



The E-Recruitment in Algeria

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ABSTRACT

In recent years, one of the essential data of our time remains unquestionably the imperative of an efficient and optimal management of available resources.

This reality stands out as a major goal for all leaders at all levels, more than at any other time in history. Algeria is gradually becoming part of this new situation; faced with the challenge of development, it tends to create the conditions for an influx of enterprises, whether of foreign or national origin.

In this vein, Algerian companies; whether public or private, occupy a special place. And this, because of the functions they are called to fill within the company. Among these functions, the one related to better management of human resources. To this end, the recruitment of staff, career management, training, performance evaluation: to mention only these elements, are all areas of research.

KEYWORDS: - E-Recruitment, Algeria

Problematic:

Will the Internet bring with it a number of its values, including principles of equality and quality in different areas such as human resources management and in particular recruitment?

HYPOTHESES:-

With the Internet, can inequalities in recruitment reasonably disappear? How does the Internet make (facilitate) meetings / exchanges for fairer recruitment?

Does the internet allow it to acquire a high quality in recruitment?

To develop this research we followed the following approach:

- Definition of e-recruitment,
- The history of E-recruitment,
- E-recruitment in Algeria,
- The main recruitment sites used in Algeria,
- Networks best known in Algeria,
- Algerian companies and the use of professional networks,
- the main challenges and challenges facing Algerian companies in terms of recruitment.

1. DEFINITION OF E-RECRUITMENT:

E-recruitment: generally it is the dematerialization of the employer-employee relationship; it originally refers to recruitment processes on the internet, such as the use of a generous CV employment platform. It was previously the only HR tool exploiting the potential of the web, with email. Generalist or specialized jobs (by trade or sector of activity), social networks and professional community platforms have become fertile ground for head hunters, human resources managers and recruitment firms. Finally, for recruiters who know how to use the best resources and methods in their recruitment process. E-recruitment or online recruitment is the modern, digital version of some of the traditional recruitment phases. The goal is to recruit the ideal profile by limiting

any casting errors. This during the digital integration to dematerialize certain activities and give the opportunity to recruiters to gain efficiency by limiting the most time-consuming tasks.

II. THE HISTORY OF E RECRUITMENT:

E- Recruitment, recruitment 2.0, recruitment 3.0, recruitment 4.0: what are the differences? Digitization has profoundly changed the recruitment process, 2 so many names have been established in this sense such as: e-recruitment, recruitment 2.0 and now we are talking about recruitment 3.0 and recruitment 4.0.1.

1. THE WEB 1.0 BEING

Primarily a showcase, the web content was mostly created by companies, by institutions. The user was looking for information, read-only information because exchanges and sharing were not possible. The user was thus kept in a passive position of spectator.

2. RECRUITMENT 2.0, THE SOCIAL ERA

The internet had relatively little changed modes of recruitment, until the mid- 2000s. He had simply turned paper ads into web ads and resume cabinets into shareable electronic documents. The arrival of Web 2.0, especially social networks, completely transforms the recruitment process. A company or a candidate manages their digital identity today through their presence on blogs, professional social networks (LinkedIn, Viadeo, Facebook, Twitter, videos ...). The candidate, like the recruiter, becomes active: the first by developing his network to contact friends of friends who are likely to help him, the second by becoming a community leader around the employer brand and / or the business specialty.

This is explained in Figure 01:

1: <https://www.manager-go.com/ressources-humaines/e-recrutement.htm>.

2: <https://www.lalibrenetwork.be/.../la-digitalisation-bouleverse-le-secteur-du-recrutement>.

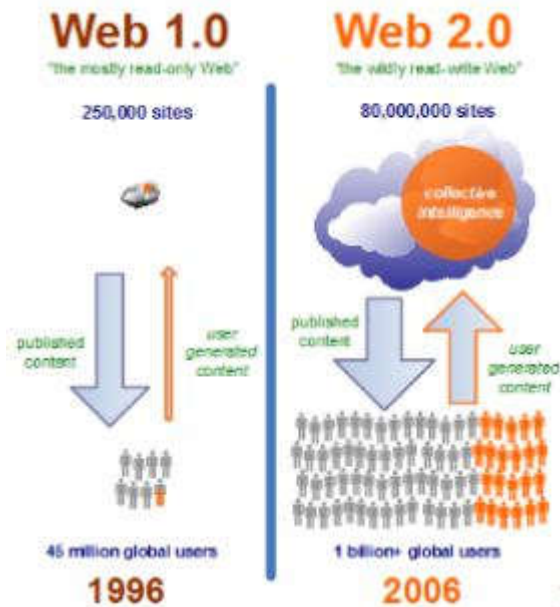


Figure 3 - Web 1.0 / Web 2.0 - Comparative Illustration3

3. RECRUITMENT 3.0, INBOUND RECRUITING:

Recruitment 3.0 introduces more techniques from Digital Marketing, such as conversion rate optimization, the concept of Persona⁴, automated email sendings⁵, while putting forward the notion. Candidate experience, digital or not. These processes have been brought together in a methodology with formidable efficiency: Inbound Recruiting⁶, or Inbound Recruitment, which is a global (holistic) approach to give consistency to different tools used by recruiters. It is built on the employer image of the company, conveyed by multiple media: social networks, HR sites, presence on the job boards ... Not really a radical change, but rather a consolidation of what we are already seeing. In other words, the integration of different sourcing and application processing biases into the same process. Simplification is necessary to save time, precision and increase the match between proposed positions and applications received. Unsolicited applications and responses to ads on one side, job boards on the other and of course new tools. This overall coherence in the discourse (valid also between the different services - commercial, communication, marketing, HR) and in the method must be accompanied by a greater transparency and a direct and credible speech.

3https://www.researchgate.net/.../303661797_An_Alteration_of_the

4<https://inbound.lasuperagence.com/.../e-recrutement-recrutement-2.0-recrutement-3.0-..>

5www.pullseo.com/emails-automatique

6<https://medium.com/.../linbound-recruiting-une-stratégie-rh-incontournable-42fea0dd..>

Today, companies know that recruiting good profiles is crucial. The quality of the employees depends on the success of a business. However, in recent years, and under the impetus of new technologies, recruitment undergoes colossal changes that leave room for a new breed of recruiters. Better trained in current issues, these actors have understood the 3.0 recruitment codes. (A.L Published on Friday, May 04, 2018 - Updated Monday, May 07, 2018). New technologies have transformed the relationship between companies and candidates. Less loyal than before.

THE IMPORTANCE OF INBOUND RECRUITMENT:

Many recruiters want to approach "potential candidates" through a new form of communication: inbound recruitment. The principle is to disseminate interesting, informative and entertaining messages (photos, videos, blog articles, newsletters ...) to potential talents, with the aim of reinforcing the image and the credibility of the company.

MORE AND MORE DEMANDING CANDIDATES

Another contemporary reality of recruitment: the demand of candidate's vis-à-vis employers. More and more mobile, they never hesitate to expatriate themselves to have access to the best job or the best salary conditions. They are also extremely sensitive to the honesty, authenticity, integrity and transparency of the exchanges with employers. They no longer want to be in contact with bureaucratic companies, but like free, transparent, trustworthy exchanges.⁷ Develop your "recruitment mark" Develop your "recruitment mark" Finally, to attract the best profiles, a company must also develop its brand (or image) of recruitment, ie the positioning and values that are its own when choosing employees, their support or their development. Indeed, we note that companies often make the mistake of only betting on their name to attract profiles. But today, candidates are attentive to the reputation of companies. To propagate this image to candidates, companies must use social networks to create engaged communities, listen, discuss and create a true attachment to people. Twitter, Facebook or LinkedIn, which serve to build people who can defend the company, talk about it, and generate long-term desire to work.

<https://www.lecourrieraustralien.com/entrez-dans-lere-du-recrutement-3-0/>

4. RECRUITMENT 4.0:

Today in the recruitment era 4.0 the employer-candidate balance is being reversed. The employer-employer must seduce and woo his future employees by arguing, showing inventiveness and originality, in particular in the tense sectors, where a real war of talents has taken place. We are witnessing the creation of new positions, short courses or certifications adapted to rapid technological developments ... Whether you are an employer or a candidate, everyone wants to make themselves visible. Candidate selection methods are borrowed from the world of seduction: speed dating, video presentations in 3 minutes ... The brand image of companies is also a digital beauty to remain attractive to its competitors. (Article written 8by Dr Marielle Carsignol Associate Director, ALPHOM Executive Search).

5. ARTIFICIAL INTELLIGENCE:

It is increasingly used to analyze CVs and cover letters, in order to make a first selection among the candidates.

Emmanuel Vivier and the HUB Institute offer daily a selection of trends and the best technological innovations National Geographic pushes the limits of innovation beyond VR (virtual reality).

6. RECRUITMENTS MADE BY A ROBOT IN SOUTH KOREA:

The future of recruitment will be robotic. Artificial intelligence is increasingly used to analyze CVs and cover letters, in order to make a first selection among the candidates. Some companies also develop robotic interviews, where the candidate faces a screen and answers questions. The answer elements, the tone of the voice and the facial expressions are analyzed. This method saves time but also, according to the designers, reduce discrimination in hiring⁹.

7. THE SOCIAL CREDIT SYSTEM:

This is the answer to the following question: How much is the citizen socially worth¹⁰?

Imagine a society where each of our actions and social interactions would be monitored and rated positively or negatively. All these assessments give us a

⁸ <https://alphom.com/recrutement-4-0-ou-en-est-on/>

global score, called "citizen score", which determines our access to a bank loan, a job, a school ect ... Indeed, the goal is to develop a sense of confidence in across the nation and build a culture of sincerity. Participation in this system is currently optional, but will be mandatory in China from 2020.

III. E-RECRUITMENT IN ALGERIA:

1) The main recruitment sites used in Algeria:

Algerian companies are seeing their ads featured on Google's new job search

Feature, which will allow them to reach more candidates across the country. The most used sites by Algerian companies are: at. Emploitic.com: Which is a professional internet portal dedicated to employment and recruitment in Algeria, designed to facilitate the job search of candidates and allow recruiters to find the desired profiles as soon as possible and a partner of Google to optimize research job in Algeria.

According to a statement by Tarik Metnani. Co-founder of Emploitic.com As a recruitment leader in Algeria, Emploitic.com's mission is to connect talent and businesses wherever they are, to collaborate with Google to optimize the visibility of Emploitic.com ads through the new search feature. Google job. " Emploitic, a preferred partner of djezy, Arab Bank Corporation and Alliance Insurance Company:

According to a djezyEmploitic manager, it's the right choice for effective e-recruitment by saying:"Sincerely I hesitated for a long time before filing my testimony, because in my opinion Emploitic is paid for what he does.We have meanwhile worked with other sites that were paid too, but we have not found the notions of listening, efficiency and professionalism of this site. it is characterized by a sense of creativity and innovation ». And according to a manager of arab banks corporation, any recruiter seeks to combine efficiency and speed during a recruitment operation. To do this, Emploitic is truly a partner of choice because of the diversity and quality of the solutions offered, but also because of the great professionalism shown by its entire team. Not to mention the oppin of Mr. Rabah Human Resources Director of the Alliance Insurance Company who said that in a labor market that remains very unstable, our multi-year recruitment plan covers all the functions that are technical or media. We use private organizations such as emploitic which is a serious partner and with which we regularly launch recruitment campaigns. The positions we are looking for are related to the core business of the

9<https://paperjam.lu/article/news-des-recrutements-faits-par-un-robot-en-coree-du-sud>

10www.lefigaro.fr › Tech & Web

insurance sector as well as to other functions (Commercial , HR, finance and accounting, IT, ...). Tic Employment is characterized by the seriousness and reliability of the Solutions offered to various companies. Mr Tarik Metnani co-founder of Employment Tic. Declare:

"As a recruitment leader in Algeria, Emploitic.com's mission is to connect talent and business wherever they are. "We are pleased to work with Google to maximize the visibility of Emploitic.com ads through the new job search feature on Google"

For this, companies have developed interactive platforms on their institutional sites¹¹ (career spaces or career sites) to promote online application . Ouedkniss: The use of this website implies the acceptance of the general set of regulations on the respect of the private life. Emploi Partner is a state-approved e recruitment expert that offers innovative Sourcing and Recruitment solutions to support its clients in their HR development projects.

C. THE MOST FAMOUS PROFESSIONAL NETWORKS IN ALGERIA:

LinkedIn:

This is the first professional network in the world. It allows recruiters to: - find candidates who already have profiles and CVs on the network and to be seen as an organization.

-evaluate, build and maintain your own network according to the areas and needs. You just have to search on LinkedIn with keywords with a basic account that gives access to 100 profiles or a paid account for 500 profiles. Viadeo: it is less used compared to LinkedIn. He specializes in building professional and inters professional networks.

Work4Labs:

It's an HR communications agency that has left the global job site "Monster" and launched its own Facebook applications: Work4Us and Job For Me. It's a worldfamous start-up, founded in 2010 and specialized in recruitment. Through a Facebook career space, it allows employers to reach candidates and save the creation of a website¹².

¹¹<https://inbound.lasuperagence.com/.../e-recrutement-recrutement-2.0-recrutement-3.0-...>

¹² www.dziri-dz.com/le-recrutement/

Twitter:

"According to a 2016 Médiamétrie report, Twitter would count more than 330 million monthly active users worldwide"¹³, It became a network allowing recruiters to publish their job offers by "Tweets" containing words keys (job title, location), accompanied by hyperlinks and insert Hashtags "#" (#recruitment, #emploi, #freelance, #manager, #distributeur).¹⁴

D. SOME RELATED STATISTICS¹⁵:

The results of the electronic survey, conducted last October by Webdialna, show that 76.7% of respondents connect several times a day, 55% of whom spend more than 3 hours on their computer. 72.6% use search engines, 60% are between 20 and 35 years old and 63.4% are academics. Although SMEs / SMIs represent more than 35% of the total number of companies using Emploitic, recruitments by Emploitic account for 13% of total recruitments on Emploitic in 2012. Large Algerian companies accounted for 44% of hires and multinationals 35 %. More and more public companies are recruiting on the Internet. By sector of activity, services occupy the first. in recruitment and posted strong growth, from 12% of hires in 2010 to 18% in 2011, then 27% in 2012. The industry sector comes in 2nd place with 22%, just before the trade sector and distribution with 20% of recruitments. (created in 2002), it connects candidates and recruiters. Simple, fast and effective. EmploiNet allows candidates to simply access thousands of job postings in all fields and at all levels, Emploitic.com: Created in April 2006 through the ANSEJ device, Emploitic.com: Created in April 2006 through the ANSEJ device, today it is positioning itself as the leader of Internet recruitment in Algeria. Emploitic is an employment placement agency approved by the State and the ANEM. He is also a member of an international alliance "The Network" gathering the most important job sites in 135 countries. No less than 66% of registered job ads have been posted on the Internet, compared to only 34% in the print media, according to "a report of the year 2012 on recruitment on the Web in Algeria" published by Emploitic.com ,

¹³ <https://www.digitalrecruiters.com> › Blog › Conseils recrutement

¹⁴ www.dziri-dz.com/le-recrutement/

¹⁵ <https://www.liberte-algerie.com/actualite/le-e-recrutement-progresse-en-algerie...>

leader of recruitment on the Internet. E-recruitment seems to be gradually becoming embedded in research practices and job offers. In 2012, the Emploitic.com Watch service recorded a total of more than 15,000 job advertisements published on the most important media, press and Web media (12 media followed daily: 6 websites and 6 national dailies) . "The trend noted over the past three years has only been confirmed, says the recruitment portal, highlighting" a very strong growth of job ads on the Web from 20% in 2009 to 40% in 2010, then to 60% in 2011 ". The results of 2012, sixth year of Exercoitic.com exercise, shows that the site was visited by a cumulative number of no less than 8 million visitors for a total of 50 million page views. The number of applications sent through the site exceeds 800,000 in response to the 7,831 job opportunities posted. Emploitic explains this dynamism, among others, by a clear increase in the number of Internet users in Algeria: according to data from the World Bank, as of October 31, 2012, the percentage of Internet users in relation to the total population has increased from 0 , 49% in 2000 to 14% in 2011. The BM adds that the number of Internet users in Algeria should exceed 5 million in 2013. The results of the electronic survey, conducted last October by Webdialna, show that 76.7% respondents connect several times a day, 55% of whom spend more than 3 hours on their computers. 72.6% use search engines, 60% are between 20 and 35 years old and 63.4% are academics. Even though SMEs / SMIs

account for more than 35% of the total number of companies using Emploitic, the recruitments made by them accounted for 13% of the total number of recruitments on Emploitic in 2012. Large Algerian companies accounted for 44% of hires and multinationals 35%. More and more public companies are recruiting on the Internet. By sector of activity, services occupy the 1st position, in terms of recruitment and show strong growth, from 12% of hires in 2010 to 18% in 2011, then 27% in 2012. The industry sector arrives in 2nd place with 22%, just before the trade and distribution sector with 20% of recruitments. In 4th position, the banking and insurance sector ranks, "very competitive and growing with a deployment of companies and the arrival of new players in the market". In 2012, as in 2011, one in three jobs involved business development, sales and customer relations. Then come all those related to industry, production and engineering with 15% of recruitments. In 3rd position, occupy the accounting and finance occupations with 12% of positions. Recruitment remains concentrated in the wilayas of the Center with more than 80% of job offers. The

remaining 20% is distributed between West, East and South. All profiles are concerned with e-recruitment, from beginners to senior executives; testifying to the maturity of the media. Also, more than 51% of recruitments involve candidates with a level of study bac + 4, and 28% with a bac +5 and above. Levels of technician to senior technician (bac + 2, bac + 3) are concerned by 18% of recruitments on Emploitic.16

V. WHICH COMPANIES USE SOCIAL NETWORKS IN ALGERIA?¹⁷

Born recently (3, 4 years ago), in Algeria the use of social networks by companies is a new practice. typically these companies are classified into three categories: as a means of communication with consumers, in this case multinationals Djezzy and Nedjma. We also find the local actor Mobilis. The car manufacturers meanwhile they are all there. Recently, there has been a growing reliance on agribusiness firms, which were previously reluctant because social media, particularly Facebook, was not yet considered a communications channel but rather an entertainment media. so is a question of target. It is also a ROI return that could not be quantified until social media researchers developed indicators such as "Like" on publications, number of comments, sharing of information, etc.),

-The second category This is the case of small local shops (restaurants, craftsmen, ...) who seek to build a fan base allowing them to make themselves known, to launch promotions. Apparently they are professionals who do not invest not the same as the multinationals, but who understood that these networks can be an effective and inexpensive means of communication. Thus, agencies have been created in the image of Med & com to help companies manage their presence on the web. It is a new profession that has been born, no school trains in social media professions, at Med & com, passionate people, profiles already having blogs, fan page spaces, forums demanding favorable working conditions.

16<https://www.liberte-algerie.com/actualite/le-e-recrutement-progresse-en-algerie.../1>

17

«L'utilisation des réseaux sociaux par les entreprises a donné naissance à de nouveaux métiers»

Nassim Lounes. Co-fondateur et général manager chez Med&com

First: There are companies that are active in highly competitive sectors such as telephony and the automobile. The latter were the first to focus on social networks as a means of communication with consumers, in this case multinationals Djezzy and Nedjma. We also find the local actor Mobilis. The car manufacturers meanwhile they are all there. Recently, there has been a growing reliance on agribusiness firms, which were previously reluctant because social media, particularly Facebook, was not yet considered a communications channel but rather an entertainment media. so is a question of target. It is also a ROI return that could not be quantified until social media researchers developed indicators such as "Like" on publications, number of comments, sharing of information, etc.), -The second category This is the case of small local shops (restaurants, craftsmen, ...) who seek to build a fan base allowing them to make themselves known, to launch promotions. Apparently they are professionals who do not invest not the same as the multinationals, but who understood that these networks can be an effective and inexpensive means of communication. Thus, agencies have been created in the image of Med & com to help companies manage their presence on the web. It is a new profession that has been born, no school trains in social media professions, at Med & com, passionate people, profiles already having blogs, fan page spaces, forums demanding favorable working conditions. - The third category: these are institutions and other non-profit organizations. Men and political parties have already started to take an interest in social networks, some have a strategy on these networks, a real work was done during the last election campaign in terms of recruiting fans, video reports, photos ... Whether Facebook or Youtube, this population represents a very important information relay. Associations such as Nes El khir are also present on the networks, allowing them to promote charitable or charitable action. However, the state organizations are almost completely absent. One can imagine the Ministry of the Interior which adopts this type of communication known as "one to all", by making accessible online the consultation of the file to constitute to have a passport, the information would be disseminated once, but thousands or even millions of users will have access to it. The questions that are: Are social networks profitable for businesses?

It depends on the strategy as the nature of the business activity. When a mobile operator launches an offer or promotion and it is broadcast on social networks, it can easily reach thousands of people. Social networks also have an advantage

over other media because of the virality of information. Indeed, with 300 friends per profile on average Facebook, we can imagine the speed of propagation of information.

Note: In the case of high-end brands working on the image, it may not be on Facebook that they have to go. The web is thus present in the life of Algerians directly or indirectly. However, we must not forget that we also target influencers who can see advertisements and talk to their parents for example. According to the results of the Webdialna study, Algerian web users are a young population (nearly 60% are between 20 and 35 years old, it is also a maledominated population (68.3% of users men against 31.7% women), with a university level of 63.4% .The net users are based essentially in the center of the country with 50% of users). In fact ; this population is not necessarily the target of all businesses. Indeed, it is the question of target. An agricultural machinery manufacturer for example has no interest in going to Facebook because its target is over 40 years old, it is a rural population that may not have access to the internet. However, this does not prevent him from having a website and why not be present on the LinkedIn network. It is clear that you can not sell any product or service on Facebook, but each brand has its place on social media and there is not only Facebook on the web.

-What about Med & com's strategy on social media?
About this strategy on social media, the target is very limited, most of the communication does not go to the general public but rather to customers, students or enthusiasts of webmarketing. fan page has 500 people, but they are true fans of the field, they interact, the commitment rate is very high. work is a lot about the image than about the ability to captivate talent.

-Is it a common practice to build internal networks within the company?
There are several reasons why companies adopt such practices, namely strengthening the corporate culture and also isolating their social network from the rest of the web for reasons of confidentiality, efficiency and effectiveness. Some companies are blocking access to Facebook from the workplace for productivity reasons.

I. the main challenges facing Algerian companies in terms of recruitment:

The Algerian economy is oriented towards services. To create value, its actors rely mainly on human resources. Intellectual skills are therefore disputed. Engineer, accountant, law graduate, financial professional, specialist in information and communication technologies ... Full heads are sought more in the future. In order to grow and cope with this situation, Algerian companies have to make a lasting

commitment to this war of skills. And they must adapt to attract the best talents, especially members of the younger generations, the best to support them through the stages of digital transformation that it will inevitably pass.

VII. HOW SHOULD HUMAN RESOURCES TACKLE THESE CHALLENGES?

In the next few years, recruitment will fundamentally change. The best candidates will most often be spoiled for choice. It is now up to the company to seduce, more than the candidate to hope. Recruitment managers must therefore adopt new tactics. This is a vast project, which is not limited to recruitment steps. Tomorrow, the companies that will succeed in convincing will be those that will offer greater flexibility in the organization of work - appropriate hours, better balance between professional and private life, increased autonomy and transparency, evolution prospects through continuous training. These elements, specific to the organization of the company, should help strengthen the employer brand. And it is up to human resources, most often, to implement and maintain it. A strong employer brand is now the main lever for attracting talent.

VIII. HOW CAN TECHNOLOGY HELP HUMAN RESOURCES ATTRACT THE RIGHT

Human resources must now better understand the communication channels, including the website and social media, strongly scrutinized by young candidates. In this way, the values lived within the company must be felt abroad. The company, its culture, the atmosphere that reigns there must be directly perceptible via these channels. Incidentally, all of these elements will enhance employees' pride in being part of the organization and help retain talent. Communication, upstream of the recruitment process, must be neat, in order to encourage talent to come and meet the company. IX. what are the challenges to consider and how can digital tools help to address them at the heart of the recruitment process itself ,? The quality of relationship established, beyond the first contact, will also be assessed by the candidate throughout the recruitment process. It is a game of seduction that must now bend the recruitment managers. It is up to them to listen to expectations, wishes and constraints, to take them into account as much as possible in order to establish a climate of trust. It is also

essential to implement a reactive communication at each stage of the recruitment process, with personalized messages, otherwise the candidate, courted, will quickly go elsewhere. To support recruiters in their approach, technological tools dedicated to recruitment exist. They allow the automatic sending of personalized emails, invitations, the aggregation of notations, the automated management of tasks. These solutions increase the responsiveness and quality of recruitment. In Algeria, these procedures or, more precisely, these solutions are far from being practiced except in exceptional situations (private sector and rarely the public sector).

X. HOW TO FULLY UNDERSTAND ALL THESE ISSUES?

More broadly, it is the HR function that needs to be digitized. Many times consuming tasks, usually purely administrative, deserve to be automated. Released from these functions, the human resources manager and the hiring managers will be able to focus on higher value-added missions, such as strengthening the employer brand and implementing a more flexible organization.

CONCLUSION

E-recruitment has become essential for companies looking for new talent. Recruiters and HR departments have had to adapt in order to optimize their new channels and make the most of them. Digital recruiting has brought a breath of fresh air to the HR sector and readjusted the balance between employer and candidate.

Technological advances have allowed companies to address the issue of recruitment differently. Thanks to social networks, they can now target candidates who better match their criteria. When the time comes for the decision, companies no longer hesitate to rely on software that helps them make their final decision. So we are on the 2.0 recruitment stage. In fact, hiring discrimination is not exclusive to recruitment 2.0, but social networks, whether online or offline, exclude populations that do not have access. After this little history of digital recruitment, some may still shrug their shoulders by saying that if there is one sector that must remain "human", it is recruitment! Rest assured, a selection of your profile by an algorithm does not prevent a face-to-face interview. The latter has not disappeared, far from it!

¹⁸<https://talentaddict.com/blog-post/relever-les-defis-du-recrutement-avec-le-digital/>

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