DEVELOPING E-RECRUITMENT FRAMEWORK FOR ENHANCED RECRUITMENT PRACTICES IN TELECOMMUNICATION SECTOR OF PAKISTAN

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Abstract:

E-recruitment process has revolutionised the hiring process of candidates after the introduction of the internet. Many organisations are now employing the use of an e-recruitment system and have been able to capitalise on the benefits received by hiring talented employees. In Pakistan, the potential for evolving as a developed state and the implementation of e-recruitment can provide an opportunity to the youth who are unemployed and are having difficulties in finding suitable employment. The rapid change in the structure of the business world in Pakistan has raised concern amongst the HR managers regarding the efficiency of the recruitment process and the lack of awareness towards the process of e-recruitment creates an obstruction in the implementation of this framework in the organisation. The research aims to provide knowledge about these problems and to make the companies capable of implementing the framework. The research employed the use of quantitative analysis to depict a relationship between the variables of the study. This research distributed survey questionnaires to 250 participants of the study and after receiving the responses, regression and correlation analysis were applied. The results depict that there is a significant relationship in enhancing the recruitment practises in Pakistan with the adoption of an e-recruitment practice under the effects of its internal and external factors.

Keywords: e-recruitment, recruitment practises, telecommunication sector, Pakistan, e-recruitment framework, enhanced recruitment practices, internal and external factors

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1. Introduction

The e-recruitment process according to Okolie and Irabor (2017), has revolutionised the hiring process after the introduction of the internet. Numerous organisations have observed to be benefited by using this procedure for hiring potential employees due to its potential of limiting the cost of the hiring process (Parker, Van den Broeck & Holman, 2017). Pakistan according to Malik and Mujtaba (2018), has the potential for evolving as a developed state and the implementation of e-recruitment can provide an opportunity to the youth who are unemployed and are having difficulties in finding suitable employment. The rapid change in the structure of the business world in Pakistan has raised concern amongst the HR managers regarding the efficiency of the recruitment process (Waheed et al., 2019). However, according to Iqbal et al. (2018), the country lacks IT professionals which can successfully implement the system in the organisations in Pakistan due to which the companies in Pakistan are reluctant to implement this procedure despite the huge benefits it provides to the company. Whereas Waheed et al. (2020) argued that the lack of awareness towards the process of e-recruitment creates an obstruction in the implementation of this framework in the organisation. The research aims to provide knowledge about these problems and order to make the companies capable of implementing the framework.

According to the study of Deering et al. (2019), the development of the technology is drastically shaping the business world and the way in which the companies carry out their crude operations such as hiring. According to Huawei Career (2020), that the use of technology in the recruitment process benefit to the organisation in terms of cost and the companies in Pakistan such as Huawei has been using electronic methods such as social media platforms like Facebook and LinkedIn in addition to the traditional methods. The organisations in South Asian Region has been observed by Gupta, Jain and Nagpal (2019) to be using a framework which is almost obsolete where the entire authority of the organisation is held by the owner. However, organisations such as Huawei in South Asia have been using non-transactional structure in the organisation. The owners in organisations in Pakistan are unable to cope with the adoption of the latest technology and the practices of the e-businesses practices which are proving to be beneficent in the current business landscape (Rashid & Ratten, 2020). The concept of e-businesses in Pakistan is not a well-known phenomenon which has created a gap in the literature focused on business research however there has been no study which is focused on the e-recruitment process in the Huawei process. This research aims to fill the gap and achieve its objective of e-recruitment in the telecommunication industry in Pakistan, reviewing the e-recruitment process, identifying the challenges in e-recruitment of mid-level managers in Huawei Pakistan and developing an effective framework which justifies the challenges in the e-recruitment of mid-level managers in Huawei Pakistan along with Delphi study to develop consensus on effective e-recruitment framework to improve e-recruitment process in Huawei Pakistan.

2. Literature Review

2.1 E-recruitment
2.1.1 History of e-recruitment

Holm & Haahr (2019) describes e-recruitment as a form of online recruitment which is considered to be the procedure of hiring the potential candidates for the vacant job positions, through the use of electronic sources (mainly Internet). The author further reveals that e-recruitment came into existence during the year 1994 when Monster.com was seen as the first organisation to use the online tool for recruiting potential candidates. The company went on to attain success with this particular approach, as it was able to connect with numerous individuals through just one medium which was the Internet (Monteiro, Correia & Gonçalves, 2019). Mwangi & Reuben (2019) are of the view that e-recruitment is seen as the right type of method to ensure that the right applicant for the role is recruited.

2.1.2 Critical evaluation

According to the research of Zin et al. (2016), e-recruitment is seen as one of the major influences of the advancement in technology. The author further cites that as the access to the internet has been increasing by the individuals through the use of phones and tablets, the recruitment aspect for the organisation is becoming easier as well as it is seen to be extremely cost-effective. The organisations do not have to spend a vast amount of money on it. However, Reddy, Mamatha & Balaram (2018) are not in favour of using e-recruitment method for the purpose of recruitment. The author is of the view that while using e-recruitment means saving up on money, but it also means that the organisation would have to go through a vast number of portfolios to assess which individual would be the best fit. The idea of being able to target a specific group for the recruitment of a position becomes difficult.

2.1.3 Implications of e-recruitment

Monteiro, Correia & Gonçalves (2019) asserts that there are certain implications as well regarding e-recruitment. Any organisation that is looking to implement e-recruitment has to ensure that the human resource department personnel are aware of how to use the e-recruitment process and are able to use it wisely. It is vital that the organisations ensure that they are providing adequate training to their HR staff on how to use e-recruitment in an effective way so that they are able to search for the right kind of talent for the required posts. However, Boşcai (2017) is of the view that implementing e-recruitment requires changing numerous strategic aspects of the operations. Moreover, it also requires the organisation the HR personnel to assess each individual's profile before calling them for an interview, as there are numerous individuals who tend to put up fake profiles online on different recruitment platforms to get the job (Gairola, 2019). In reality, these individuals do not have the capability to fulfil the job responsibilities for which they are hired. Therefore, it is vital that a thorough assessment is carried out of the individuals

being recruited through e-recruitment to prevent any kind of fraud or any other issues in the future.

2.1.4 Factors affecting e-recruitment practices

Stone et al. (2013) have explained the main purpose of the e-recruitment practices that are carried out for attracting the applications from the desired candidates so the vacant positions can be filled easily for fulfilling the needs of the organisation. Brahmana and Brahmana (2013) has identified the fact that the e-recruitment process of the telecommunication sector of Pakistan is affected by different internal and external factors related to the business market.

2.1.4.1 Internal factors

Marley and Parry (2016) have described the internal factors as the practices that are controlled by the e-recruiters of the organisation. These internal factors include an image of the job, an image of an organisation, the size of an organisation, and the recruiting policy of the organisation. Image of a job can be described as the image of the working opportunity in respect of its remuneration, delivering the desired level of recognition and providing more opportunities to get promoted (Ghazzawi and Accoumeh 2014). Image of the organisation can be explained as the practices of an organisation performed for increasing the market reputation and developing healthy public relations (El Ouirdi et al. 2016). The size of the organisation is based on the level of resources owned by the organisation. These resources can be in numbers of assets and human capital (Rienties et al. 2012). The recruiting policies of the organisation are the major inter factor that directly affects the process of recruitment in the organisation. The recruitment process helps the organisational management in acquiring the desired candidate from the pool of applicants (Ghazzawi and Accoumeh 2014).

2.1.4.2 External factors

The factors that have a direct impact on the recruitment practices of the organisation, but the management of the organisation is unable to control such factors are known as external factors (Marley and Parry 2016). The external factors that affect the e-recruitment processes are described as demographic factors; labour market factors; legal factors and considerations of the country; and labour laws (Stone et al.2013). The demographic factors affecting the e-recruitment processes are known as age-related, religion-related, level of literacy, and other related differences (Ghazzawi and Accoumeh 2014). The labour market factors have been described as the supply and demand factors working in the labour market. Change in the supply of labour will increase or decrease the job applications for the desired position (Anand and Devi 2016). Legal considerations for the jobs that are been offered in the e-recruitment practices also play an important role in the e-recruitment process of the telecommunication sector. These legal considerations include the labour laws that are passed by the government of the country (Jain and Goyal 2014).

2.2. Recruitment Practices in the Telecommunication Sector of Pakistan
2.2.1 Telecommunication Sector of Pakistan

The telecommunication sector of Pakistan is one of the fastest-growing sectors within the country, with major investments in the country's infrastructure, technology and industry. The sector is responsible for generating yearly revenue of almost Rs 270 billion in the fiscal year 2018-19, which reaches almost 52 million users in the country (Farooq, 2018). These are major figures that constitute a considerable portion of the GDP and provides jobs to millions of people. Moreover, the telecom sector of Pakistan is dynamic and has experienced a number of changes since its inception (Imtiaz, Khan & Shakir, 2015). These changes have been brought through changing technology and variations in the demographic of the country. Such a market is lucrative for companies like Huawei have heavy investments in Research and development for the expansion of IT related projects. Younus, Afzal & Ahsan (2016) further adds that Chinese company ZTE has integrated itself into the market and developed major telecom brands like Zong, Telenor, Ufone and Warid.

2.2.2 Recruitment in Telecommunication Sector of Pakistan

The recruitment practices, as seen in major telecommunication companies of Pakistan like Zong, Telenor and Mobilink are outsourcing their recruitment. In the study of Younus, Afzal & Ahsan (2016), it has been discussed that market trends show outsourcing e-recruitment so that the company can save costs and time of hiring new people. On the other hand, most recruitment in the telecommunication sector is through job openings advertised on job portals or websites (Jamil & Neem, 2013). Although, the companies that use this method usually choose not to disclose their identity to be able to apply strategic thinking. Alongside the job websites, another method of recruitment as adopted by Huawei is the global university recruitment plan (Chelangat, 2011). This allows companies to hire fresh graduates from universities, through an online portal for job openings at lower offered salaries than the general market.

However, in the study of Hassan, Aftab & Shujaat (2015), it has been discussed that Pakistan is still at the lower end of the spectrum of e-businesses and e-recruitment. This can be attributed to the low level of literacy in the population, as well as people's uneasiness in using credit cards or e-payment methods. Regardless, of the e-readiness of the people within Pakistan, the companies in telecommunication have been using several methods of e-recruitment and finding suitable candidates. The e-recruitment practices of Huawei also include maintaining a talent pool, in which local and international candidates are present (Chelangat, 2011). Through this effective method, the company does effective selection and immediately fills up job positions once they are opened. On the other hand, Imtiaz, Khan & Shakir (2015) states that Telenor outsources its recruitment, but it also posts job advertisements on job portals and the official company website. This is done with an aim to attract as much talent as possible, for hiring the most qualified individual. Similarly, Mobilink also posts advertisements on online platforms,

while conducting internal recruitment activities as well. In internal recruitment, cost and time can be efficiently saved, as existing employees are promoted to required positions.

2.3 Conceptual Framework

Quigley, Herro & Jamil (2017) had described a conceptual framework as the framework used by the researchers to identify the main research variables and understand the level of relationship between them. Anyfantis, Boustras & Karageorgiou (2018) has also identified the conceptual framework as the roadmap to the research. Therefore, current research has also established a conceptual framework for conducting the research. The developed conceptual framework is shared below:
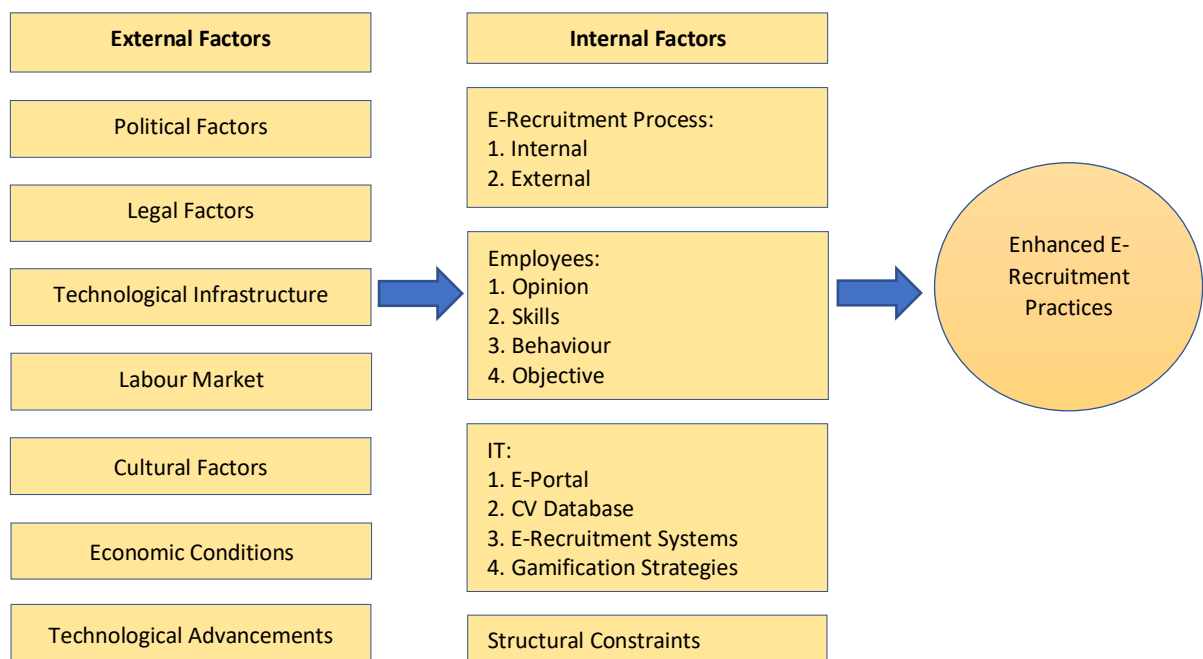

Figure 1: Conceptual Framework.

From the above developed conceptual framework, the independent and dependent variables of the research are identified. The independent variable of research is based on the internal and external factors that can directly impact the development of the e-recruitment framework, and the dependent variable is the enhanced e-recruitment process in the telecommunication sector of Pakistan. The determination of the research variables helps the current researchers in developing the research hypotheses for developing results.

2.3.1 Research Hypotheses

H1: The external factors of developing e-recruitment framework have a direct impact on the enhanced recruitment practices in the telecommunication sector of Pakistan.
H2: The internal factors of developing e-recruitment framework have a direct impact on the enhanced recruitment practices in the telecommunication sector of Pakistan.

3. Research Methodology

The research methodology that was employed for the successful completion of this research pertains to using a quantitative methodology. The adoption of this methodology allowed the researcher to investigate the topic in an objective manner by gathering quantifiable data on which arithmetical calculation can be applied (Choy, 2014). This allowed the researcher to collect numerical data regarding the recruitment practice that were being followed after analysing the internal and external factors of the telecommunication sector of Pakistan in order to develop an e-recruitment framework. Furthermore, in order to obtain numerical data, the researcher adopted the philosophy of positivism. The positivist research philosophy allowed the researcher to make observations of the real-world phenomenon and make an inference from them in an objective manner to gather factual information. Furthermore, with the adoption of positivism philosophy, the researcher kept nominal communication with the selected participants of the study, in order to obtain valid and high-quality data and not include any sort of biasness (Rahi, 2017). Additionally, a deductive approach was adopted in order to test out the objectives or the hypothesis, that were developed for this research. This is due to the fact that the objectives or the hypothesis of a study would be tested out through the experimentations that would be conducted by the researcher to obtain results and discuss them in an appropriate manner. This allows the researcher to be knowledgeable of the achievement or the rejection of the hypothesis through the analysed data and formulate and explain an underlying relationship amongst the variables of the research (Zalaghi & Khazaei, 2016).

3.1 Data Collection

Due to the adoption of a quantitative methodology, the researcher adopted the method of primary data collection by employing the use of survey questionnaires and distributing them amongst the selected participants of the study. The developed questionnaire conformed to a structure of 5-Point Likert Scale in which the participants were required to answer the questions based on: "Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree". The researcher adopted the use of questionnaires for the reason that the data could be obtained in a short amount of time through a large number of participants.

3.2 Data Analysis

In order to analyse the data collected, the researcher employed the use of Statistical Package for Social Science (SPSS). The data that was collected through the survey questionnaires sent by the participants was sent to SPSS software, and arithmetical operations such as descriptive analysis, regression analysis, and correlation analysis were applied in order to obtain relevant results for this research. Furthermore, the employment of SPSS software enabled the researcher to easily manipulate the data within the software

and by employing the use of automation feature of in SPSS, designated names, variable names, their types and titles appeared in SPSS for ease of analysis.

3.3 Sample Size and Technique

250 participants were selected as the sample size of the research and the survey questionnaires were distributed until the researcher obtained 250 responses from different participants. The participants belonged to the telecommunication sector of Pakistan who was working in an organisation and their job role was to recruit talent and employees for their company. The sampling technique which was adopted to recruit participants pertained to the use of non-probability sampling along with convenience sampling. Convenience sampling enabled the researcher to recruit the required number of participants in a short time as the participants were mostly recruited from the population which was closely accessible to the researcher.

4. Results and Discussion

Results and discussion are a crucial part of the research as the data that has been gathered are to be analysed through quantifiable perspectives and the obtained results are then discussed in accordance with the objective and hypothesis of the research to prove the hypothesis either true or false and achieve the intended objectives of the study.

4.1 Descriptive Analysis

Descriptive analysis was performed on all the numerical data that was obtained in order to determine the relevant primary findings of the research. The foundation of the primary findings relates to the depiction of the mean value of results, Skewness, and value of Kurtosis. The following table portrays the findings obtained through descriptive analysis.

Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
OnlineFormfillling	250	3.87	.717	.194	.154	-1.035	.307
ReceivesJobApplications	250	4.12	.754	-.195	.154	-1.217	.307
HiredCandidatesProvideSuccess	250	4.10	.754	-.161	.154	-1.224	.307
E-RecruitmentFillsJobsEsasily	250	3.81	.892	-.442	.154	-.319	.307
E-RecruitmentLacksContact	250	4.04	.924	-.749	.154	-.102	.307
E-RecruitmentGiveMoreInformation	250	4.11	.714	-.567	.154	.375	.307
OpportuitesThroughPrintOnline	250	4.00	.816	-.625	.154	.500	.307
E-RecruitmentProvideTrustworthCandidate	250	4.13	.739	-.389	.154	-.518	.307
ProcedureofRecruitmentIsKnown	250	4.09	.758	-.770	.154	1.313	.307
Collectionof resumes	250	4.11	.673	-.136	.154	-.792	.307
JobseekersVisitErecruitmentweb	250	4.08	.712	-.117	.154	-1.017	.307
E-recruitmentReducesCosts	250	4.16	.712	-.249	.154	-1.005	.307
StrongErecruitmentPlan	250	4.11	.763	-.466	.154	-.072	.307
StrongStrategiesDevelopment	250	4.08	.840	-.555	.154	-.226	.307
ImporvementIsRequired	250	4.14	.769	-.505	.154	-.377	.307
Valid N (listwise)	250						

Table 1: Descriptive Statistics

The above developed table (Table 1) is based on the statements that were asked in the questionnaire (Appendix-1) based on the Likert Scale. From the table, it can be observed that all 250 participants of research replied to the questionnaire. The mean value of the responses from the statements was ranging between 3.81 and 4.16; resulting in the agreement and strong agreements of the statements. The deviations of the results of Table 1 were lower than 1 that displays an effective consensus among the respondents about the asked statement. The negative values of skewness were mentioning the fact that the bell curve of the data can be shorter. The values of Kurtosis (Table 1) is also negative that supports the results generated by skewness.

4.2 Correlation Analysis
There are many quantitative researches available that employ the use of correlation analysis for all the quantifiable data they obtain. Hence, in this study, correlation analysis

is applied to in order to comprehend the relationship between the variables of this study and depict whether the development of an enhanced recruitment framework will aid the telecommunication sector in Pakistan to enhance their recruitment practices.

Correlations		InternalFactorsofFramewrok	ExternalFactorsofFramework	EnhacedRecruitmentProcess
InternalFactorsofFramewrok	Pearson Correlati	1	.408[**]	.687[**]
	Sig. (2-		.000	.000
	N	250	250	250
ExternalFactorsofFramework	Pearson Correlation	.408[**]	1	.519[**]
	Sig. (2-	.000		.000
	N	250	250	250
EnhacedRecruitment Process	Pearson Correlation	.687[**]	.519[**]	1
	Sig. (2-tailed)	.000	.000	
	N	250	250	250
**. Correlation is significant at the 0.01 level (2-tailed).				

Table 2: Correlation analysis

The above Table 2 describes the level of correlation between the research variables of internal factors of framework development; external factors of framework development; and enhanced recruitment practices. The value of the Pearson Coefficient of correlation was positive 0.687 between the internal factors of a framework and enhanced recruitment processes depicting a moderate and positive relationship. The Pearson correlation between external factors of a framework and enhanced recruitment process was also positive 0.519 depicting a moderate and positive relationship. This positive value also explains that the internal and external factors of e-recruitment framework can easily enhance the recruitment practices of the telecommunication sector.

4.3 Regression analysis
One of the most important arithmetical techniques in a quantitative study is the application of regression analysis on the data that has been obtained and is performed after correlation analysis has been applied. This is because the application of a regression analysis allows the researcher to be knowledgeable of the level of relationship amongst the dependent and independent variables of the study. Additionally, after the application

of regression analysis, the following tables are obtained: Model Summary, ANOVA, and Coefficients.

Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.735[a]	.541	.537	.4346	1.606

a. Predictors: (Constant), ExternalFactorsofFramework, InternalFactorsofFramewrok

b. Dependent Variable: EnhacedRecruitmentProcess

Table 3: Model Summary

From developed Table 3 of the model summary, it can be determined that the value of R is 0.735. This means that the developed model is 73.5% fit for regression analysis. Moreover, the value of R-square is 0.541 (Table 3). This means that internal and external factors for developing the e-recruitment framework can enhance the recruitment practices by 54.1%. The Durbin Watson value of 1.606 also supports the findings of the model summary. The findings of the model summary are also supported by the 'Sig' values explained in the ANOVA table (Table 4).

ANOVA [a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54.935	2	27.468	145.403	.000[b]
	Residual	46.660	247	.189		
	Total	101.595	249			

a. Dependent Variable: EnhacedRecruitmentProcess

b. Predictors: (Constant), ExternalFactorsofFramework, InternalFactorsofFramewrok

Table 4: ANOVA table

From the developed ANOVA table (Table 4), it can be observed that the 'Sig' value of the conducted regression analysis is '0.000'. Such a sig value explains that the developed model summary (Table 3) is explaining an accurate association between the variables. The impact of such regression is explained by the coefficient table (Table 5).

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.779	.211		3.689	.000
	InternalFactorsofFramewrok	.523	.043	.570	12.076	.000
	ExternalFactorsofFramework	.306	.050	.287	6.069	.000

a. Dependent Variable: EnhacedRecruitmentProcess

Table 5: Coefficients table

From developed Table 5, it is observed that the value of the unstandardized coefficient of the internal factors of the framework is 0.523. This explains that the internal factors of developing framework can easily enhance the e-recruitment practices by 52.3%. Moreover, the unstandardized coefficient for the external factors of a framework in 0.306; explaining the fact that external factors of framework development can enhance the recruitment process by 30.6%. This fact was supported by the value of the standardised coefficient value of internal and external factors of framework, 0.570 and 0.287 respectively. These determined values of the standardised coefficients also explain the fact that the relation among the research variables in moving towards a positive direction.

4.4 Discussion

As per the analysis that has been done in the above section, it can be noted that the results obtained depicted that both of the internal and external factors related to the development of e-recruitment framework has a significant impact on enhanced recruitment practices in the telecommunication sector Pakistan. From the result obtained from regression analysis, it is noted that the internal factors and external factors related to the development of the e-recruitment framework can easily enhance the recruitment practises of organisations in the telecommunication industry of Pakistan by 54.1%. The results obtained through the application of correlation analysis describes that the discussed variables have a moderate and positive correlation between themselves, which facilitates to provide efficiency and enhancement in the recruitment practises of organisation in telecom sector of Pakistan.

According to the study of Faliagka et al. (2014), the author describes that the method of e-recruitment is employed by organisations and companies to create a pool of candidates from which they can select talented candidates who provide enhanced skill, knowledge and their expertise in a specific field. Furthermore, Kaur (2015) elucidates that the process of e-recruitment being used in organisations is useful since the HR management of the company is able to save the information of the candidate who has applied for the job vacancy available in the company. This allows the management to save all information about potential candidates for review and then email or call them in order to conduct an interview with them. This process encourages managers to employ

the use of an online medium for hiring process due to its effectiveness and efficiency and the management of time as well. Furthermore, an implication of this method can pertain to as a form of marketing to make the lesser-known companies be known. Ghazzawi and Accoumeh (2014) elucidate that the use of job portals is more effective for an organisation in order to attract a vast amount of talented and skilled candidates. According to the study of Holm and Haahr (2019), the author explains that with a vast amount of advancements in the world of technology, it has enabled businesses and organisation to adapt to contemporary methods in order to ease their business operations and ensure efficiency and effectiveness.

Subsequently, it is important for all organisation who are employing the use of an e-recruitment process to ensure that they comply with the policies and practices that have been developed in the company. That is, the development of effective recruitment policy and ensuring that it is being adopted throughout the company will allow the management of the company to facilitate effectiveness in their decision-making process, ensure transparency and select skilled candidates for the company (Woźniak, 2014). According to the study of Accoumeh and Ghazzawi (2014), the authors explain that the policies that are being developed within the organisation are one of the major causes that affect the overall recruitment process of the company. That is, if the factor of biasness is included during the decision-making process, then the company would not hire employees that come from diverse background and only focus on one race or gender to be hired for the company. Furthermore, the development of policies not only pertains to the recruitment process to the overall culture and setting of the organisation; the developed policies also explain the culture and setting of the organisation depict how well can the new candidate adjust in the organisational environment (Alsultanny, & Alotaibi, 2015).

4.5 Hypothesis Summary

S.No.	Hypotheses	Accepted / Rejected
H₁:	The external factors of developing e-recruitment framework have a direct impact on the enhanced recruitment practices in the telecommunication sector of Pakistan.	Accepted.
H₂:	The internal factors of developing e-recruitment framework have a direct impact on the enhanced recruitment practices in the telecommunication sector of Pakistan.	Accepted.

5. Conclusion and Recommendation

5.1 Conclusion

This research aimed to study the formulation of an e-recruitment framework after considering its internal and external factors which would allow the telecommunication sector of Pakistan to enhance their recruitment practises. Hence, in order to obtain

relevant primary data, the researcher employed the use of survey questionnaires and distribute these questionnaires to the selected participants of the study in order to apply mathematical calculations for the gathering of quantitative results. After successful completion of the analysis by applying regression and correlation analysis, it was noted that for the telecommunication sector of Pakistan, it is imperative for them to have an e-recruitment framework as it would allow them to enhance their recruitment practises.

From the literature, it was noted that the telecommunication sector of Pakistan has been growing continuously and that many companies in this sector are employing the use of different marketing and recruitment strategies which would allow them to enhance their business. The sector is responsible for generating yearly revenue of almost Rs 270 billion in the fiscal year 2018-19, which reaches almost 52 million users in the country. These are major figures that constitute a considerable portion of the GDP and provides jobs to millions of people. Moreover, the telecom sector of Pakistan is dynamic and has experienced a number of changes since its inception. These changes have been brought through changing technology and variations in the demographic of the country. Such a market is lucrative for companies like Huawei have heavy investments in Research and development for the expansion of IT related projects. The recruitment practices, as seen in major telecommunication companies of Pakistan like Zong, Telenor and Mobilink are outsourcing their recruitment and it has been discussed that market trends show outsourcing e-recruitment, so that the company can save costs and time of hiring new people. On the other hand, most recruitment in the telecommunication sector is through job openings advertised on job portals or websites. However, there are some challenges faced by the organisation when employing the use of e-recruitment system, which is that the HR management of the organisation receives more than 100s of CVs per day regarding job applications and it makes it difficult for the management to process all the application received, thereby it takes an extensive amount of time to process all the applications and shortlist potential candidates which would provide benefits to the company. Some other challenges pertained to recruiting policies, opinion, skills, and the overall behaviour of employees, while the external challenges related to legal and political factor, labour market, cultural factors and laws of labour.

5.2 Recommendations

On the basis of the results obtained and the research conducted, the following recommendations can be provided:

1. The HR management should conduct regular audits to measure the efficiency of their e-recruitment system and other business processes of the company under the light of internal and external factors that can affect the business practices.
2. Every organisation should update their e-recruitment portal to include the full description of the job as well the designation which includes expected salary, benefits, the required amount of skills required, and key role performed in the company.

3. Just like dedicated websites are available in other countries for job hunting and recruiting candidates, such website should also be developed for Pakistan, so that all candidates are able to find relevant jobs on one site.

4. The developed e-recruitment framework should also incorporate other technologies, such as Artificial Intelligence in order to manage the number of an application being received daily.

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