methods to attract talented human resources, and accordingly, organizations are affected by many factors that encourage the transition from the traditional recruitment process to the online recruitment process to develop online recruitment programs that will facilitate the quick and accurate selection of qualified applicants, and the impact of this organization attractiveness and its attraction to job seekers.

However, despite the significant role of e-recruitment in attracting human capital to the organization, the communication of the recruitment process - between job seekers and the organization - especially before the evaluation stage, did not receive much attention in prior studies, So we can conclude that:

- The effectiveness of using technology in implementing e-recruitment in organizations in attracting talent, in addition to its efficiency in terms of cost and time, as e-recruitment processes help organizations implement recruitment practices and assign the best talent available in the market. This leads to providing better job opportunities through websites.
- The effect of technology on the recruitment process as a whole didn't gain much attention, as well as how the e-recruitment affects the attractiveness of the organization. Therefore, it is necessary to conduct more research on e-recruitment, especially from the perspective of job seekers.
- The necessity to fill the gap shown by previous studies regarding the use of determinants of the relationship between job seekers and the organization to determine the success factors of e-recruitment.
- The necessity of conducting more research from job seekers point of view about the attitude towards using e-recruitment because of the scarcity of these studies to learn how they use digital tools to search for work, as these tools are constantly developing.

Finally, this paper tried to discuss E-recruitment (Definition, Determinants, Internet as a source of the recruitment process and showing the main advantages of it), then introduce Organization attractiveness, Attitude towards using e-recruitment, and Last we showed the Relationship between research variables according to the statistical analysis results.

## RECOMMENDATIONS

Based on the findings and the conclusions of this study, the following recommendations are made:

- Organizations must pay attention to developing and updating their websites and Facebook pages on the Internet constantly because organizations that want to stay and continue in the market

have to keep up with everything new in the technology world. After all, it is considered a very significant competitive advantage for them.

- Organizations nowadays need to pay attention to electronic recruitment via the Internet to attract the talented workforce, as organizations are affected by many elements that encourage the transition from the traditional recruitment to recruitment via the Internet.
- The need to pay attention to the factors that support the effect of trust in electronic recruitment on the attitudes of job seekers towards the use of electronic recruitment.

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