

Full Length Research Paper

An analysis of risks associated with internet recruitment and the management of such risks in Zimbabwe

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The advent of the internet has paved way for internet recruitment systems, which is a significant tool in the recruitment and selection processes in the Zimbabwean Human Resources Consultancy Industry. This research focuses on the identification of some of the most common risks and the management principles of such risks to help reduce their effects in the consultancy industry. The researchers employed a descriptive survey method involving the use of electronic questionnaires in the data extraction process. The total population of the study comprised of 30 human resource practitioners from 3 consultancy firms in Harare. A research sample of 15 respondents was selected using systematic sampling. The research showed that most of the employees are not aware of some the risks of e-recruitment and that the systems are being affected by the Recruiters' cultural approach and lack of expertise within the human resources community towards e-recruitment. The major risks affecting consultancy firms using internet recruitment include strategic, operational, discrimination, information reliability and privacy risks. Applicant tracking systems and regular systems update are the most widely used management techniques to address internet recruitment risks within the consultancy firms.

Keywords: Risk, management, online recruitment, resume.

INTRODUCTION

Internet recruitment processes have come to the fore in the 21st century as a means of providing a more integrated and continuous approach to the management of the recruitment process than was provided by previously isolated and often inadequate traditional ways which involved a great deal of paper resumes and increased administration costs (Armstrong, 2001). Internet recruitment is one of the newest technologies that have changed the way in which recruitment and selection is done in the Zimbabwean consultancy industry and other industries at large with vast opportunities for increased recruitment efficiency and effectiveness in the

business world. However, the system encompasses quite a variety of risks associated with it which have raised major concerns for improved management principles of such risks in the consultancy Industry.

The advent of the internet has radically changed communication and information dissemination in the business world and in the society at large (Reilly and Barber, 2006). Internet services such as websites, e-mails, web portals, newsgroups and blogs are providing new and improved ways of sending and receiving applications over the internet creating a playground, on a global scale, for job seekers and prospective employers.

As the internet makes business and communication cheaper, faster and easier, many of the advantages naturally extend to corporate or internet recruiting (Armstrong, 2001). Companies have their own websites

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where they post openings, which is cheaper than traditional advertisements. This implies that applicants and prospective employers e-mail responses and resumes, accelerating resumes, modifying postings by a mouse click making information updating easier (Ulrich and Brockback, 2001). While offering significant advantages to corporate recruiting, however, the internet is no panacea for the risks in the process of hiring the right employees.

In Zimbabwe, just a few years ago, job hunting involved a great deal of paper resumes, individualized cover letters, envelopes and stamps, however, for many people much of the process has become electronic (Harrison, 2004). Moreover companies are now less apt to want a paper based resume these days and will either ask applicants to e-mail a resume or to participate in an on-line submission process. This can also be witnessed to the Zimbabwean scene where Industrial Psychology Consultancy, Stallone Consultancy, Flair Consultancy, Proserve Human Resources Consultancy firms and United Nations Organizations among others, do not allow hand delivered applications.

Internet recruitment is still in its early stages in Zimbabwe and not too many organizations are using this facility. However, in the face of strong market forces created by changing technology and expectations as well as a fierce competition, most institutions in the country, are now adopting internet recruitment as it presents tremendous opportunities for better coverage and exposure in sourcing quality applicants (Healy and Perry, 1998). In order to acquire high expertise staff, business institutions have engaged the use of modern technology such as on-line recruitment, with little knowledge on risk associated with such practices. As with other internet facilities, on-line recruitment is also susceptible to risks which have raised ethical concerns in terms of security, confidentiality, authentication, control over practice, control of assessment conditions and equality of access (Walton, 2007).

Despite the recent growth in the use of online recruitment methods and technologies globally over the recent years, there has been little research looking at the practices of most Zimbabwean firms, the consultancy firms to be specific, in this area. The researchers, thus, intend to focus on the identification of the risks associated or emanating from the introduction of on-line recruitment in the business arena and the ways of mitigating such risks by three Zimbabwean consultancy firms. Thus, it is against this background that the research aims at clearly evaluating the risks of on-line recruitment and how best consultancy firms are identifying and managing some of the most common risks in internet recruitment.

Since the advent of the internet in the business world, there have been increases in the adoption of internet recruitment, with many organizations using this facility without full knowledge and information on the risks

involved and ways of eliminating such effects in their respective organizations. Thus, it becomes imperative that the research clearly analyzes the risks associated with online recruitment and the related management principles, with specific reference to the Zimbabwean consultancy Industry.

Research questions

The study seeks to answer the following questions:

What are the risks associated with on-line recruitment to both the employer and the applicant?

What are the benefits and problems associated with on-line recruitment to prospective employers and applicants? How can on-line recruitment risks be mitigated by organizations?

LITERATURE REVIEW

Internet recruitment

Armstrong (2001) describes internet recruitment as a facility that creates a platform to advertise, post vacancies, providing information about jobs and the employer, and enabling e-mail communications to take place between prospective employers and candidates. Armstrong also asserts that, from the above definition, the latter cannot only apply for jobs on-line but can also register their curriculum vitae (CVs) with a range of sites and wait for e-mail responses from employers. Hayes and Hubbard (2006) also add that it is the provision of recruitment and selection services through highly defined electronic channels. It is a process by which applicants apply electronically without visiting the organization. Most organizations use internet as a source of recruitment, that is, the use of technology to assist the recruitment process (Guetal, Diana, and Salas, 2005). Firms advertise job vacancies through worldwide web and job seekers send their applications or CVs through e-mail using the Internet. Alternatively job seekers place their CVs on the worldwide web, which can be drawn by prospective employees depending on their requirements.

Much has been said about the internet's awesome ability in 'disintermediation' which basically means cutting out the middleman (Bodgan, 1998) and also, the proof of this has been readily seen in the travel industry, real estate and also in the insurance industry, respectively (Davies and Dodd, 2002). However, unlike the aforementioned services, executive or internet recruitment has one major difference that will never change, the 'product' is humans and humans need to be convinced, assured and made to feel confident (Kerrin and Kettley, 2003). Advertising job openings, tracking the source of applications and on-line enquiry forms are the

most frequently used methods for attracting candidates (Schweyer, 2001). In many cases, internet-based technology in the recruitment process is only being used by the most sophisticated organizations that can afford the high start up and maintenance costs (Crispin, 2000).

While internet recruiting is too important to overlook, it is not going to solve hiring problems according to Healy and Perry (1998). Therefore, whether applicants post resumes on the internet to advertise their skills or companies post adverts on corporate sites or internet portals, internet recruiting is still like going fishing (Bodgan, 1998). Bodgan argues that one does not know if there is any fish in the water where one stops to fish and if one catches any one does not know if they are edible, therefore, searching for a prized fish or candidate requires greater effort and high risks. Although the internet speeds up the recruitment process, Hayes and Hubbard (2006) also add that it amplifies many of the risks and problems companies have with normal recruiting.

Benefits of internet recruitment

On-line recruitment offers better reach and exposure with over 8 billion people looking for employment on the internet and close to over 40,000 job posting sites on the internet (Casselman, 2002). This facility allows employers to reach candidates 24 h a day, 7 days a week and that job seekers have the advantage of searching for employment positions around the world as compared to newspapers, career fairs, direct sourcing or referrals.

In addition, it enables better return on investment as it is significantly more cost effective and efficient than other media such as newspapers and job fairs. In their latest job Recruiter Budget or Cost survey, the Society for Human Resources Professionals (2006) identified on line recruitment as the hiring source that provides the best return on investment with 46% of recruiters recruited on-line. The most notable benefits reported by most organizations having introduced on-line recruitment are the cost savings which have mainly been due to the reduced advertising costs, a reduction in the resources required to process applicants and agency costs (Reilly and Barber, 2006).

Internet recruitment enables a firm to send out confirmations to applicants, that they have received the application by e-mail, immediately and automatically (Crispin, 2000). Thus, the advent of internet recruitment in the business arena has enabled quite a number of firms to increase the efficiency in terms of reduced time in applications processing and or the sending of confirmations, acknowledging receipt of applications by firms and providing feedback, to prospective applicants (Meade, 2000).

Challenges of internet recruitment

Regardless of the widespread growth of internet

recruitment services and the inherent advantages of this new technology, there exist significant shortcomings from both a demographic and technological perspective (Crispin, 2000). The digital divide affects many demographic groups across the globe and technology barriers including limited access, usage, problems, and flawed infrastructure affect all (Brake and Lawrence, 2000).

The implementation of on-line recruitment systems faces challenges with the technologies and difficulties in tailoring recruitment systems to meet particular needs of their recruitment process (McClean and Wetherber, 2006). Moreover, McClean and Wetherber further argue that, problems have emanated from having to simultaneously operate both on line and off-line systems and lack of integration of on-line recruitment systems and existing human resources systems. Furthermore, Brake and Lawrence (2000), and Crispin (2000) also claim that the internet enables wider geographical reach, round the clock information access and an attractive means of projecting a good multimedia public image.

Despite the internet's wide geographical reach, certain types of candidates are not within its reach and some of them hard to contact. Of course, people without internet access are also prejudiced and off the radar screen, but ironically, so are some of the most tech-savvy candidates (people obsessed with the internet). Thus, to ensure recruiting success, Walton (2007) suggests the use of many or a variety of techniques including networking.

Risks in internet recruitment

Hayes and Hubbard (2006) define risk as simply future issues that can be avoided or mitigated, rather than present problems that must be immediately addressed. The general perception is that whenever there is the use of the internet they are bound to be any form of risks involved, for instance fraud risks in on-line shopping and interest risks in e-banking, privacy risks of using twitter, and facebook. However, unlike the aforementioned services and risks, internet recruitment is also vulnerable to certain risks associated with the practice. Some of the most common risks associated with internet recruitment are analysed Further.

Discrimination risk

The Zimbabwean law prohibits any form of discrimination in the creation, abolition or promotion of employment to any prospective employee (Labour Act, 2005). On-line recruitment provides a digital divide with others having access to the internet, others having access but not affording and those without access to the internet (Rudman, 2001). In general, information on the internet can be used negatively by saboteurs as it is considered public information, for instance, a simple on line photo or

profile may contain a wealth of information about a person's race, origin or age thus the use of this type of on-line facility to pre-screen applicants may constitute a claim of a hiring discrimination.

Tactical risks

This is a type of risk that emanates from adverse business decision and improper implementation of business decision (Casselman, 2002). Casselman, further argues that some senior managers do not fully understand the strategic and technical aspects of internet recruitment. Stimulated by competitive and peer pressures, business organizations may seek to introduce or expand on-line recruitment services without carrying out an adequate cost benefit analysis, with a poor organizational structure and inefficient resources with the skills to manage internet recruitment systems (Wainner and Braun, 1999; Price, 2007).

Privacy risk

These are the risks associated with the inability to comply with privacy legislation, protection of individual information and to match privacy agreements with systems that may need to be re-designed (Jackson and Mathis, 2009). According to Schweyer (2001) on-line recruitment is characterized with a great deal amount of personal information relating to applicants and that this impacts majorly organizations' which do not protect and regularly update their privacy policies.

Information reliability risk

These are the risks that emanate from the applicant's ability to forge and manipulate documents, files and information (Jackson and Mathis, 2009). That is, not all the information found on the internet is reliable. Schweyer (2001) in his research found out that statistics show that most of the people have computer twins' in terms of their names and even a similar date of birth. These may be anecdotes of false postings created under another person's name- a form of cyber identity theft.

Performance risk

Internet recruitment requires a great deal of commitment, especially from the people who use it. The way in which people embrace change within their work operations is quite different, simply because of their different cultural sects or background (Bodgan, 1998). The major problem affecting the efficiency and effectiveness in the use of internet recruitment processes is the inability of

practitioners to accept change (Walton, 2007). Perhaps more significantly, internet recruitment is about cultural or behavioural change within the human resources departments (Brake and Lawrence, 2000). Price (2007) asserts that, it is about developing the capability of human resources departments to facilitate the system and to view the staffing process as an end to end process, similar to that of a supply chain.

Risk management

Risk management is the identification, assessment, and prioritization of risks in internet recruitment, followed by a coordinated and economical application of resources to minimize, monitor and control the probability or impact of an unfortunate event to maximize the realization of internet recruitment opportunities (Meade, 2000). The minimization of the effects of the risks of internet recruitment can be eliminated when organizations establish a sound and viable risk management framework (Ulrich and Brockback, 2001). A risk management framework includes, risk transfer, risk avoidance, reducing the negative effects of the risks and risk acceptance (Crispin, 2000). An ideal risk management or a prioritization process is followed whereby the risk(s) with the greatest loss and probability of occurring are handled first and that the risks with the lower probability of occurrence are handled in descending order (Brake and Lawrence, 2000).

Measures to manage and control risks

Risk prevention

This includes not only performing an activity that carries risks (Clont, 1998), for instance, desisting from the use of internet information to pre-screen applicants. Amble (2009) asserts that avoidance may not always seem the answer to all risks; instead, avoiding risks also means losing out on potential gains or prospects that accepting the risks may have allowed.

Risk minimization

This involves reducing the severity of the loss or the likelihood of the loss from occurring (Clont, 1998). Therefore, acknowledging that risks can be positive or negative, and also that optimizing risks means finding a balance between negative risks and the benefit of the operation or activity (Hayes and Hubbard, 2006). Outsourcing could be an example of risks reduction if the outsources can demonstrate high capabilities at managing or reducing risks of internet recruitment. For example a company may outsource only its recruitment

softwares through consultancy firms, while handling the corporate recruitment process itself.

Risk maintenance

It involves the acceptance of loss or benefit from a risk when or as it occurs (Walton, 2007). Risk retention is a viable strategy mostly for small risks where the cost of protection against the risk(s) could be greater overtime than the total losses sustained (Rudman, 2001).

Applicant tracking systems

These softwares enable firms to manage their entire internet hiring process through to interviews (Reilly and Barber, 2006). Curriculum vitae (CV) scanning softwares are used to filter out applications that do not match the requisite basic criteria or job specifications (Bartram, 2004). Applicant Tracking Systems reduce the threat of discrimination claims laid against firms as they make aware employers of the subtle differences to multiple applicant saboteurs, posting multiple applications with slightly differentiated identities to try to ensnare unaware employers with lawsuits of discrimination (Crispin, 2000). They also present prospective employers with the ability to produce an audit trail of all applications received in respect to a particular vacant advertised post to reduce the impact of any of the common risks associated with internet recruitment (Meade, 2000).

Systems authenticity

These are security measures designed to establish the validity of on-line applications or as a means of verifying an individual's authorization to receive specific categories of information (Schweyer, 2001). Authenticity ensures that information provided by internet applicants is genuine and that it has not been forged or fabricated. As files are shared across multiple organizations, there can be circumstances when duplicate copies of applications may exist (Meade, 2000). Therefore, in such cases it is important to establish not only which the master copy is, but also to establish a way for those who use the data to know where the file, and all of the tagged data sets in an application, came from (Clont, 1998; and Bodgan, 1998). In addition, Meade then argues that, for this to be effective and efficient, organizations need to have a Tagged Data Authority Engine, enabling firms to go a long way in reducing or mitigating the risks of information reliability in internet recruitment.

Systems integrity

This is the quality of an information system reflecting the logical correctness and reliability of the operating system

and also the logical completeness of the hardware and software, complementing the software mechanism (Gueta et al, 2002). In short, systems integrity ensures consistency of the data structures and also the occurrence of the stored data (Clont, 1998). Kerrin and Kettley (2003) claim that in a formal security mode, systems integrity is interpreted more narrowly to mean protection against unauthorized alteration to applicant(s) information. Some practitioners make the mistake of thinking of the integrity attribute as being only data integrity (Reilly and Barber, 2006). However, Davies and Dodd (2002) argue that, this attribute also addresses whether the physical and electronic systems have been maintained without breach or unauthorized change. Therefore, the case is that, it even refers to the people involved in handling the information (that is, are they acting with proper motivation and integrity).

Systems confidentiality

Confidential information about applicants must only be accessed by, used, copied, disclosed or manipulated by users who have been authorized to do so as and when only there is a genuine need to do so (Koo and Skinner, 2005). This implies that a confidentiality breach occurs when information systems have been accessed by unauthorized persons. The general principle is that all information has a releasability or confidentiality level (Clont, 1998), that is information can be labelled in a wide range from being available and open to the public (newspapers and non-secure web pages) to certain compartmental information (Robbins and Sabbo, 2006).

Scanning softwares

These are softwares that enable computers to read CVs by means of high grade, high speed scanners using optical character recognition (OCR) software (Armstrong, 2001). Davies and Dodd (2002) further claim that, the system's artificial intelligence reads the text and extracts key data such as personal details, skills, educational qualifications, and previous employers and jobs, and this only happens after the CVs are scanned and converted into basic text format (Gueta, Diana, and Salas, 2002). Therefore, the search criterion is created by listing mandatory and preferred requirements such as qualifications, companies in which applicants have worked and jobs held. Walton (2007) and Rudman (2001) also explain that this software enables organizations to carryout an analysis of the CVs against these criteria, listing all the candidates that satisfy all the mandatory requirements and ranks them by the number of these requirements each one meets.

RESEARCH METHODOLOGY

The researchers employed a descriptive survey method

for this study. Questionnaires were distributed to a sample of human resource practitioners from different consultancy firms in Zimbabwe. In order to improve the questionnaire's quality and efficiency in addressing the research objectives, a pilot study was conducted to determine the applicability of the research topic at hand. The total population of the study consisted of 30 human resource practitioners from 3 consultancy firms in Harare. A research sample of 15 respondents was selected using systematic sampling.

DATA PRESENTATION AND DISCUSSION

Level of awareness of risks associated with internet recruitment

From the research findings 62% of respondents were aware of the existence of internet recruitment risks and they pointed out that discrimination risks, information reliability, privacy, operational and tactical risks are the most common risks of internet recruitment in their organisations. However 38% of respondents were unaware of such risks whilst they use the system on a daily basis. This indicates that there is lack of expertise amongst recruiters and this could either be a sign of complacency or lack of knowledge on how to use e-recruitment due to poor training and development.

On-line applicants' age groups

From the findings 54% of respondents claim that applicants who post their resumes over the internet are mostly between the ages 20 and 34 years whereas 38% of respondents pointed out that applicants in the age groups 35 to 49 years also frequently apply over the internet. This shows that most of the people who search for jobs over the internet are between the age ranges of 20 to 49 years as opposed to a smaller portion of those in the age groups 50years and above as shown by 8% of respondents.

Use of social networking sites

From the findings, 69% of respondents generally turn to social networking sites, whereas 31% of respondents do not turn to social networking sites to pre-screen applicants. The results indicate that recruiters are now using information about applicants' social lives as a basis of their recruitment criteria. This entails that recruiters are violating the privacy of both the applicants and also the rules of the social networking sites.

Major benefits of internet recruitment

Respondents indicated that internet recruitment is by far the best ever media coverage preferred by most

recruiters with 77% of the participants supporting the advent of internet recruitment facilities, asserting that it results in increased efficiency and effectiveness of the recruitment process. More so they also cited other benefits of employing the best candidates from a large pool of applicants and also the cost savings as a result of reduced advertising costs. However, 23% of the respondents disagreed that there are benefits derived from internet recruitment, citing that most organisations are unable to effectively operate the systems.

Problems of internet recruitment

The main barrier to internet recruitment efficiency is the lack of funding as all (100%) of the recruiters indicated that it is a barrier citing that these systems are highly capital intensive in terms of maintaining them. This was followed by the recruiters' resistance to change with nine (69%) recruiters claiming that it is a major barrier as e-recruitment involves a cultural adjustment when trying to incorporate it with the traditional ways of recruiting, whilst four (31%) indicated that it was no barrier. The last barrier is that of the lack of expertise represented by six (46%) recruiters who believe that it is a barrier against seven (54%) recruiters who claim that it is not a barrier to the effectiveness and efficiency of internet recruitment systems.

Management techniques used to address risks of internet recruitment

The results show that all (100%) of respondents use applicant tracking systems as a management technique in addressing some of the risks of using internet recruitment, with all of them having 100% response rates. This implies that, although this software does not fully eliminate the risks of e-recruiting, it is quite effective in addressing and minimising some of the common and devastating effects of recruiting over the internet.

From the findings, 67% of respondents pointed out that they also upgrade their systems on a monthly basis, whilst 33% of respondents upgrade their systems on a quarterly basis. It, therefore, shows that 2/3 of the firms upgrade their systems on monthly basis placing them in a better position to effectively attract quality applicants. However, the other 1/3 of the firms increases its vulnerability to e-recruitment risks as this is attributed to its ineffectiveness to detect newer risks as a result of the increased technological advancements and also to attract applicants on its website. Hence, it becomes imperative that firms regularly update and upgrade their internet recruitment systems effectively.

DISCUSSION OF RESULTS

Results from the research strongly agree with Schweyer

(2001) who identified the same inherent risks affecting the effectiveness of e-recruitment as tactical, privacy, performance risk, information reliability and also discrimination risks. However, results generated from the research on the common risks of e-recruitment, have gone further in highlighting the effects of the aforementioned risks associated with internet recruiting and also providing some of the widely used management principles of such risks.

The researchers discovered that recruiters are carrying out extensive research on social networking sites such as face book, my space, twitter to look at the social lives of prospective applicants who post their resumes on their corporate websites. The research further discovered that most of these applicants are not aware that the information, about their social lives, they post on these networking sites can be quite devastating when used by recruiters. This is in agreement to what researchers Amble (2009), Hayes and Hubbard (2006) and Walton (2007) proposed when they pointed out that contemporary recruiters are now, more often, using internet information obtained from social networking sites as part of background checks to pre-screen applicants.

Crispin (2000) states that, in most cases web based recruiting is only being used by the most sophisticated organizations that can afford the high start up and maintenance costs and this validates the research as the researchers discovered that all (100%) respondents indicated lack of funding as the key predicament affecting e-recruitment systems to deliver. Furthermore, the research revealed that limited expertise and resistance to change also affect the effective implementation of internet recruitment facilities in the recruitment mix and this is in close agreement to previous researchers Bartram (2004) and Kerrin and Kettley (2003) who both identified the key limiting factors to internet recruitment as those of the cultural approach of the recruiters towards e-recruitment and also the lack of knowledge of e-recruitment facilities within the human resources community.

Contrary to what researchers Walton (2007) and the British Office of National Statistics (2006) found out, that most of the people who respond to internet job adverts are the young adults mostly between the ages 37 years and below and only a few above 45 years, the researchers discovered that most of the respondents are aged between 20 and 49 years and this is because internet recruitment is in its early stages and people of all ages in Zimbabwe are still amazed by this facility.

It appears that Applicant Tracking Systems (ATSs) are a key risk management tool in reducing the effects of internet recruitment risks. The research findings support a research conducted by Bartram (2004) who emphasized that ATSs are being widely adopted by most firms as they monitor the recruitment process and produce audit trails of each and every resume posted on a company's web portal or site.

Results seem to suggest that regular systems update places organizations in a better position to effectively retain and attract prospective applicants as witnessed by 67% of the firms who regularly update their e-recruitment systems. This supports statements as suggested by Hayes and Hubbard (2006) who claim that organizations need to update their systems and place job adverts on web portals they usually update so as to attract quality applicants. However, the research went further and discovered that not only does it enable firms to attract and retain applicants, regular systems updating enables firms to be in a better position to effectively detect and deter some of the most common risks in internet recruitment.

Despite the problems, it appears that internet recruiting is here to stay. Meade (2000) and Crispin (2000) both asserted that e-recruitment enables firms to send out confirmations through e-mails automatically and also that firms have increased efficiency in terms of reduced time in processing applications and also providing feedback to prospective applicants. Similarly, this research supports Meade (2000) and Crispin (2000) as it also discovered that e-recruiting increases the effectiveness and efficiency in the whole recruitment process from processing applications, sending confirmations down to providing feedback to prospective applicants.

RECOMMENDATIONS

In view of the above findings, the researchers made the following recommendations:

Effective employee training and communication

Consultancy firms, in Zimbabwe, should come up with mandatory in-house training courses and workshops for their employees with a major focus on risk awareness, and avoidance so that they become knowledgeable in mitigating these risks. In addition, they should effectively communicate and educate employees before the introduction of internet recruitment systems.

Regular systems updating

Organisations should ensure that they update or upgrade their sites and systems continuously or place adverts on a web portal they regularly upgrade.

Non use of internet information

Recruiters should abstain from the use of internet information obtained from social networking sites as background checks in the screening process, as it leads

to racial, ethnic or national discrimination. In addition, they should also move away from practices of using only resumes and towards applications forms in order to control the flow of applicant information, ensuring that only non-discriminatory and job related information is provided to the recruiters.

Incorporation of on-line and off-line recruitment systems

While internet recruitment has provided a very genuine reason to replace the old traditional ways of recruiting, it is recommended that consultancy firms should also incorporate both off-line and on-line systems to include those who cannot afford and those who do not have the access of the internet to be eligible to apply for certain positions that may fall vacant anywhere around the world.

CONCLUSIONS

The following conclusions were drawn from the research findings;

Risk such as strategic, operational, discrimination, information reliability and privacy risks are the major risks affecting consultancy firms using internet recruitment.

Applicant tracking systems and regular systems update are the most widely used management techniques to address internet recruitment risks within the consultancy firms.

The recruiters' cultural approach and lack of expertise in internet recruitment are the major problems affecting consultancy firms in Zimbabwe.

Reduced advertising costs and increased efficiency of the recruitment process are amongst the most notable benefits of internet recruitment.

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