

Project Report on
Impact in E-Recruitment on firms in Bangladesh

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Letter of Transmittal

To
Zahidul Islam
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Subject: Submission of Project Report on Impact in E-Recruitment on firms in Bangladesh

Dear Sir,

With due respect, I beg to inform you that, I am a student of BBA, 41th batch & dept. of DBA at Uttara University. I am very glad to submit you my project report prepared on **Impact in E-Recruitment on firms in Bangladesh**

I have given my best effort to prepare the report with relevant information that I have collected from various sources during my project program from 20st June to 25th August 2020.

I pray and hope that the mistake of the report may have, will be kindly excused. So I cordially request to you evaluating this report & enough kind to receive this report.

Sincerely yours

Name: Md.Nazmul Hasan
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Student's Declaration

I declare that the Project Report on **Impact in E-Recruitment on firms in Bangladesh** includes the results of my own research works, pursued under the supervision of Zahidul Islam ,Lecturer, School of Business, Uttara University.

I also declare that the internship report is prepared for academic purpose only. This report is not submitted by others.

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Supervisor's Declaration

This is to certify that, Md Nazamul Hasan is a student of BBA (Major in HRM) of the Department of Business Administration & ID no. 2163011032 has successfully completed Project on “**Impact in E-Recruitment on firms in Bangladesh** ” from 20st June to 25th August 2020. On the basis of her successful completion of Project program, he has prepared the report under my supervision.

I wish his every success.

Zahidul Islam

Lecturer

Dept. Of Business Administration
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ACKNOWLEDGEMENT

With God, all things are possible; for he has made it possible by giving me the ability and strength to carry out this study. I say thank you Almighty Allah.

Works like this kind cannot be carried out without the help and guidance of an experienced person. I therefore wish to express my profound gratitude to ZAHIDUL ISLAM my supervisor for her suggestions, support, patience and constructive criticism throughout the research period.

Not forgetting the Lecturers and staff in the Department of BBA, School of Business, Uttara University,Dhaka.

Lastly, to my parents, husband, children, brother and sisters who by their encouragement gave me the strength to carry on when all hope was lost. I say Allah Bless you all.

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ABSTRACT

The purpose of a hiring event is to reach out to prospective employees and bring the specific kind of skills and experiences in the organization especially those which cannot be built from within. For external recruitment company posts job advertisement in different online website and recruit the best possible candidate from the pool of applicants who applied for the position. E-recruitment or online recruitment system can shortlist the application forms according to years of experience, skills, and educational attainment relevant to the job vacancy effectively and efficiently. The effectiveness of online job recruitment system is based on Performance, Reliability, Security and Cost-effectiveness. Speaking about the performance of online recruitment software, it could facilitate efficient filtering of qualified candidates and could provide a well-matched shortlist of qualified applicants compared to the manual process of Internal Recruitment. In terms of Reliability, online system could produce the required results with precision and could filter out applicants' forms without anomalies and any form of discrimination while internal recruitment also provides correct results but with more expenditure of time and effort. Online recruitment system has the mechanism to protect and control programs and data, and it provided its user's passwords as security against unauthorized users while the internal recruitment system of different companies are not capable to control any kind of mechanism. This study thus investigates the trends and effectiveness of e-recruitment in the context of Bangladesh which is more an appropriate technique to hire candidates in today's competitive world.

Key Word: E-recruitment, Effectiveness, Reliability.

E-recruitment is the popular way now a days .In this Covid 19 affected all are continued by online. and every institutions are continued also. Also it has some good features. Time savings, Dynamic content, Minimized hiring cost, Effective, Shorten hiring process, Accessible, Broader scope for candidates, Personalized design, Filtration tools, Flexible and easy.

Today's condition, think out what to do like this epidemic situation how to run all official activities also that's the most of the part of human resource department. who's play a vital situation in an organization.

And HR is my interesting topics about their activates and all the strategic decision has has come from those areas.

“It is very appropriate, relevant and useful to have an HRM degree, but it is certainly not insurmountable if you don't have one. Other degrees are also conceivable that can connect well with the attractive HR profession.

For example, think of Business Administration degrees. It's more important to have certain competences and skills than to have a specific degree. But thorough and targeted education naturally helps in learning and practicing the relevant competences and skills.

“I just love (working with) people! In the HR field, you always move between what is good for the organization and what is good for the people who work there. To build that bridge and find a good balance in it is a wonderful task.

It is also very nice to be able to make a real difference for the organization, by responding well to what is happening in the company and the marketplace, being flexible in your approach and coming up with good and innovative ideas. And for the employees, by helping them to get to know themselves better, letting their (hidden) talents come to life and helping them realize their dreams.”

How is this study going to help me in?

Problem-solving way of thinking:

Computers take over many processes, which leads to increasing demand for skills that computers are not good at (skills that cannot be converted into codes), like analyzing, evaluating and creating new ideas.

Fortunately, human insight is still needed for this. Also, in Human Resources, the HR analytics part becomes more and more important. In an HR business partner role, you can convince people quicker when you use data and insights as foundation for your advice and decisions.

Collaborating with various people:

In a completely globally connected world, employees are supposed to be able to function in any environment. This requires language skills and adaptability, as well as having the ability to be collaborative in a multicultural environment.

Social intelligence:

More and more processes will be automated in the future. But, fortunately, computers are still behind human skills in several areas, mainly in the social field and understanding emotions. That brings us to competence number three: social intelligence. HR people understand what different target groups want and what motivates them to take action. It is important to reach the core of the wishes and needs of these target groups. Then you can respond quickly to their signals.

Creativity:

To stay ahead of competitors as an organization, creativity is needed. As an HR generalist, you should be able to come up with new working methods, improvements and original ideas which make the organization stand out from the crowd.

Insight into new media:

Know how to use different communication channels. Content generated by the user occupies a more prominent place in the business world. Think videos, blogs, pod casts and info graphics instead of static PowerPoint presentations.

The ideal employee of the next decade is described as "T" shaped: they have extensive knowledge of at least one topic but are able to translate this knowledge into a wider range of disciplines. As an HR Generalist, it means that you need to know about recruitment and compensation & benefits, but its also key to have knowledge about talent management, training developments, legislation and regulations and data analyses.

2.0 Section-2: OBJECTIVES OF THE STUDY

This report is analyzing for find out current situation and how much effecting position E-recruitment system in Bangladesh's firm .This e-recruitment study set out to answer the following issues, using evidence-based research: To find out overall effective this system.

- To find out the effectiveness of E-Recruitment.
- To find out what is happening in practice and what are the e-recruitment.
- Methods that are being used.

2.1 LITERATURE REVIEW

What is E-recruitment system?

E-recruitment, also known as online recruitment, is the practice of using technology and in particular Web-based resources for tasks involved with finding, attracting, assessing, interviewing and hiring new personnel. E-recruitment software and systems are available as dial-up applications, product suites and services. A recruitment management system is an integrated product suite or portal that streamlines and automatic system using by firm.

Steps of the E-recruitment system

E-recruitment starts with online advertisement of vacancy notice and then ends with the selection of particular for the applied position. From common sense we can understand every recruitment process should undergo sequentially. So, we can divide e-recruitment system in simple 10 steps, which are briefly discussed below:

1. Identify the Recruitment Need: Sounds simple enough, but it is really important to make sure you have a concise job description, person specification and that this is agreed by all parties involved.

2. Write an Effective Job Advert: There are many Recruitment Process Outsourcing and Marketing companies around to assist with this. You can also take a look at the members' area in this blog for an instant template to help you. But please do not just copy and paste your job description.

3. Research the Online Recruitment Advertising Space: It is necessary to think like a job seeker. What can happen when one search for different companies current vacancy on Google, where are the company's competition advertising, what statistics are needed to be confident about chosen medium. Need to look for the Job boards & Social Media sites that common people plan to use.

4. Document the Application Process: W/H questions are necessary to find out the exact path we need to follow. Like- Who is going to be involved and responsible for what? What stages need to be implemented and what happens at these stages? What type of communication or documents needs for internal or external implement.

5. Get Help when Placing the Advertisement: If one is going direct to a job board, need to use their expertise to make sure that you get your advert posted right. Understand the process that how one is going to successfully complete the search fields such as; salary, location, job titles. It may seem a small thing, but it has a huge impact to how the vacancy is listed and whether the applicants find it or not.

6. Consider how Applicants are to Apply: If one had an Applicant Tracking System (ATS) then look at a "direct apply" method from the job sites. If one is relying on emails from applications, how as a company the response is manageable and how the details can be pursued, these sort of things are needed to keep in mind.

7. Acknowledge all Applications: The most frustrating part about job hunting is not hearing back from applications. If one does not respond to applicants, one can run the risk of damaging own employer and even the corporate brand. It is necessary to make sure that one has a process to deal with suitable and unsuccessful candidates .

8. Keep your Process Consistent: If a company wants to improve the employer brand then promote a consistent message to all applicants. Make sure everyone involved in the recruitment process understands what the company's recruitment strategy and processes are.

9. Devise an Efficient Feedback System: If applicants have given their time and energy to attending interviews or assessment centers, then it is only fair that you invest a little bit of time helping them understand why they have not been successful. This will not only

help them in the next interviews they attend, but it will also help improve how the brand is perceived.

10.Measure ROI: After all the effort in attracting, managing and recruiting the new member of staff, pause for reflection and critique the process. It is also equally important to review the Return on Investment from the company's advertising campaign either.

The purpose of the E-recruitment system:

To make the processes involved more efficient and effective, as well as less expensive. Online recruitment can reach a larger pool of potential employees and facilitate the selection process.

Advantages

But why all these companies are using e-recruiting and what are the drivers? In a comprehensive review by Lang et al. (2011) we can find 14 important drivers for companies to implement e-recruitment which were recognized by scholars from 1998 to 2010 which would be listed here:

1. Cost saving
2. Time saving
3. Increased number of applicants
4. Independence of place and time -e.g. company can establish an assessment for applicants easily
5. Recruiting qualified staff more easily
6. Improved employer image
7. Efficient and effective personnel selection –i.e. company needs a suitable method to select
8. Providing additional workplace and organizational information -by employer to applicants
9. Usability
10. Target group orientation –i.e. post job vacancies in the right place.

3.0

Section-3: METHOD

Every work has a methodology. On the way of the formation of this report, it has a methodology. Due to CORONA Pandemic the study is mainly based on secondary data related to E-recruitment system followed by firms in Bangladesh.

Secondary data and information have gathered from Books, Journals, research paper etc. This is an exploratory research based on – Data from Secondary Data Sources. Secondary data obtained through the Net, books and related journals including different publications:

- (i) Bdjobs online portal.
- (ii) LinkedIn.
- (iii) Articles.
- (iv) Different websites.
- (v) Information from Internet.

In this report most of the information's are collected various articles. At first I selected some keywords such as what are e-recruitments, effectiveness, Reliability. I put these key words in Google and Google Scholars.

Than found many articles on my report from those articles I selected 10 important articles based on my topic. After collect articles numbering those articles from 1 to 10 which help me to preparing report appendixes. After collecting articles at first I read them very carefully and marked my important paragraph from those articles.

4.0

Section-4: Discussion

4.1 Introduction

Human Resource Practitioners from five organizations were interviewed data collected from internet. The organizations were based within Our country and were from state and local government, the tertiary sector, recruitment sector, travel sector, banking sector .All of the organizations were mid-range to large in size. All of the organizations had their central office based within the capital city. Three of the organizations also had employees based in regions outside of the capital city across the State. The organizations were selected based on the strong likelihood that e- recruitment was used as a recruitment source. Furthermore, the majority of the organizations have a diverse workforce with a wide variety of positions that range from blue collar, to professional, to senior executive roles, similar the organization used within Study.

4.2 Interviews

Human Resource practitioners from a range of organizations who are involved in the recruitment process for their respective organization were interviewed. The interviews were conducted face-to-face and were designed to ascertain the HR practitioners' views on the key considerations for recruitment advertisements, and the effectiveness of the Internet as a recruitment source in terms of its utility and value as opposed to other recruitment sources. HR practitioner views are a crucial data source for the current study as they are predominantly developed based on an assessment of positive and negative outcomes of recruitment practices and processes implemented by the organization. The views and assessments of HR practitioners are fundamental to the development and implementation of future recruitment strategies for organizations.

In order to determine whether the questions developed for the interviews were appropriately phrased and encouraged responses that were suitable, a pilot study was undertaken prior to the actual scheduled interviews. Participants identified for the pilot study were work colleagues of the author who had experience in recruitment and were able to respond to the interviews in an environment similar to that used during actual interviews. The participants of the pilot study were requested to provide feedback on the terminology/language used in the interview questions, whether the questions were structured appropriately and the content comprehensible and appropriate. The pilot test resulted in one question being slightly re-worded to help clarify the purpose of the question.

4.3 Interview Questions

The questions for the interviews with the HR practitioners were developed after Study One. The questions were exploratory in nature to allow a dialogue to be captured based on the knowledge and experience of the practitioners in relation to the broad research questions of the study. The responses to the questions were analyzed in order to identify whether there were common themes and responses emerging which supported the results of Study One and which supported the recurring themes that emerged in the literature on e-recruitment.

A variety of questions were employed to explore Research Question 1, this being the perceived utility and value of e-recruitment. The questions were designed to examine the claims made within the literature on e-recruitment. Questions related to the recruitment sources used by the organization ("What recruitment sources does your organization use?") the types of positions advertised, and how applicants obtain additional information about the job and organization. In relation to the internet as a recruitment source, the questions focused on what types of internet recruitment the organizations used ("organizational website", "commercial job boards", "media sites", "other"), the perceived advantages and disadvantages of using the internet as a recruitment source, what types of applicants are most likely to use the internet as a source, whether e-

recruitment can discriminate against minority groups, whether the organization would stop using other recruitment sources and focus only on e- recruitment, and overall whether they believe the internet adds value to their recruitment process.

For Research Question Three the question within the interview explored what information within a job advertisement HR practitioners believe are of importance to applicants. The information requested was in relation to job and/or organization attributes considered likely to attract an applicant's interest in and subsequent decision to apply for the job.

4.4 1.Research Question : What views do HR professionals involved in the recruitment process have about the utility and value of the Internet as a recruitment source?

The research question explored the perceptions of human resource practitioners who are involved in recruitment processes on whether the Internet as a recruitment source is effective in attracting quality applicants. The effectiveness was assessed in terms of utility and value. A summary of how the internet is employed as a recruitment source across the organizations will initially discussed, followed by the results on the two components of effectiveness.

4.5 E-Recruitment use

Results from the interviews indicated that each one the organizations used the web to advertise their positions vacant. One key finding was that each one organizations had a frenzied job web site on their structure website for positions vacant, and supplemented this supply with alternate net sources adore job boards and media sites. All enlisting advertisements contained data to direct the applier to the structure job web site for more information regarding the duty and the way to use. Positions publicized were from across all areas of the work force, together with blue collar/trade employees, administrative/operational services (eg. finance, human resources, data technology, marketing), engineering and mining positions, lawyers/legal connected positions, property and housing industry positions, travel consultants, decision centre/data entry operators, transport operators (eg. bus, train, serious machinery), health professionals (eg. pharmacists, psychologists), and senior management. There was accord across all practitioners interviewed that the positions least probably to be appointed via the web were senior government roles, with organizations preponderantly partaking specialist enlisting agencies for this purpose. Overall, there was substantial reliance on and use of the web as a enlisting supply for all the organizations.

4.6 Utility of e-Recruitment

An analysis of the information in terms of the utility of the net as a enlisting supply known 2 major themes. the primary theme that consists of variety of sub-themes is that the perceived simple access related to this supply from each AN structure and someone perspective. This theme is diminished into sub-themes relating to the flexibility to post jobs to websites like a shot (six practitioners); amend/change the data within the packaging (all practitioners); link extra information from different websites to the duty advertisement (five practitioners); and have the vacancy publicized twenty four hours each day, seven days per week (five practitioners). As cited by one practitioner:

Amanda: “..the internet is additional value effective, easier to transfer onto the location and maintain, it reaches additional folks than the newspaper..”

All of those perceived benefits are known inside the literature on e- enlisting, thus follow will seem to support the assumptions created by authors on the topic.

Another sub-theme of the convenience of access of e-recruitment relates to the demographic reach of the net. there have been no specific demographic characteristics recognizable inside the results for the question that explored this facet of e-recruitment that might be connected specifically to candidates who supply positions via the net. this means that the net enlisting supply encompasses a broad demographic reach.

Consensus amongst the practitioners was that the net is currently simply accessible which the overall public wide acknowledge the internet as being a significant tool within the rummage around for vacancies. These findings give some support to the results of Study One wherever were no supply effects relating to gender, but Study One did indicate that age was relating to the employment of the net therein older candidates were less seemingly to use this supply. This result was indirectly supported by an alternate theme that emerged from the analysis of the data of Study Two in that demographic characteristics were more easily associated with other recruitment sources (not e-

recruitment). One interviewees provided similar responses in that “baby boomers”/older applicants purchase the weekend paper regularly from habit to read for leisure, and subsequently browse through the employment pages, therefore if an organization is targeting this demographic pool then the newspaper would be a major tool to source these potential applicants.

The utility of the internet for the applicant, as perceived by the HR practitioners, is the ease with which individuals can canvas and apply for jobs as they can access the information at any time and because their resume is most likely retained in electronic form it can easily be attached or forwarded via electronic means for a position vacant:

Emily: “..most people have their CV stored electronically so they just have to fill in fields online and attach their CV. Its probably a sweeping statement but accessibility of computers is so easy so not an issue for people..”

The other key theme which emerged from an analysis of the data in relation to the utility of the internet as a recruitment source is the perceived over-abundance of positions being advertised on major job boards on the internet (four practitioners). This is a negative response to the perceived utility of the internet as respondents indicated that this could result in a reduction in application numbers because of reduced visibility of the job. This was reflected by the response of one interviewee:

Steven: “..95% of all jobs are put on the internet, however it is more difficult to source applicants from the internet because of the (job advertisement) clutter.”

This is a disadvantage which has been cited in the literature on e-recruitment in that the increase in job boards on the internet has the negative effect of creating difficulties for applicants to locate suitable positions to apply for (Bartram, 2000; Boehle, 2000). This will be further explored within the discussion on the results.

4.7 Value of e-Recruitment

Another component of this research question relates to the perceptions of the value of the internet as a recruitment source. An analysis of the qualitative data identified two themes relating to the perceived value of e-recruitment. The first theme is the cost-effectiveness of advertising via this medium. The data provided results to indicate that all the HR Practitioners perceived the internet to be a cost effective method of advertising, with minimal costs involved in advertising on company websites, and on major job boards and media sites, when compared to the high levels of exposure of the advertisement. The low costs were predominantly compared with the high costs associated with advertising in newspapers, the additional lag-time involved in the advertisement going to print, and potential for error in such advertisements.

The second theme that emerged was related to the communication capabilities in terms of the storage and provision of information about jobs and organizations. A general consensus amongst the HR practitioners is that nearly all individuals seeking jobs will use the internet at some stage of the job sourcing process to locate jobs and additional job or organizational relevant information. Therefore it is a medium that will reach the desired target market, and does result in quality applicants applying for jobs. The interview data indicated a decrease in the use of alternate recruitment sources, such as newspapers and recruitment agencies, with seven of the eight respondents concurring that the internet is the perceived better source in attracting quality candidates, particularly in the competitive labor market that currently exists.

One practitioner employed within the commodities market differentiated from this widely held belief. The recruitment strategy employed by this organization still heavily utilized more traditional paper based recruitment sources as the target market for positions advertised are still recognized as having minimal opportunity to utilize the web to source

vacancies (rural-based and traveling long distances via road). This organization did indicate that their recruitment strategy is trialing new e-recruitment

practices which to date has been successful in attracting quality applicants so will continue on a broader scale in the future. The one clear applicant pool identified by respondents as being less likely to be sourced via the internet was senior executive. The majority of respondents indicated that employment agencies/head hunters are employed to search for these candidates.

The final theme that emerged within the qualitative data was consensus amongst the HR Practitioners that whilst the internet is a cost-effective and useful source to use in advertising positions, there is still a need to assess the position or organization's target market. It was acknowledged that not all applicants would use the internet to source jobs, and that employing a diverse recruitment strategy would help ensure the right person for the job is reached and recruited. This theme was particularly evident in the responses of practitioners from organizations that comprise occupations not generally associated with technology, such as trade based roles or industries (six practitioners).

This finding supports the findings of Study One which indicated that the quality of applicants for all sources used by the organization were similar. The results also support the common perceptions cited by researchers on recruitment of the need for organizations to develop a diverse recruitment strategy which utilizes a range of recruitment sources (Dineen, Noe & Ash, 2002; Berry, 2004; Feldman & Klaas, 2002).

4.8

2.Research Question : What are the key considerations for HR practitioners when preparing an advertisement for a position vacant?

Research question three examined what aspects about a position are of key importance when preparing a recruitment advertisement for a vacancy. There were two clearly identifiable criteria which emerged from the analysis of the interview

data. The first criterion cited by practitioners was the importance of including information pertaining to the salary of the position.

Other criteria that emerged on a recurring basis within the data, but on a less frequent basis than the two key criteria, included opportunities for promotion within the company, the work/life balance policies of the company, and the core competencies of the position. As indicated by the interviewees, these latter considerations predominantly emerge and are promoted during times of labor shortage, or when hard to fill positions are advertised, as stated.

The identification of these criteria indicate that organizations undertake an assessment of target markets and incorporate information about the job and company that is considered to be relevant and attractive to the potential applicant. This suggests that applicants undertake some form of self-selection about the suitability of the job and/or the organization based on initial information obtained from the recruitment source. This finding complements the results of Study One whereby the job title of the advertisement affected applicant perceptions and their intentions to pursue the job. The findings of Study Two however provide more support for the person-job and person-organization fit theories identified within the research on recruitment sources than did the results of Study One, as will be discussed in the next section.

Aimed to explore the perceptions of human resource practitioners who are actively involved in the recruitment process on the effectiveness of recruitment sources utilized by their organization. The focus of Study Two was to ascertain if there were common practices and common perceptions amongst human resources practitioners about recruitment sources in general, and in particular whether the use of the internet as a source adds value to their recruitment process. The questions were developed from two key sources. Firstly, the exploratory nature of Study Two provided a key opportunity to investigate whether the opinions of practitioners support the results of Study One which are based on quantitative data. Secondly, there are a number of common theories recurring within the literature on e- recruitment relating to its apparent cost-effectiveness, speed, geographic reach, and ease of use from both an organizational and individual perspective when compared to more traditional recruitment sources such as newspapers and agencies (Galanaki, 2002; Smith et al., 2004). Therefore the second study included questions that explored whether practitioners concur with these theories or whether the reality is different.

Specifically the questions explored the recruitment sources used, the types of positions advertised, what information within a job advertisement are considered important to applicants, how applicants obtain additional information about the job/organization, perceived advantages and disadvantages of using e-recruitment, identification of the different characteristics of people as related to source used, whether the organization would stop using other recruitment sources and focus only on e-recruitment, and overall whether practitioners believe the internet adds value to their recruitment process.

4.9

3.Research Question

The second research question investigated the views HR practitioners held about the internet as a recruitment source in terms of its utility (applicants using the internet to find jobs and subsequently apply), and its value (cost-effectiveness) in the recruitment process. The HR practitioners all had a positive view of the internet as a recruitment

source and all used the three common means of internet recruitment, as identified by the Chartered Institute of Personnel and Development (CIPD, 1999), cited in the article by Galanaki (2002): organizational job websites, major job boards (specifically SEEK, and other job boards relevant to the profession/industry associated with the company), and media sites (specifically Career One which is linked to the major state newspaper).

The responses from the HR practitioners indicated that the majority of positions across the organizations, which included a vast array of professions, are advertised on the internet, with some organizations using only this source for specific positions. The predominant exception to the rule is the use of recruitment search firms to source senior executive positions within organizations which are of key importance to the success of the business. The majority of organizations stated that by using private recruitment firms, they can be assured of receiving quality candidates to select from, whilst going to the market through less targeted means may not generate appropriate applicant pools from which to choose the best candidate for these key senior management positions.

4.10 Utility of the e-Recruitment

The findings of the current study identified two key themes that HR practitioners highlighted in terms of the usefulness of the internet as a recruitment source, the first being its ease of access and the second concerning the over-abundance of jobs advertised via this source. These themes relate to commonly cited advantages and disadvantages of internet recruitment featured within the literature on the topic, the P-J and P-O fit theories, and the individual differences hypothesis research on recruitment source effectiveness as will now be discussed

The primary theme that emerged was the accessibility of the source, both from an applicant's and an organization's point of view. The concept of the ease of access of e-recruitment captures a number of sub-themes that emerged in the data. Firstly, the ability for companies to post jobs immediately on internet sites and add, delete or amend information pertaining to the job or the organization as necessary, were major features associated with the internet's ease of access. In addition, the fact that the information is available 24 hours a day, 7 days a week and can be accessed from anywhere in the world was a key indicator of its utility as a source, as cited by the HR practitioners and also authors who have reported on e-recruitment (Feldman & Klaas, 2002; Lee, 2005).

The results also indicated that a number of organizations request that candidates submit their applications via the internet. This allows for the automation of a number of processes which were previously reliant on human interaction, including the acknowledgement of applications received, and in some cases the initial screening of applications to reduce applicant pools to manageable sizes. As one HR practitioner claimed:

Sajid: “..the internet as a communication tool is fantastic. I keep in mind the previous day of paper resumes that was time overwhelming and large volume-wise.”

The use of the net as a accomplishment tool is changing into more and more common as mentioned at intervals internet recruitment literature (Bartram, 2000; Bingham et al., 2002; Dessler, 2002; Galanaki, 2002). while a number of the organizations within the current study admitted to initial ontogenesis issues, the next edges for the organisation in receiving and managing job applications during a a lot of timely and fewer expensive manner has outweighed issues encountered.

Another sub-theme that emerged beneath the thought of the convenience of access of the net was in regard to the demographics of candidates. there have been no specific demographic characteristics (eg. age, gender, race, etc.) related to candidates thought of doubtless to use the net as a supply. Instead, the agreement of the unit of time practitioners is that the net is currently utilized by the bulk of organizations because the primary accomplishment supply to advertise positions, as supported by Lee's (2005) study that indicated that every one of the Fortune a hundred firms as listed by the 2003 Fortune magazine used some kind of e-recruitment to advertise positions vacant. This has semiconductor diode to a learning of job seekers over the recent years to include this supply in their look for positions. The high accessibility of the net, with free internet/computer access accessible publically libraries and lots of job-search agencies and centers, has contributed to the present modification in job search habits.

The results did indicate that demographic characteristics were more likely to be directly associated with other recruitment sources, and specifically that older applicants (for example, baby boomers were more likely to use print media, such as weekend newspapers, to find jobs. These perceptions indirectly support the results of Study One which found that older applicants were least likely to use the internet as a source, so would therefore use more traditional sources such as the newspaper. The findings from both studies provide some support for the individual differences hypothesis within the recruitment source literature which attempts to establish relationships between the personal demographic characteristics of an individual and recruitment sources used (Taylor, 1994; Werbel et al., 1996). This hypothesis has received mixed results over the years.

Werbel and Landau (1996) and Taylor and Schmidt (1983) found a relationship between the age and education of new hires and recruitment outcomes through different sources. However Taylor (1994) later found no support for the theory across a wide range of demographic variables, and Kuhn and Skuterud's (2000) results, which incorporated internet sources, found no support for the hypothesis for the demographic characteristic of gender. For the current study a common premise emerged from the data as an explanation for why demographic characteristics were associated with newspaper sources. This premise related to the traditional habits of these demographic groups (older workers and passive candidates) both in job search methods and in purchasing the weekend paper to read for leisure.

The final component of the perceived ease of access of internet sources was from an applicant viewpoint in that the majority of individuals retain their resume electronically, so the ability to apply for a position by simply forwarding your resume via the internet is easier and more seamless for applicants. The relative ease with applying for positions

could increase the amount of quality and the amount of inappropriate applications received as individuals can view and pursue more job opportunities with less effort required (Galanaki, 2002; Gutmacher, 2000). For those organizations with more advanced internet recruitment tools, candidates are able to track their application within the recruitment process which ensures they are informed of where the process is at, and ultimately reduces the need for applicants to contact organizations via other means (usually the telephone) to enquire on their application status. These findings provide evidence to indicate that organizations believe the internet as a source within the recruitment process is fundamental in its ability to reach applicants, thereby confirming its utility as a recruitment source.

The other key theme that emerged from the results in relation to the utility of the internet as a source is the perceived over-abundance of positions being advertised via this medium. As one HR practitioner noted, “clutter” now exists with so many jobs being posted on the major job boards on a constant basis. As a result, the job advertisement may only appear on the “recently posted” or front page of the job board website for an hour or two, if that. As applicants are more likely to look at only the first few pages of the jobs available within their field, then the further down the list the job appears, the less likely that applicants will notice and apply for the job.

This issue is particularly relevant to specific job families, such as accounting or call centre type roles. For such positions the perceived utility of the internet as an effective recruitment source is lower.

The problem associated with clutter is the difficulty companies face in differentiating their job and organisation from others in order to appear more attractive. Similar concerns were expressed by Bartram (2000) and Boehle (2000) who acknowledged that the increase of general job boards will subsequently result in increased

difficulties for applicants in locating suitable jobs. This negative perception of the utility of the internet links in with the P-J and P-O fit theories on recruitment (Dessler, 2002; Dineen et al., 2002) and with the findings from Research Question Two. The results for Research Question Two indicated that the primary characteristics of salary and location of the job, combined with organizationally-relevant characteristics such as work/life policies and promotion opportunities, provide an opportunity for organizations to differentiate their job, and assist applicants with determining their fit with the position and the organisation. These characteristics can counteract the problems associated with over-abundance.

Overall the results for the perceived utility of the internet as a recruitment source are mixed. There are clear advantages associated with the ease in accessing the source from both an organizations and applicant perspective, which have contributed to its rapid uptake as a recruitment source for organizations worldwide. However, in some instances this increasing utilisation of e-recruitment has led to an over-abundance of jobs posted within specific job families. Organizations are therefore focusing on other job and advertisement attributes that will attract applicants to pursue their vacancies.

4.11 Value of e-Recruitment

The second part of the research question investigated HR practitioners' perceptions on the value of the internet as a recruitment source. Two key themes were identified within the results, the first being the cost-effectiveness of e-recruitment, the second was in relation to the source as a communication/information tool. The primary theme that emerged related to the perceived cost-effectiveness of the internet as a recruitment source in attracting quality candidates over a shorter period of time. As most companies have an organizational website already established, then the expense of creating a dedicated job site within the organizational website is negligent in the long term. The other cost-benefit factor involves the cost of posting jobs on major job boards. The minimal costs involved in posting an advertisement on the Internet compared to the potentially unlimited audience of this source has been a strong advantage cited by numerous authors (Bussler et al., 2001-2002; Cober et al., 2000; Wyld, 1997). In contrast, costs involved in advertising via other sources, such as newspapers, are high (Galanaki, 2002), as they are usually based on a cost per

Advertisement approach which often runs into the thousands of taka. There is also the length of time involved in placing the advertisement which can incur costs for the company in terms of backfilling positions on a temporary basis if necessary, as noted by Wyld (1997) and Stimpson (2004).

The second theme linked to the perceived value of e-recruitment is its storage capability for job and organizational relevant information. As has been mentioned previously, information about a job or organization that is perceived by applicants as being personally relevant will assist in an assessment of their fit to the job (P-J fit theory) and the organization (P-O fit theory) (Dineen, Noe & Ash, 2002; Courtis, 1994; Dessler, 2002). This theme indicates that practitioners perceive that the information contained within the advertisement is of importance to applicants in the decision to apply for a job, and place value on the internet as a source due to its capacity to display more information than other sources, thereby providing support for these theories from an organizations perspective.

The general consensus amongst the HR practitioners is that nearly all individuals seeking jobs will use the internet at some stage of the job sourcing process to locate jobs and additional job or organizations relevant information. A common trend identified within the data was the mechanism used to force applicants to look at the internet in relation to job advertisements. With the creation of organizations websites, companies now direct applicants from other recruitment sources to the company web address to view information about the job and the organization (Liz: "...everything points to our career website to apply online"). The primary reasoning behind this strategy is to reduce the amount of enquiries made about the position as the website can hold an unlimited amount of information for this purpose, and is free for the organization to post, thereby reducing expenditure on other sources. Literature on internet recruitment has suggested that organizations are able to more easily engage applicants by providing relevant and in-depth information about the job and the organization through links to other web pages (Bingham et al., 2002; Epstein et al., 2003; McCurry, 2005), which is further supported

by Feldman and Klaas' (2002) study that applicants accredited the internet as being a useful source to obtain information on a broad range of industries, companies and jobs.

The results to this component of the research question supports the key advantages of e-recruitment cited within the literature of this source being cost-effective and a useful communication tool to attract applicants. There is evidence within the results to suggest that applicants are being trained to use this recruitment source on an increasing basis. Furthermore, for organizations there is the capacity to adapt this source to suit the recruitment strategy with minimal costs involved, as this medium has the ability to reach either a broad audience, or a very specific target market depending on the company's requirements. Overall, the perceptions of e-recruitment from an organizations perspective are that this source adds value to the recruitment process.

4.12 Overall effectiveness of e-Recruitment

One major finding from the interviews undertaken with the HR practitioners was the importance of distinguishing the organization's target market for each position advertised, and adopting an appropriate source to reach this market which may not necessarily be the internet. As has been the consensus of researchers, the optimal recruitment strategy for a company utilizes a range of sources identified to reach the organization's target markets (Berry, 2004; Dineen et al., 2002; Smith et al., 2004). All practitioners interviewed clearly stated that restricting the sourcing of candidates to only one source, be it the internet or print media, would subsequently restrict the amount of people reached, potentially leading to the best quality candidates from identified target markets not being aware of the position vacant. Therefore, whilst the internet is considered a valuable source within the recruitment strategy, the use of multiple recruitment sources is more beneficial in obtaining quality candidates that fit the position and the organization's environment.

5.0

Section-5: FUTURE FORWARD

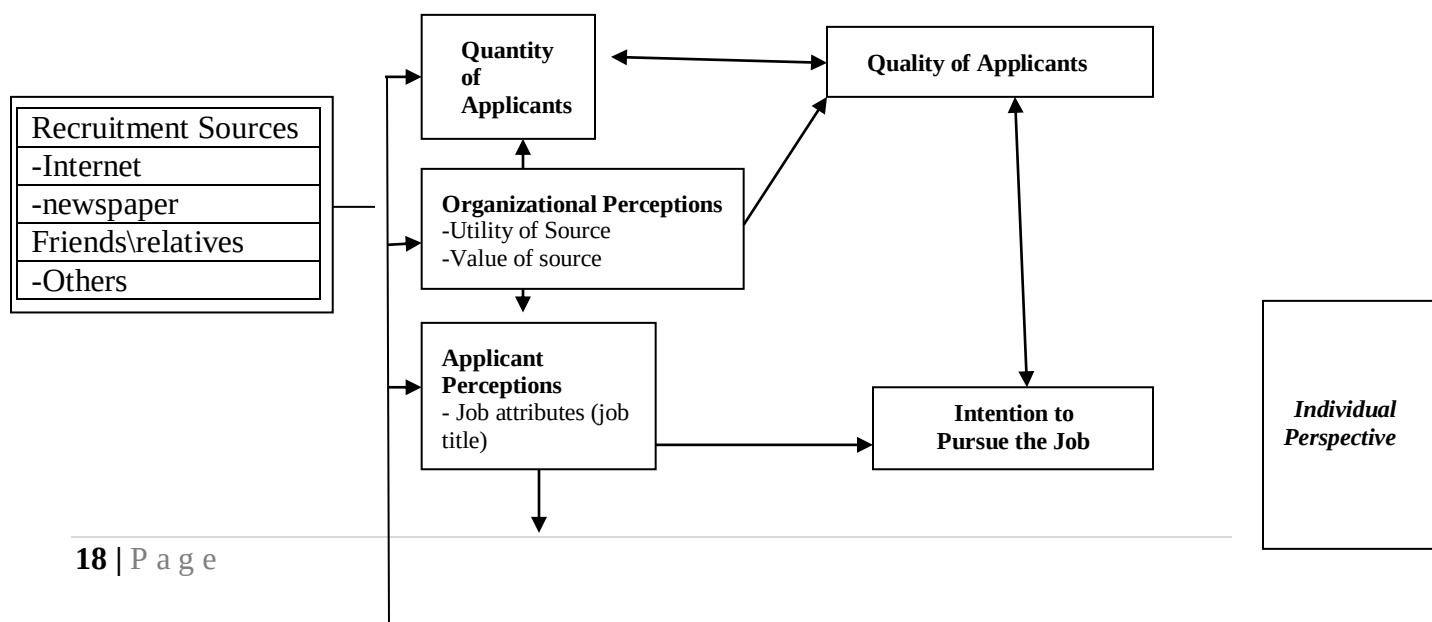
The current study has contributed to the research on recruitment by investigating the effectiveness of recruitment sources based on pre-hire constructs, with a particular focus on e-recruitment effectiveness. This approach was undertaken in response to the identification of a gap in research on recruitment sources as highlighted in the literature. The majority of previous research has evaluated recruitment source effectiveness by evaluating post-hire constructs (eg. employee tenure, performance and job satisfaction). However it has been argued that to accurately evaluate the effectiveness of recruitment sources, organizations should incorporate pre-hire criteria such as the total number of applicants generated, and the quality of the applicant pool (Carlson et al., 2002; Werbel et al., 1996; Williams et al., 1993). The current study addressed this research gap, and in

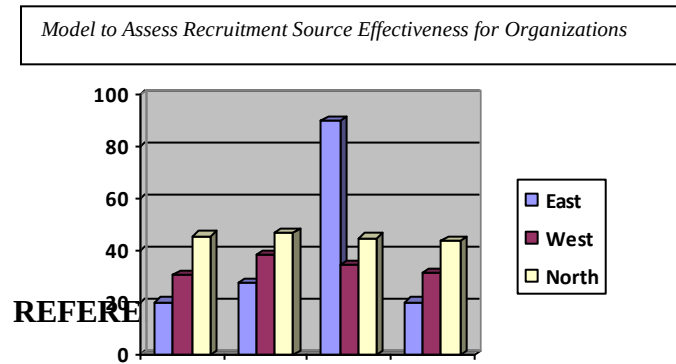
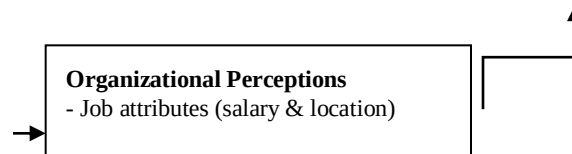
doing so identified the need to capture both an applicant perspective of recruitment source effectiveness, and an organizations perspective, thereby two studies were utilized.

This chapter will discuss the theoretical and practical implications of the results from the two studies. This will be followed by an overview of the limitations of the current study, and possible areas for future research on recruitment sources identified during the analysis and evaluation of the results of the current study.

5.1 IMPLICATIONS

The present study developed a theoretical model with practical applications to investigate organizational and applicant perspectives of the value of e-recruitment in comparison to more traditional recruitment sources, and whether applicant perceptions are linked to their subsequent intention to pursue a job. The current study has contributed to research on recruitment source effectiveness through the development of a new model to assess effectiveness by linking perspectives from both the organizations and the applicant viewpoints to the recruitment source, as demonstrated in Figure From an organizations perspective, the model explores the relationship between recruitment sources and its impact on organizations in terms of the pre-hire recruitment outcomes of the quantity of applications, and the subsequent quality of this applicant pool. This relationship is also examined through organizations perceptions of the utility of recruitment sources, and the value of recruitment sources in achieving the ultimate goal of a quality applicant pool. From an applicant perspective the model assesses the relationship between recruitment sources and applicant perceptions of their fit with the job in terms of the job attributes advertised, and their subsequent decision to submit an application. The relationship between source and applicants is further examined through an assessment of organizations perceptions about key job attributes that sources should portray to attract quality applicants. The key outcome of the model from both an organizations and applicant perspective is that applications submitted are assessed as being quality applications that meet the essential criteria for the position.





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9. García-Izquierdo, A. L., Aguinis, H., & Ramos-Villagrasa, P. J. (2010). Science–practice gap in e-recruitment. *International Journal of Selection and Ass*

10. García-Izquierdo, A. L., Aguinis, H., & Ramos-Villagrasa, P. J. (2010). Science–practice gap in e-recruitment. *International Journal of Selection and Assessment*, 18(4), 432-438.

Appendix I

SI	Article Title	Author(s)) Journal Name	Volum e & Issue	Year	Publisher
1	Impact of E-Recruitment and challenges faced by HR	. Anand J, D. C	410- 413	2016	<i>.International Journal of Applied Research</i>
2	Research on employee recruitment: so many studies	e-ISSN : 2278- 487X, p- ISSN	2319- 7668, PP 25- 28	2013	IOSR Journal of Business and Management (IOSR-JBM)
3	E-RECRUITMENT: A BOOM TO THE ORGANIZATIONS IN THE COMPETITIVE WORLD	J, A., & S, C. D.	410- 413	2016	Professionals. <i>International Journal of Applied Research</i>
4	Bill Warren, E-recruiting Association	Joyce, E	July 26, 2002	2002	http://atnewyork.com/news/article.php/1433771
5	E-recruitment: A conceptual study.	Kaur, P.	78-82	2015	<i>.International Journal of Applied Research</i>
6	Analyzing the Impact of IS Support on Recruitment Processes: An E-Recruitment Phase Model.	Malinowski, J., Keim, T., & Weitzel, T.	977 988	2005	<i>PACIS 2005 Proceedings</i>
7	SOCIAL MEDIA AS A TOOL FOR RECRUITMENT-ACRITICAL STUDY.	Rana, T., & Singh, N	5(5), 203- 210	2015, May	<i>International Journal of Science Technology and Management</i>

8	RECRUITMENT: A BOOM TO THE ORGANIZATIONS IN THE COMPETITIVE WORLD.	S.L, L. (n.d.)	25-28	2015, May	<i>IOSR Journal of Business and Management</i>
9	<i>E-recruitment: A comparison with traditional recruitment and the influences of social media</i>	Sills, M.		2014	. Helsinki Metropolia University of Applied Sciences, European Management.
10.	A study of e-recruitment technology adoption in Malaysia.	Tong, D. Y.	281-300	2008	<i>Industrial Management & Data Systems</i> , 109(2),

Appendix II

Compilation of Objectives/ Purposes/ Questions/Hypotheses Addressed by the Articles

Article	Objectives/ Purposes/ Questions/Hypotheses
1.	the archival research method this study investigates the impact of E-Recruitment & challenges faced by HR Professionals
2.	This review makes apparent a number of important issues that recruitment research has yet to address.
3.	This paper aims to explore the efficiencies and deficiencies faced by the organizations of using e-recruitment.
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5.	In this paper light will be thrown on the concept, benefits, problems and criteria for effective e-recruitment.
6.	Based on these findings we derive managerial guidelines for the management of projects in the E-Recruitment field Based on these findings we derive managerial guidelines for the management of projects in the E-Recruitment field.
7.	Analyze the pros and cons of Social Media Recruitment methods, latest e-recruitment process and its significance in organization effectiveness.
8.	This paper aims to explore the efficiencies and deficiencies faced by the organizations of using e-recruitment.
9.	The research brought to light many findings, opening further research recommendations.
10.	this study is an attempt to explore the awareness, adoption and frequency of usage of electronic recruitment portals (e-recruitment portals) by customers in Malaysia.

Appendix III Complication of Methods

Article	Methods
1.	The primary source of the information in this research study is the secondary data. The available information on internet regarding the e-recruitment has been extensively used to complete this paper. Beside this the study also completed by making the use of various sources related to the subject of study like research articles, scientific journals, websites, and some banking and e-recruitment books.
2.	The study has been conducted mainly on the basis of secondary information. Some bank specialists have also been personally interviewed in order to collect some primary information used in this study. Besides this, internet has been used as another source of information.
3.	Data for the study collected both from the secondary and primary sources. Primary data has been collected from 2 selected organization located in Dhaka Division this offer e-banking facilities to their customers. Secondary data has been collected from different books, journals, seminar paper, research reports, official reports.

4.	The study has been conducted mainly on the basis of secondary information. Besides this, internet has been used as another source of information.
5.	The first is an exploratory research based on secondary data obtained through the Net, books and related journals.
6.	The study has been done mainly based on primary and secondary sources of data or information.
7.	The study has been done mainly based on secondary sources of data or information. This is an exploratory research based on secondary data obtained through the Net, books and related journals including different publications.
8.	This paper has been done mainly based on secondary sources of data or information. The research based on secondary data attained through the Net, books, Bangladeshi different laws and correlated journals. -Some of case histories of world related to e-recruitment offences are also consider for this paper for finding the present e-recruitment offences protection scenario.
9.	This research has been done through desk study and primary survey.
10.	Secondary data has been collected from different books, journals, seminar paper, research reports, official reports.

Appendix IV

Complication of Conclusions

Article	Conclusions
1.	"The mystery of my prosperity is that we have gone to outstanding lengths to recruit the best individuals on the planet." – Steve Job. The point of this paper is to examine the by and large idea of e-enrollment. It has been accurately said that enrollment isn't just about employing the best rather it's the question to enlist the correct applicant in association. Skilled staff helps in expanding association's profitability. E-Recruitment encourages associations to be outfitted with able staff and in this way it is connected with Numerous HR exercises of association.
2.	In order to stimulate the type of research that has been called for in previous reviews, we presented an organizing framework of the recruitment process. In introducing this framework, we gave particular attention to the process variables(e.g., applicant attention, self-insight) that theory suggests should mediate the relationships between recruitment activities and recruitment outcomes. In review-in the empirical recruitment literature, we highlighted how often these process variables have been ignored.
3.	This examination has investigated the viability of utilizing e-enrollment in associations. It has been discovered that e-enrollment is compelling regarding sparing enlistment cost, decreasing chance to recruit and making a difference organizations in creating serious edge, advertise picture and pulling in right talented applicants. On the web enrollment is likewise compelling regarding overseeing ability process that is additionally viewed as viable. It has too discovered that e-enrollment will liable to develop in coming years.
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5.	This paper infers that recruiting the up-and-comers through electronic medium gives the better outcomes to the association. Enlistment through web based life arrange is efficient and practical to both the activity searchers and the association. This paper helps in future experimental investigation to break down the viable informal organization site that utilized for enrollment process.
6.	This paper infers that recruiting the up-and-comers through electronic medium gives the better outcomes to the association. Enlistment through web based life arrange is efficient and practical to both the activity searchers and the association. This paper helps in future experimental investigation to break down the viable informal organization site that utilized for enrollment process.
7.	This paper infers that recruiting the up-and-comers through electronic medium gives the better outcomes to the association. Enlistment through web based life arrange is efficient and practical to both the activity searchers and the association. This paper helps in future experimental investigation to break down the viable informal organization site that utilized for enrollment process.
8.	Electronic recruitment has changed the way jobs are applied for and has become so simple that anyone can do it. The credit goes to the programmers, software, computers and the Internet. The whole world has become “smaller” with the use of the Internet and everything is made easier for better application. The Internet and e-recruitment therefore face a very bright future. The future generations who are growing up with computers are not likely to use the traditional methods of recruitment; they will probably primarily rely only on the e-recruitment method.
9.	The results from the qualitative and therefore the quantitative researches were attention-grabbing. Firstly, ancient achievement has not completely disappeared behind the scenes of E-recruitment. There are still ancient methods, i.e. job fairs that also stay extremely viable and vital in achievement. Though newspaper ads are losing purpose in achievement, word of mouth and referrals were found to still achieve success and going robust. the non-public affiliation between candidates and recruiters continues to be essential for the success of an application however establishing a private affiliation while not face-to-face contact is difficult. E-recruitment is that the gift and therefore the way forward for recruitment; but, some aspects of traditional achievement are here to remain.
10.	The adoption of e-recruitment isn't merely taking up technology; it's regarding the net accomplishment strategy for brain gain on attract the proper gifted candidates, the choice method being supported sound and credible criteria and the chase method having the ability to integrate with existing systems. most significantly, e-recruitment contains of cultural and activity changes in accomplishment operate and at management level. Human resource managers have to regard staffing as associate degree topmost method in order that e-recruitment will give exceptional edges in terms of efficiency and value. All in all, associate degree

	incessant improvement in understanding the technological problems relating to e-recruitment is extremely suggested.
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