## PROJECT REPORT

### On

"Pattern of Online information seeking behavior for job seekers of Dhaka city"

Course code: Bus 498

### Prepared for:

M. Sayeed Alam

Assistant Professor

Department of Business Administration

### Prepared By:

MD. Ismail Hossain

2006-2-10-208

Submission Date: 28 April, 2011

# EAST WEST UNIVERSITY

e-recruitment

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# EAST WEST UNIVERSITY

## Letter of Submission

M. Sayeed Alam

Assistant Professor

Honorable Senior Faculty,

Bachelor of Business Administration

East West University.

Dear Sir,

I would like to submit the Project Paper on **"Pattern of Online information seeking behavior for job seekers of Dhaka city"**. It is really an enormous opportunity for me to prepare this project. I would like to recall with gratitude, the tremendous support and encouragement, which I received from you. I have tried my best to implement the relevant theories that you have taught in the course- **BUS-498 (Project Work).**

As an Instructor and Advisor to the Project paper, you made critical reviews of various earlier project paper, provided valuable insights and academic training to improve the quality of the work. I am grateful for your stimulating guidance and encouragement during the period of preparation on this Project paper. Without your guidance, this would simply not have been possible.

There may have many omissions and errors on my part but I have tried my level best to prepare this project to the required standard.

I am looking forward for your kind appraisal on this project.

Thanking you in anticipation,

Md. Ismail Hossain

## Acknowledgement

I am indebted to many people for encouraging me and supporting throughout my learning and working while making this project paper and I want to show my appreciation to these people.

I am very much grateful to M. Sayeed Alam, my respected course instructor of Project Work (BUS- 498), who assigned us this challenging project. He always guided me to take and overcome this challenge successfully. Without his help in every step it was quite impossible for me to draw to a close of this project as it should be in time.

At every moment I learn by heart all of my friends who really encouraged me in every stage of this project with their support, encouragement and ideas which really assisted me a lot to make this project to be successful. Without their guidance and friendly assistance, this project would not be possible.

Also I am appreciative to all the fellows who provided me with their supreme endeavor. Devoid of their help it would not have been at all achievable. They have provided me with all the information and also supported me a lot.

# Executive Summary

This project is more of a ``**Pattern of Online information seeking behavior for job seekers of Dhaka city**''. This project has been focused on factor's analysis of the E-Recruitment process and I will prepare this report according to my study. E-recruitment is becoming increasingly sophisticated in the private sector. The concept of issuing and applying for a job via a website has moved forward to tracking the complete employment lifecycle of a successful candidate within the organization. A huge benefit of moving to an e-recruitment system has been the ability to easily track and record information on a range of relevant factors. Factors which are regularly tracked and reported on include the proportion of successful candidates coming from various sources, diversity profiles of candidates, time to hire for specific roles and cost of hire. Recruiters also have an accessible record of all transaction with candidates, and so can easily answer any queries which arise.

# Table of Content

# CHAPTER – 1

# INTRODUCTION

## Introduction

I have assigned to do project report to create relation between my study and the real life scenario, so by getting ideas from my course instruction I choose **"Pattern of Online information seeking behavior for job seekers of Dhaka city"**. I am doing project report on factor's analysis of the E-Recruitment process and I will prepare this report according to my study. I will try my level best to give my effort and concentration to prepare the report.

E-recruitment is becoming increasingly sophisticated in the private sector. The concept of issuing and applying for a job via a website has moved forward to tracking the complete employment lifecycle of a successful candidate within the organization. A huge benefit of moving to an e-recruitment system has been the ability to easily track and record information on a range of relevant factors. Factors which are regularly tracked and reported on include the proportion of successful candidates coming from various sources, diversity profiles of candidates, time to hire for specific roles and cost of hire. Recruiters also have an accessible record of all transaction with candidates, and so can easily answer any queries which arise.

Some of the organizations interviewed as part of this research felt that adopting e-recruitment has helped them to bring their vacancies to the attention of a wider field of applicants and to recruit a more diverse staff.

## Objectives:

The rapid growth in the use of e-recruitment methods and technologies in recent years, there has been little research looking at the practices of Dhaka City's organizations in this area. This report focuses on the practices and experiences of Dhaka City's employers in relation to e-recruitment, and encompasses public and private sector perspectives in addition to making international comparisons where appropriate. By gaining an understanding of the advantages and challenges associated with the different approaches that are available and being used, a better understanding can be reached on how to optimize the use of e-recruitment systems in Dhaka City.

The main aims of this research were to:

- Establish the overall trends in e-recruitment use and practice in Dhaka City.
- Identify what e-recruitment methods are being used, and what the experiences are of organizations trying to implement e-recruitment
- Establish how organizations are evaluating their e-recruitment initiatives, and establish the level of success being experienced.

There were several key strands to this project, including a survey of a broad sample of Dhaka City's organizations to establish the extent to which e-recruitment was being used, and a series of meetings with case study organizations in order to gather more in-depth information on the approaches implemented and the impact of introducing e-recruitment.

In addition, interviews were held with a number of e-recruitment technology vendors to obtain information on the web-enabled products/solutions they provide, and on their views on likely future developments in this area.

## Management problem:

- How to attract the job seekers to get job from the E-Recruitment process?

## Market researcher problem:

- Determine the job seekers preferences and intentions to get the job from this process.

### The specific components:

- What criteria do job seekers think when they select the job?

- How do job seekers evaluate this process?

- What is job seekers market current condition?

- What is the demographic, behavioral and psychographic profile of the job seekers?

## Methodology:

The purpose of this study was to research the perceptions and behaviors of University students towards online recruiting. In order to examine issues related to online hiring and job searching, a survey was conducted with 30 business students to determine who was online and how they were using the Internet in a job search. Demographic features included ethnicity, gender, age, and work experience. The methods I will be utilizing to collect both qualitative and quantitative data are the following:

## Short-term objectives: phase 1

1. To interview senior HR personnel in large corporate of comparable size to central Government departments and key HR infrastructure providers.
2. To investigate how far the best practice examples are meeting the objectives of their respective organizations and could benefit the public and private sector.

3. To quantify the level of risk for the private sector in developing an e-recruitment strategy to develop insight for the public sector.

4. To assess and utilize the impact of IT on future-proofing an IT strategy.

## Term objectives: phase 2

1. To undertake interviews with a more extensive range of private sector organizations, in particular, with those either brokered or put forward during the first phase and to develop a focus on newspapers. The rapid shift of advertising from print media to online is stimulating acquisitions by regional newspaper groups.

2. To quantify the costs that are likely to accrue from substantial savings inherent in the adoption of e-recruitment best practice techniques.

## Limitations:

- The report is mainly based on survey to the respondents.

- Some respondents may be unwilling to give actual answer.

- Unavailability of information in the secondary sources.

# CHAPTER – 2

# ON

# BACKGROUND OF HISTORY: E-RECRUITMENT

## 2.1 What is e-recruitment?

Having the right person, in the right place, at the right time, is crucial to organizational performance. Recruitment is a critical activity, not just for the HR team but also for line managers who are increasingly involved in the selection process.

It doesn't replace legal advice. All those involved in recruitment activities should be aware of relevant legislation and the latest legal position on issues such as discrimination and the need to treat candidates fairly, asylum and immigration rules, data protection, and employing those with criminal records and anyone who will be working with children or vulnerable adults.
E-recruitment, also known as online recruitment, is the use of technology to attract and recruit candidates.

## 2.2 The rise of the E-Recruitment:

The recruitment process both internationally and in Dhaka City has been changed significantly in recent years. Low levels of unemployment and increasing skills shortages in many areas has led to increased competition to recruit the best people. The increased competitiveness in the recruitment market has led to organizations spending more time, effort and resources on developing their recruitment brand and expanding the range of advertising methods (both online and traditional) used, to try and attract quality applicants from as broad and diverse a pool possible. The recruitment process itself has also undergone a dramatic transformation in recent years with the utilization of the internet. The use of the internet as a means of connecting the job seeker and the employer, and as a medium for conducting certain elements of the recruitment process is described by a number of different terms including online recruitment, internet recruitment, web-based recruiting and e-recruitment. Internet tools that enable employers/recruiters to reach a wider pool of potential applicants and to fill positions faster with less cost to the organization are obviously advantageous in such a competitive environment.

E-Recruitment is becoming a significant part of the recruitment strategy of a wide range of organizations world-wide, in addition to becoming an increasingly popular method for job seekers in searching and applying for jobs.



**Talent Flows**

| Potential Labour Pool | Labour Pool | Applicant Pool | Candidates | Offer Candidates | New Hires | Productive Employees |

| Building/ Planning | Recruiting | Screening | Selecting | Offering and Closing | On-boarding |

**Staffing Processes**
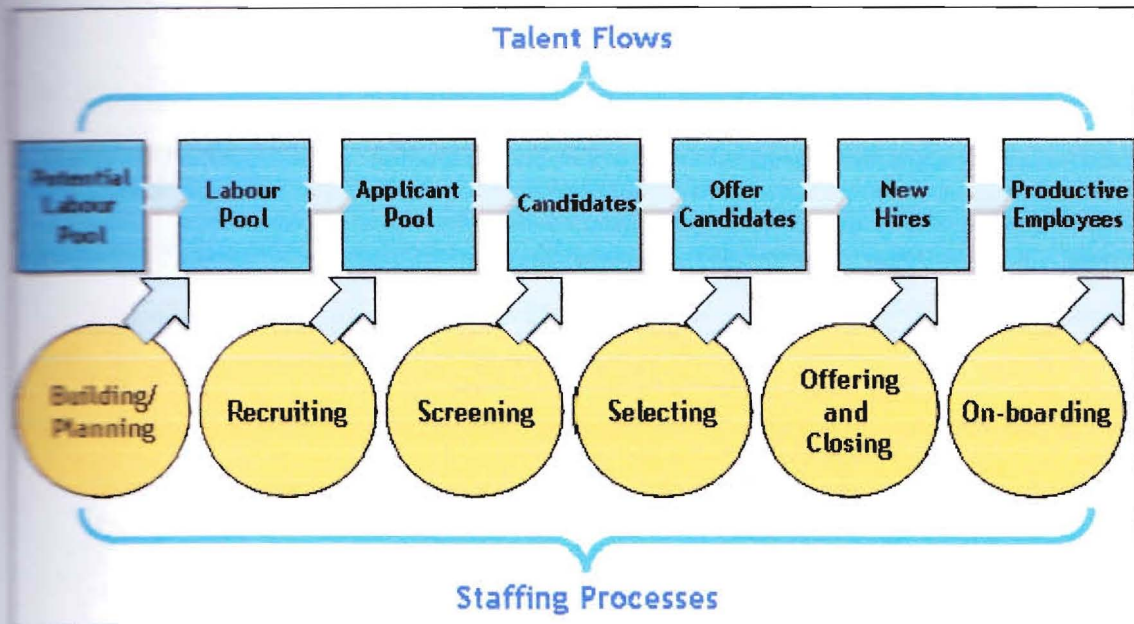
Figure 1.1 illustrates the typical process involved in recruiting staff

**The internet can be used to facilitate any or all of the main processes of:**

- Attraction (advertising/ recruiting)
- Selection and assessment (screening and testing)
- On-boarding (offering and closing, induction)

In addition e-recruitment can be used, in parallel, to support applicant tracking and workflow systems. As we will see, organizations differ in the extent to which they apply web-based tools. Organizations most commonly use online recruitment at the attraction stage of the process in terms of advertising positions and receiving application forms/cv's from candidates.

Using the internet to attract and recruit applicants can be done in a number of ways, some of which are relatively passive, such as posting job advertisements on a website or job board, or more proactive in terms of actively searching internet sources to identify potential candidates. There are some following methods of using the Internet to attract candidates, but also acknowledge that approaches are continually changing.

> **Company websites**- Advertising posts and providing information to candidates through the company website. The facility to apply online is often also provided.

> **Job Boards**- Commercial general purpose recruitment portals, (e.g. Monster.com, Yahoo!) or niche job boards aimed at a specific industry. A 'job board' could be your starting point for building an effective online HR strategy.

Today, job boards are the fastest growing area in recruitment, with traditional recruitment agencies leading the way using them to raise awareness with jobseekers to supplement their existing search and selection services.

Job boards come in three general types:
1. Niche boards which are specializing in recruitment to certain industries.
2. Generalist jobs boards taking adverts for everything from cleaners to chief executives.
3. Local job boards which focus on opportunities in a particular geographical area.

> **Online Searching**- Recruiters searching online sources such as company websites/professional chatting sites/organizational profiles etc. to identify potential candidates who may not be actively looking for a job.

> **Relationship recruiting**- Using the internet to build and maintain long term relationships with passive candidates, through using internet tools to learn more about web visitors' interests and experience and to e-mail regular updates about careers and their fields of interest.

Other research, the use of online methods using the screening, selection and on-boarding elements of the election process which is less common than at the attraction stage, but e-

recruitment process is becoming more widespread as the technology available to organizations development and becomes more sophisticated.

## 2.3 The recruitment process:

The figure below gives an overview of the main stages in good practice recruitment and selection.
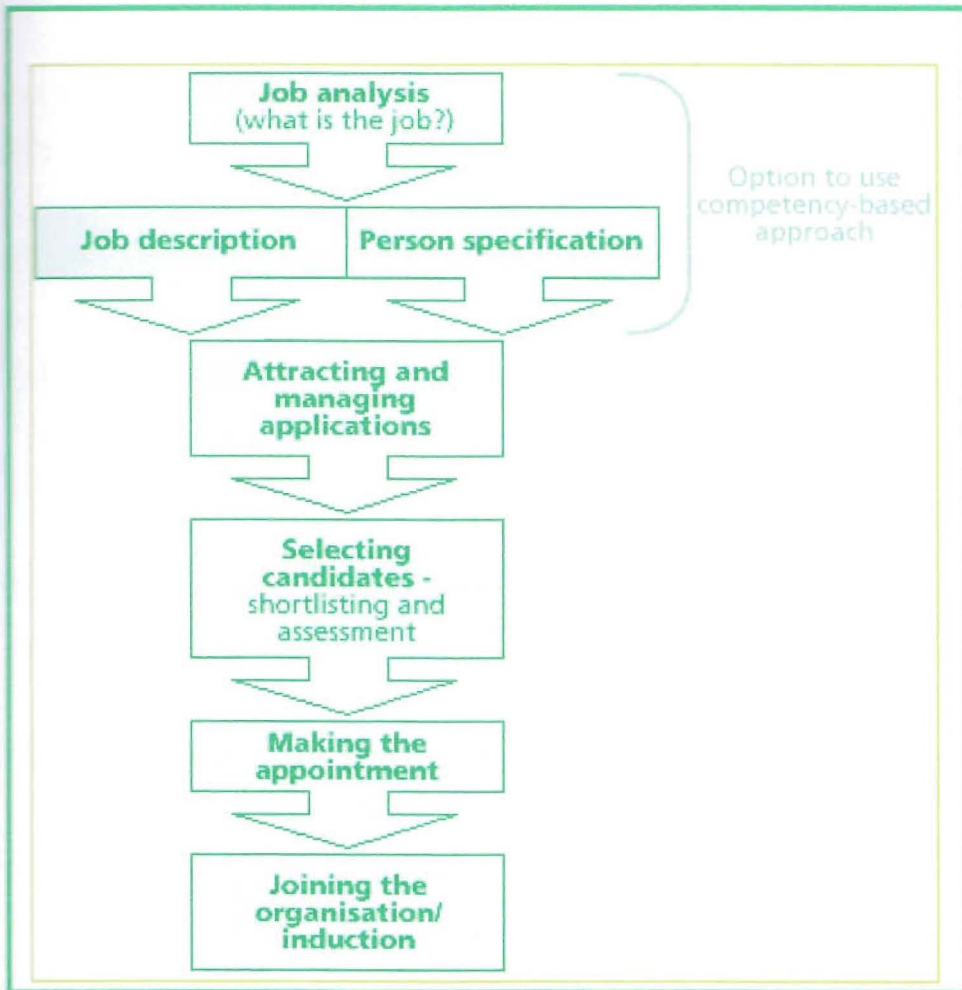
### 2.3.1 Job analysis

Before recruiting for a new or existing position, it is important to invest time in gathering information about the nature of the job. This means thinking not only about the content (such as the tasks) making up the job, but also the job's purpose, the outputs required by the job holder and how it fits into the organization's structure. It is also important to consider the skills and personal attributes needed to perform the role effectively.

Ways to gather this objective information include observation of the job-holder, questionnaires, interviews or work diaries. Where a new role is being created the use of expert panels is particularly helpful.

This analysis should form the basis of a job description and person specification/job profile

### 2.3.2 Job description

The job description benefits the recruitment process by:

➢ Providing information to potential applicants and recruitment agencies who may be recruiting on your behalf

➢ Acting as an aid in devising job advertisements and employment contracts, choosing selection techniques and, for example, when designing assessment activities and making decisions between candidates

➢ Minimizing the extent to which recruiters allow subjective judgments to creep into their decision-making, helping to ensure that people are selected fairly.

It can also be used to communicate expectations about performance to employees and managers to help ensure effective performance in the job.

### 2.3.3 Person specification/job profile

A person specification or job profile states the necessary and desirable criteria for selection. Increasingly such specifications are based on a set of competencies identified as necessary for the performance of the job.

In general, specifications should include details of:

- Skills, aptitude, knowledge and experience
- Qualifications (which should be only those necessary to do the job - unless candidates are recruited on the basis of future potential , for example graduates)
- Personal qualities relevant to the job, such as ability to work as part of a team.

Competency frameworks may be substituted for job or person specifications but these should include an indication of roles and responsibilities.

The person specification/job profile can then be used to inform the criteria you use to shortlist applicants

### 2.3.4 Attracting applications

The first stage is to generate interest from candidates and there is a range of ways of doing this.

#### i. Internal methods:

It is important not to forget the internal talent pool when recruiting. Providing opportunities for development and career progression increases employee engagement and retention and supports succession planning.

Some organizations operate an employee referral scheme. These schemes usually offer an incentive to existing employees to assist in the recruitment of family or friends and they have been growing in popularity over the last few years. But employers should not rely on schemes such as these at the expense of attracting a diverse workforce.

**i. External methods:**

There are many options available for generating interest from individuals outside the organization. These include placing advertisements in trade press, newspapers, on commercial job boards and on your organization's websites or other third parties websites. As the use of technology in recruitment increases, organizations are looking at how they can build databases or pools of 'ready' candidates who they can draw on to slot into positions in the organization as they arise, without the need to re-advertise.

Advertisements should be clear and indicate the:

- Outline requirements of the job
- Necessary and the desirable criteria for job applicants (to limit the number of inappropriate applications received)
- Nature of the organization's activities
- Job location
- Reward package
- Job tenure (for example, contract length)
- Details of how to apply.

Advertisements should be genuine and relate to a job that actually exists. They need to appeal to all sections of the community using positive visual images and wording.

### 2.3.5 Managing the application process

There are two main formats in which applications are likely to be received: the curriculum vitae (CV) or the application form. It is possible that these could be submitted either on paper or electronically and the use of e-applications (Internet, intranet and email) is now part of mainstream recruitment practices.

As the use of technology in recruitment increases, organizations are looking at how they can build databases or pools of 'ready' candidates who they can draw on to slot into positions in the organization as they arise, without the need to re-advertise.

## 2.3.6 Selecting candidates

Selecting candidates involves two main processes: short listing and assessing applicants to decide who should be offered a job.

Selection decisions should be made after using a range of tools appropriate to the time and resources available. Care should be taken to use techniques which are relevant to the job and the business objectives of the organization. All tools used should be validated and constantly reviewed to ensure their fairness and reliability.

## 2.3.7 Making the appointment

Before making an offer of employment, employers have responsibility for checking that applicants have the right to work in the Dhaka City, and to see and take copies of relevant documentation from the job seekers.

Offers of employment should always be made in writing. But it is important to be aware that a verbal offer of employment made in an interview is as legally binding as a letter to the candidate. Employers must also be aware of the legal requirements of and what information should be given in the written statement of particulars of employment.

## 2.3.8 Joining the organization

Well-planned induction enables new employees to become fully operational quickly and should be integrated into the recruitment process.

# Chapter– 3

# On

# Aims and Objectives

## 3.1 Our Aims and Objectives

This report focuses on the practices and experiences of Dhaka city's employers in relation to e-recruitment and encompasses public and private sector perspectives, in addition to making international comparisons where appropriate.

The level and extent of the use of the internet in recruitment is wide and varied. By gaining an understanding of the advantages and challenges associated with the different approaches that are available and being used, a better understanding can be reached on how to optimize the use of e-recruitment systems here in Dhaka city.

The main aims of the research were to:

> Establish the overall trends in e-recruitment use and practice in Dhaka city.
> Identify what e-recruitment methods are being used, and what are the experiences of organizations trying to implement e-recruitment.
> Establish how organizations are evaluating the success of their e-recruitment initiatives, and establish the level of success being experienced.

Through this research, we try to establish a baseline on the use of e-recruitment in Dhaka city, so enabling the on-going monitoring of progress and developments in this area.

## Recruitment methods

In order to understand the extent to which e-recruitment is being used and how significant it is alongside other more traditional recruitment methods, the survey sought information regarding the full range of recruitment methods used by the organization during the past year and now in present.

| Recruitment process used in past and present | Usage percentage of past | Usage percentage of present |
|---|---|---|
| 1. regional newspaper | 7 | 1 |
| 2. National newspaper | 41 | 25 |
| 3. TV advertising | 0 | 0 |
| 4. professional Magazine | 1 | 3 |
| 5. Recruitment agency | 2 | 3 |
| 6. Online corporate website | 9 | 20 |
| 7. Third party job website | 4 | 7 |
| 8. Employee Reference | 7 | 8 |
| 9. Internal recruitment | 20 | 15 |
| 10. Direct mail shot | 9 | 18 |

Source: from the google/usage rate of online process

The table shows employers use a wide range of recruitment/attraction methods, with the most common ones being:

- Newspapers
- Internal recruitment
- Corporate websites
- Third party job website

Usage pecentage of past

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5. Recruitment agency
6. Online corporate website
7. Third party job website
8. Employee Reference
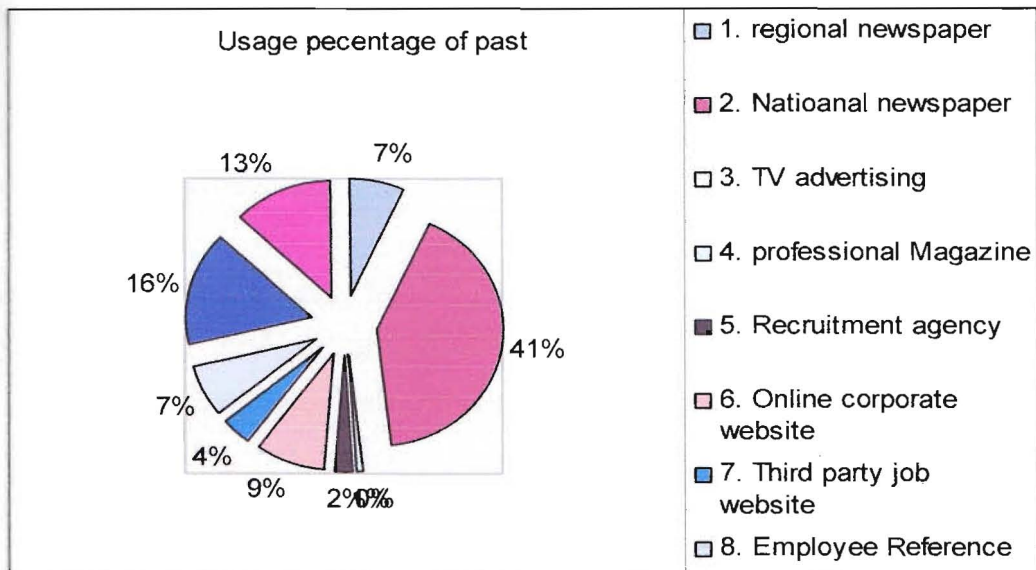
41% of respondents considered national newspapers to be their most successful recruitment method in the past but now its decrease by 16%; however the survey results also show that employers place significant value on the use of websites, be they corporate or third party, with about 38% of respondents using these as part of their recruitment strategy.



Usage percentage of prese

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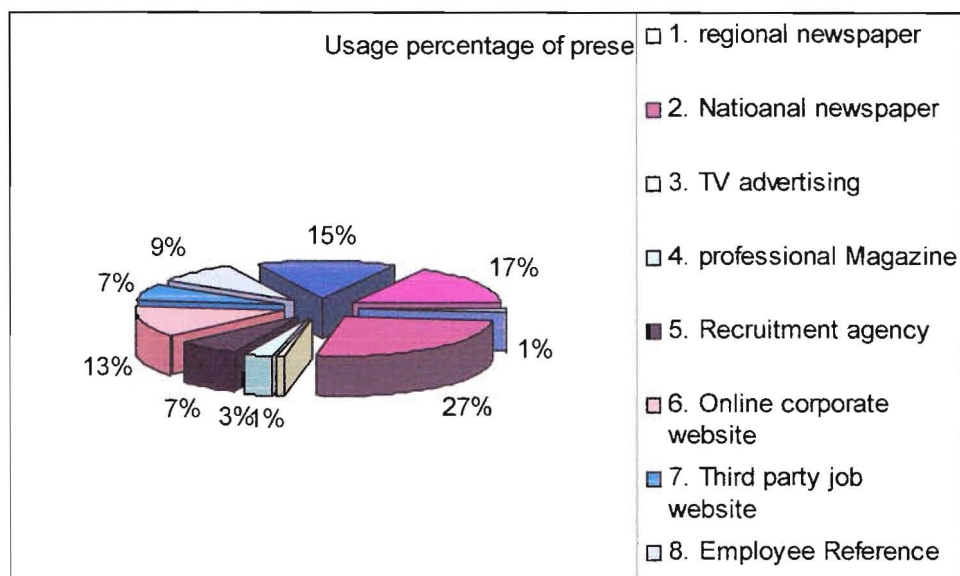
This is in line with other research suggesting that online recruitment methods both corporate websites and online job boards are seen as amongst the most effective attraction methods, along

with newspaper advertising. Surveys suggest that, where an organization has a corporate internet, posting of vacancies on this is the norm. this survey however show a significant increase in the proportion of organizations using commercial web sites, which suggests that organizations are advertising online on a number of different sites.

Some research in this area also found that many employers believe that industry-specific sites/job boards are a better resource than general job boards, as they enable employers to identify more suitable candidates because specialist boards tap into a self-defining market.

These findings were borne out in the discussions with survey study on organizations, where most were using a 'mixed- model' approach to recruitment, and maximizing their chances of attracting the right candidates by using a range of methods. It was also common for employers to use different strategies for specific groups of staff, such as advertising in specific/trade journals/niche internet sites for specialist technical or professional staff or executive search for senior or executive appointments.

## 3.2 Future Developments in e-recruitment

The section below discusses where we might see developments in online recruitment practices in the near future.

### 3.2.1 Career / Recruitment Websites:

Organizations are developing increasingly sophisticated career sections of their website in an effort to attract talented candidates. Many organizations now have dedicated 'career sites', which include many of the features present on recruitment agency career sites such as facilities for candidates to register their details, receive updates on opportunities, apply using an online application form, and save and keep track of previous applications.

Employers are using their careers websites to brand their organization as an employer of choice and are presenting candidates with detailed information about the organization, employee

profiles, and 'day in the life' information, in a bid to attract good candidates to apply. Increasingly, organizations are also including information about their values and policies on diversity to increase the likelihood of best fit in the self-selection stage.

### 3.2.2 **Personalizing the Project:**

A key goal for employers in the current labor market is to benefit from the efficiency of e-recruitment at the same time as trying to ensure that the process does not loose its 'personal touch', and become off-putting for applicants. Report shows that a more personal approach is beneficial in helping the candidate feel more positively about the process. Automatic rejections can create very negative perceptions if sent too soon or if they are badly worded.

Encouraging candidates to set up personal profiles or accounts on the website and ensuring all communication uses candidates' names is a good starting point in personalizing the process. Other positive initiatives include providing a contact name and telephone number, so candidates can follow up if they have any queries in relation to the online communication which they received.

Some organizations are also being selective about how they use the internet to communicate with candidates' like- making personal contact by phone after a certain stage in the process at the same time as still using their e-recruitment system to track and record the progress of applicants through the recruitment stages. Employers are also increasingly using alternative technology such as **SMS messaging and IVR** (Interactive voice response) technology to communicate with candidates.

Ensuring that websites are accessible to candidates with disabilities and providing alternative application methods where necessary. It is also being increasingly recognized as important in terms of ensuring good candidates are not excluded because of the application method and that organizations are not breaking the equal opportunities legislation.

### 3.2.3 **Applicant Tracking**

The use of applicant tracking systems can enable employers to track the source and progress of applicants through the various stages of the recruitment process which is becoming increasing common.

Applicant tracking will become increasingly important as more of the recruitment and selection process becomes automatic and will enable recruiters to track how candidates have performed on automatically scored screening questionnaires, personality and ability tests, in addition to facilitating easy communication with candidates.

Where traditional recruitment methods form part of the selection process like- telephone interviews, these will increasingly be tracked and managed online with use of online scheduling, and recording of performance information.

The growth in demand for such tracking systems is illustrated by the increased number of specialist ATS vendors in operation in addition to the fact that many of the large ERP software providers such as Oracle and SAP have in recent year's added applicant tracking as a module to their existing HR systems. These applicant tracking systems are becoming increasingly sophisticated to facilitate not just the recruitment process but many aspects of the 'on-boarding' stage. Features such as, the facility to set up e-mail accounts, complete bank details and medical questionnaires and to provide information to new hires team etc. which are being added to more advanced recruitment or applicant tracking systems.

### 3.2.4 **Screening**:

With an increasingly global and web literate recruitment market positions advertised online are likely to attract larger numbers of applicants. This scenario is predicted to lead to a greater use of screening tools aimed at narrowing the pool to a smaller number of more suitable applicants. Tools such as self assessment questionnaires and screening questionnaires based on fit to the organizational culture are likely to become more prevalent in the future in addition to automatic scoring of personality, situational, work style and competency questionnaires. Using the internet

to administer a greater range of valid objective assessment techniques to screen large numbers of candidates will greatly maximize its value in the recruitment process.

### 3.2.5 Testing

The internet provides the opportunity to deliver assessment tests in a way that is quicker, cheaper and requires fewer resources than administering them in paper and pencil format.

In recent years online testing is used only for vacancies likely to attract a high volume of applications such as graduate programs but organizations are now extending online assessment to a broader range of jobs. In addition organizations are using a broader range of tests online including not only standard ability tests but personality tests and situational judgment tests.

In addressing concerns around candidate authentication and maintaining the integrity of testing online, test publishers are increasingly using item generation and test generation programs to protect the security of ability tests and ensure that they do not become compromised through repeated exposure. The administration of a shorter version of the test under supervised conditions, the process is becoming the accepted standard for authenticating of the candidate. The earlier online selection process mentioned that it is an excellent example of how this can work successfully with large volumes of candidates in a challenging environment requiring high levels of transparency and accountability.

The delivery of tests via on-line platforms but in supervised venues is an alternative model which is also becoming popular and has the advantage of face-to-face authentication by an administrator. The internet is facilitating the development of new more innovative, dynamic and job realistic assessments like- stock market trading simulations. The extension of internet technology to the delivery of virtual assessment centers and on-line interviewing is also more likely to become common in the future.

# CHAPTER- 4

# ON

# THEORETICAL INFORMATION

## 4.1 <u>Who is using e-recruitment?</u>

Other surveys of e-recruitment in Dhaka city suggest that usage of online recruitment methods has substantially increased over recent years to the point where they are now a central feature of the recruitment strategy in large organizations. A survey in 2004  found that the proportion of organizations within a public sector context that were using e-recruitment techniques had risen substantially grow from just in 2001 to 2004.

In our country specifically, adoption of e-recruitment by companies has seen the same general upward trend, with most of organizations using their website to advertise jobs in 2005, compared with 2002. This survey similarly identified a high level of current or intended future use of e-recruitment. E-Recruitment forms an important part of the recruitment strategy of Dhaka city's organizations with:

➢ Nearly all respondents 91% stating that they are either using or planning to use the internet for some aspect of the recruitment process.

**Importance of online recruitment strategy**

33%   2%   39%

26%

□ Very important
■ quite important
□ emerging importance
□ no importance
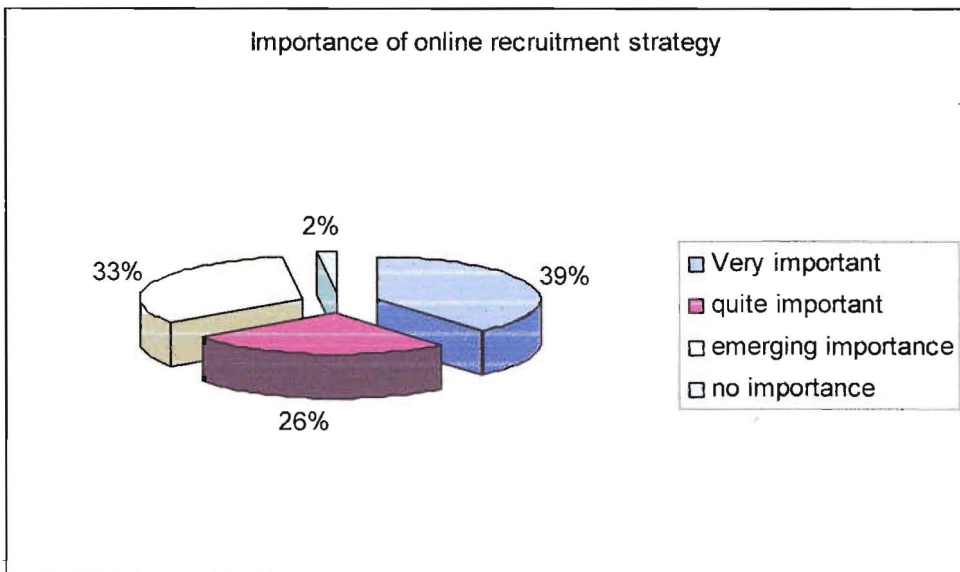
➤ 39% indicating that online recruitment is a 'very important' part of their overall recruitment strategy

➤ 26% indicating that it was 'quite important'

➤ 33% indicating that it was of 'emerging importance'

➤ Rest of 2 percents said it was 'of no importance'.

## 4.2 E-Recruitment and job types

In Dhaka city, as in other countries, employers' use of the internet as a recruitment tool tends to vary according to different job roles and types of vacancy. As might be expected, recruitment into manager/administrator and professional occupations is most likely to be done using online methods. Three quarters of respondents say they are using, or plan to use, the internet for recruitment into clerical and secretarial roles. Respondents were less likely to use e-recruitment methods for occupations like plant and machine operative roles and personal and protective roles.

Information from survey on organizations also confirmed that the internet is particularly suitable for handling large volumes of applications – for example, for call centre operatives, temporary posts or graduate vacancies. Banks, for example, had initially introduced online recruitment for its graduate recruitment program, to help deal efficiently with the high level of applications received, before subsequently extending it to other vacancies.

The proportion of respondents to the survey currently using, or planning to use the internet to recruit graduates is low in comparison with some other roles. This is contrary to information on e-recruitment internationally, which suggests this is the group most often targeted by online recruitment methods.

## 4.3 Why the growth in e-recruitment?

Today's market suggests that the primary drivers for introducing e-recruitment are cost reduction, speedier processes, access to a wider pool of applicants and better employer branding. The most important drivers in the use of e-recruitment were:

> - To reduce recruitment costs
> - Easy to manage
> - To target a larger or more diverse pool of applicants.
> - The reduction in administration (closely related to cost reduction),
> - Speed of recruitment
> - Improvement in brand image

These are the reported as key factors in implementing e-recruitment for a smaller proportion of organizations.

## 4.4 Attraction and branding

The survey respondents tended to use a mixed model for recruiting, combining online and more traditional methods. In terms of using online methods to attract candidates, most employers use their corporate website and intranet to promote vacancies, in addition to the use of job boards and other third party websites, in some instances.

It is clear from our discussions with Dhaka city's employers that in the current competitive labor market, attraction has become the most challenging part of the recruitment process. Employers are now applying to recruitment the type of marketing techniques organizations use to attract customers. Organizations are focusing more on their 'employer branding' to ensure they project an image of the organization as a desirable place to work, in order to help them attract the best talent out there.

Research has been carried out which supports the benefit of using e-recruitment for brand or corporate profile reasons. It shows that internet-based selection procedures can have a positive impact on perceptions of the organization amongst potential applicants. Some employers have

moved to online recruitment to remain competitive in their industry, to promote themselves as being an 'employer of choice' or to brand themselves as being an 'e-business'.

## 4.5 The Application process

The advertising/attraction phase, the application phase is the next most common part of the recruitment process for which employers are using e-enabled methods. Online application methods vary greatly in their level of sophistication. The most basic use of the internet to facilitate the application process is simply receiving e-mailed CVs and application forms rather than paper versions. More sophisticated approaches involve specially designed online application forms, which collect and store specific information about candidates and which often have the facility to automatically rate or categories candidates on the basis of certain criteria/responses to questions.

The findings from this study reveal that most of the organizations responding have the facility for candidates to submit applications online.
However, with the growing number of applicants, organizations are beginning to recognize the benefit of using application forms to enable a structured format and the use of screening software. Most sites now include verification statements to try to ensure the authenticity of information submitted as part of online application forms.

Online application forms are typically more common for campaigns for which there is a high volume of applications like graduate recruitment, where the volume of applicants means it is beneficial to design a specific application form tailored to that job which would allow online shifting/short-listing to be easily carried out.

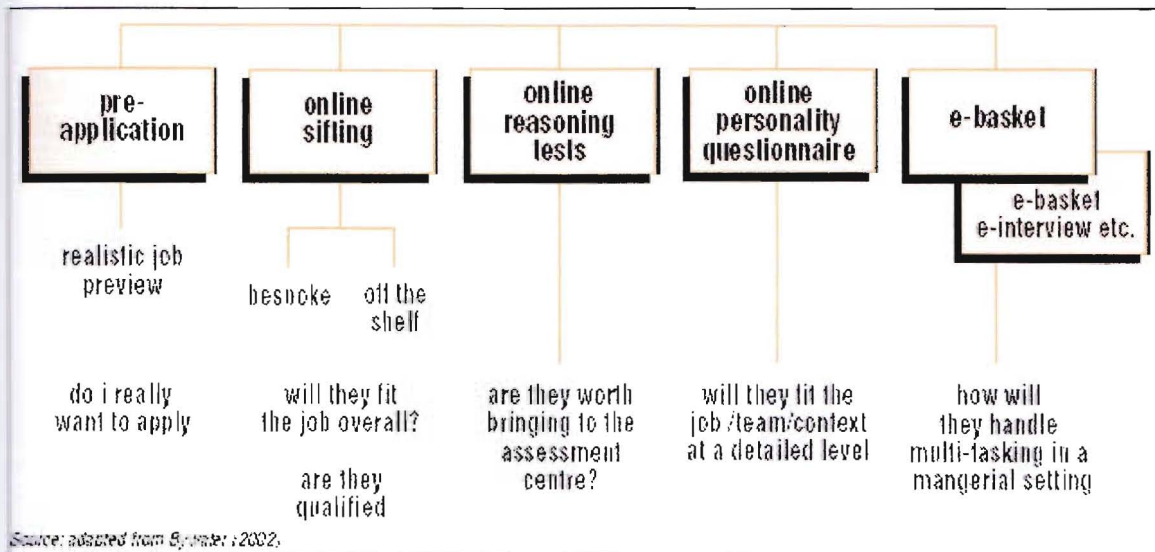This research has also established the variation in the use of online applications depending on the role being recruited for. This had the advantage for the Human Resource employers to find out more efficient and to eliminating any of the problems associated with a dual system like, accepting both online and paper-based applications and improving the ease with which all applications can be tracked and responded to.

In some instances concern over equality of access has led organizations to offer various application methods besides online, particularly for vacancies for which the target population may have a low level of IT skills. Some of respondents to the survey made provision for those without internet access, usually involving accepting paper-based applications by post, by fax or via agencies.

There is also increasing focus on ensuring that websites and application processes are designed to be as accessible as possible to candidates with disabilities, and to provide alternative application methods for candidates who cannot apply using these methods due to a particular disability.

## 4.6 Screening/Assessment/Selection

The figure below illustrates that the various options that are open to organizations in terms of using e-recruitment to screen applications and to assess and select candidates at various stages of the recruitment process.



| pre-application | online sifting | online reasoning tests | online personality questionnaire | e-basket |
|---|---|---|---|---|
| | | | | e-basket e-interview etc. |
| realistic job preview | bespoke    off the shelf | | | |
| do i really want to apply | will they fit the job overall? are they qualified | are they worth bringing to the assessment centre? | will they fit the job /team/context at a detailed level | how will they handle multi-tasking in a managerial setting |

Source: adapted from Sylvester, 2002

While many organizations are providing detailed information on the website to give candidates more of a feel for what it is like to work in their organization, only few of the survey respondents

stated that they are using self-assessment tools at the pre-application stage. A self assessment questionnaire is a tool which requires a potential candidate to rate themselves against the skills/competencies required for a role as a means of getting them to think about the requirements of the job and realistically estimate their ability to meet these requirements.

### 4.6.1 Screening at application stage

The use of online screening tools appears to be in its infancy at present. Recent research to the companies found that only minimum percentage of organizations that use online recruitment includes some kind of screening questions.

The automatic screening of applications may be avoided by some organizations due to the current labors market and the difficulty in attracting the right candidates, making recruiters fearful that an automatic screening process might rule out some potentially good candidates or discourage candidates who may be suitable for other roles from applying again. This is particularly relevant for organizations recruiting for a range of specialized roles rather than more generic roles as specialized roles are likely to attract smaller applicant numbers Several study on organizations had e-recruitment systems which could rate applicants against the required criteria, but generally the preference was for the recruitment team to physically review all applications in order to ensure that potentially suitable people were not being rejected.

On the other hand, some organizations find the use of automatic screening invaluable due to the large number of applications they receive for some roles like graduate programs.

### 4.6.2 Online Testing/Assessment:

In the screening, there is potential to further reduce the candidate pool prior to having face to face interaction by administering assessments tests or exercises through the internet. The types of tests most commonly administered online are ability tests like Verbal tests, numerical or clerical ability or personality tests or questionnaires. The use of e-enabled techniques as part of the assessment process is not as common amongst in Dhaka city's organizations as their use at the

attraction and application stages but there is evidence that it is increasing, especially amongst larger organizations.

Here in Dhaka city, the figure seems to be even smaller portion of the survey respondents indicating that they used online assessment tests. However, interviews with organizations and assessment specialists would suggest that online testing is becoming an increasingly popular option amongst larger organizations in our country.

A key reason why some of the studies on organizations were not administering tests online was that they brought relatively small numbers of candidates forward to the testing stage of the process, and felt that the benefits in efficiency of testing online would not warrant the investment required to be able to do this. It is clear that online testing becomes much more attractive where large numbers of candidates are being assessed.

Other organizations had concerns over verification of candidates' identity and cheating when tests were administered online. To deal with this concern, it is common practice where online testing is used to re-test successful candidates. This study uncovered very little evidence of either public or private sector organizations in Dhaka city using the Internet to deploy other forms of assessment.

The following diagram illustrates that the online selection process being used by the both public and private organization in our country and demonstrates how the use of e-recruitment methods at both the application and assessment stage can maximize the efficiency of the process.
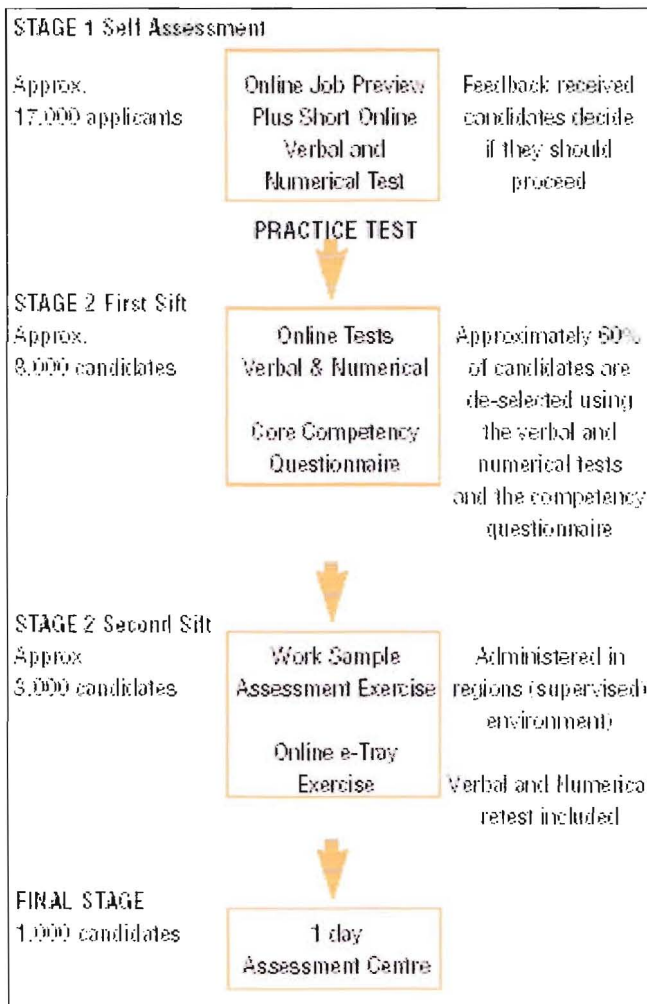
STAGE 1 Self Assessment

| Approx. 17.000 applicants | Online Job Preview Plus Short Online Verbal and Numerical Test | Feedback received candidates decide if they should proceed |

PRACTICE TEST

STAGE 2 First Sift

| Approx. 8.000 candidates | Online Tests Verbal & Numerical  Core Competency Questionnaire | Approximately 60% of candidates are de-selected using the verbal and numerical tests and the competency questionnaire |

STAGE 2 Second Sift

| Approx 5.000 candidates | Work Sample Assessment Exercise  Online e-Tray Exercise | Administered in regions (supervised) environment)  Verbal and Numerical retest included |

FINAL STAGE

| 1.000 candidates | 1 day Assessment Centre | |

**Figure:** Graduate Requirement of online application and assessment process run by private organization of Dhaka city

Diagram above illustrates that the online recruitment system put in place by private organization ob Dhaka city for its Fast Stream graduate recruitment program. Recruiting the best people from a very large number of applicants in a short time period was essential for our company and they took the decision to move to an online process to enable them to achieve the goal. These organization experienced significant benefits from introducing this online process including a dramatic reduction in the recruitment time-cycle, less candidate complaints due to a more

transparent process and a greater ability to reduce the adverse impact of verbal and numerical tests by introducing a second sift stage before the assessment centre.

## 4.7 How E-Recruitment is being used in practice:

- Within Dhaka city's organizations most progress could be made in using online methodologies at the front end of the recruitment process to advertise positions, receive applications and respond to queries from applicants
- Organizations are making use of dedicated career sites to help with their employer branding and provide detailed information to applicants about the job and the organization.
- Uses of internet based tools to track applications and communicate with candidates are relatively common in our organizations.
- Most organizations will accept paper based applications with only a quarter insisting all applications for certain vacancies be made online.
- Almost one third of survey respondents had created a database of speculative applications which they searched when new vacancies arose
- Where online screening of applications is used it is most commonly based on educational qualifications.
- Minimum numbers of Dhaka city's organizations were using online assessment tests.

## 4.8 How is e-recruitment being managed?

There are important practical questions regarding the management of e-recruitment, including what technology is available and being used, how well the technology is linked with other HR systems and the role of HR and line managers in the recruitment process. These issues are discussed in more detail in this section.

### *4.8.1.* <u>Role of HR</u>

There is a general trend towards line managers taking more direct responsibility for recruitment, and HR playing more of a co-ordination and facilitation role. It is evident from this research that adopting e-recruitment practices can facilitate this model, by removing much of the HR administrative burden, and enabling HR to operate at a more strategic level.

However, while line managers may have more involvement in terms of reviewing and short lings applications/CVs for their particular vacancies, HR continues to play a key role in terms of defining and controlling the overall recruitment strategy, and ensuring that systems are flexible to meet changing recruitment needs, and to develop effective talent management strategies.

Discussions with organizations revealed that where e-recruitment systems had been implemented these were introduced and continued to be controlled by the HR function. While e-recruitment systems facilitate the easy transfer of candidate information to line managers, line managers generally had limited access to the e-recruitment systems with HR tending to act as a broker between line manager and candidate. Many HR functions in organizations had worked closely with the line managers both at the design and implementation stages of introducing e-recruitment.

### *4.8.2* <u>E-Recruitment Technology</u>

While this report aims to identify the key trends and relevant issues in carrying out e-recruitment, rather than examine in detail the types of technology available, the technology available certainly has some impact on the practices of organizations, and for this reason some attention was directed at identifying what was on offer from technology vendors.

The majority of organizations are largely dependent on a range of third party suppliers in the form of job boards and suppliers of recruitment systems/applicant tracking software. As this technology develops organizations are being presented with more choice in relation to the range of systems available, how the systems are managed, and the levels of customization possible.

There are two main categories of products used to support e-enabled recruitment, namely recruitment tools/modules introduced by the large ERP software and products developed by vendors specializing in recruitment software like applicant tracking, testing etc.

ERP software providers, who have tended to base their core HR systems around managing employee and payroll information, have added new recruitment modules. **Oracle**, for example, has developed 'Talent Acquisition Manager', as part of People soft. This package allows candidates to search, view and apply for vacancies online, as well as tracking applications through the various stages of the recruitment process.

Most applicant tracking software providers operate on an **ASP (application service provider)** model whereby they develop, host and maintain the systems and store all information on their servers, allowing clients to access the systems, and all information on their candidates, through the internet. This makes the use of such systems much more feasible for small to medium size organizations, which do not have to invest significant time and resources in the development and maintenance of a complex applicant tracking system.

The table below describes the typical features/capabilities of Recruitment Management or Applicant Tracking Systems.

| Key features/capabilities of Recruitment Management/Applicant Tracking Systems: | |
|---|---|
| Advertisement Application | • Post jobs automatically on Job boards and corporate website<br>• Post tailored application forms for a range of jobs<br>• Receive applications and CVs from applicants |
| Storage | • Store information on each candidate and on each vacancy in a searchable database<br>• Archive old vacancies<br>• Facility to identify duplicate applications or applications for multiple jobs |
| Screening | • Automatically screen out applicants based on response to particular questions e.g. qualifications, education etc.<br>• Rate and rank candidates based on response to questions re: key criteria |
| Communication | • Send automatic acknowledgments to applicants<br>• Send automatic updates when candidates move to another stage in the recruitment process<br>• Send specific messages to targeted groups<br>• Allows a range of people in the organization access to the relevant information e.g. line managers,<br>• HR teams across different regions |
| Workflow Scheduling | • Plan and schedule interviews<br>• Automatic reminders if particular timelines e.g. updating candidates are missed |
| Analysis and report | • Track information and report on key information such as source of candidates, diversity information, time to hire etc.<br>• Creates an audit trail of the process |

Recruitment/Applicant tracking systems are becoming increasingly complex with new functionality being added like tools for carrying out internet searches for potential applicants who meet certain criteria. Demands by recruiters for better functionality to match their recruitment process is driving additional changes and developments in this area.

Providers of recruitment systems are also increasingly working with assessment experts to ensure that the assessment tools produced by the providers can be integrated into their tracking system to provide an 'end to end' recruitment solution.

### *4.8.3* <u>Integration with HR systems</u>

A common concern with e-recruitment systems is the difficulty involved in integrated them with existing HR technology already in use within the organization. Maximum respondents, across both the public and private sector, state that our organization's online recruitment system stands alone and is not integrated with other HR systems.

Few of the organizations had a fully integrated system at present, although several were considering plans to integrate their recruitment system with HR systems in the future. For many the difficulty and cost of doing so at present outweighed the benefits, with it being relatively easy to transfer the data for the small proportion of applicants hired from the applicant tracking system onto their HR system.

The benefits in having more integrated systems in terms of better facilitating long terms talent management were however recognized by employers.

# Chapter- 5

# On

# Analysis Part:

# E-Recruitment is being used in practice

## Analysis Part:

This report identified a significant proportion of employers who were planning to implement e-recruitment initiatives in the near future. The findings of this and other research support the conclusion that organizations can achieve significant cost savings, increased efficiency, reduced time to hire, and improve their access to a broad group of applicants through implementing e-recruitment methods.

As the high level of competition and skills shortages in the recruitment market is likely to continue, it seems to increased the e-recruitment technologies by our organizations, as they attempt to compete in the '**war for talent**'. In addition to making better use of the systems or technology that already exist; it is an opportunity for our organizations to use the internet to support their recruitment activities in more proactive and innovative ways.
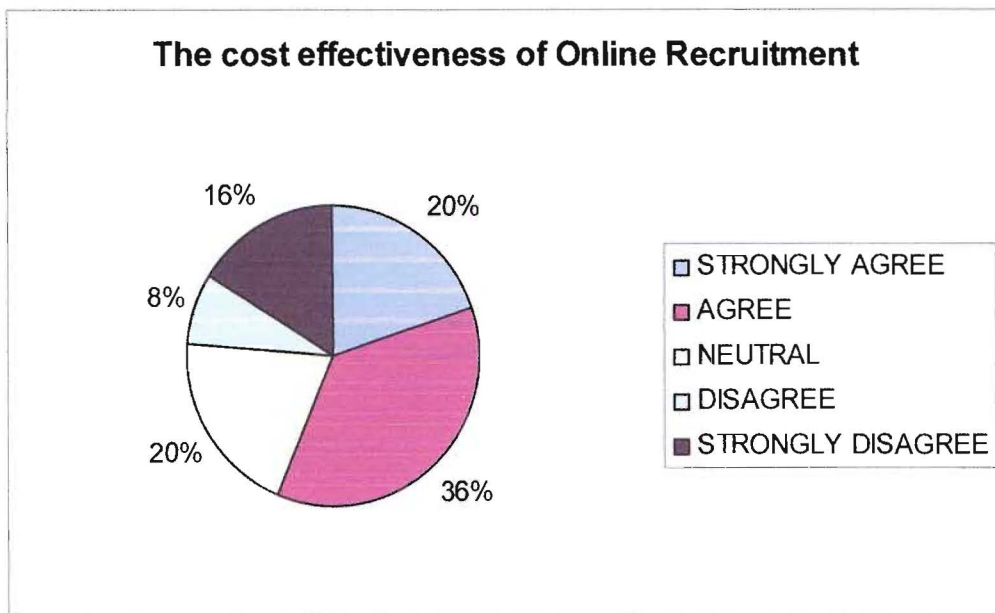
Here are some analyses on Online Recruitment process in the Dhaka city.

### 5.1 Cost effectiveness

There is much evidence to suggest that online recruitment methods can be much more cost effective than traditional methods. Some organizations are calculated that 'it costs only about one-twentieth as much to hire someone online as to hire that same person through other traditional methods.' This can be achieved through significantly reducing advertising costs and by reducing recruitment related administration. However, it should be noted that the full cost savings are often only realized if the whole recruitment process is online. Cost effectiveness was the single most important reason given by the survey respondents in relation to implementing e-recruitment approaches to save on cost and resources which are the key factor for all in adopting e-recruitment approaches.

From the graph we can see that total 52% respondents are said that it is the cost effective process where 8% do not believe on it.

## The cost effectiveness of Online Recruitment

16%    20%

8%

20%    36%

☐ STRONGLY AGREE
■ AGREE
☐ NEUTRAL
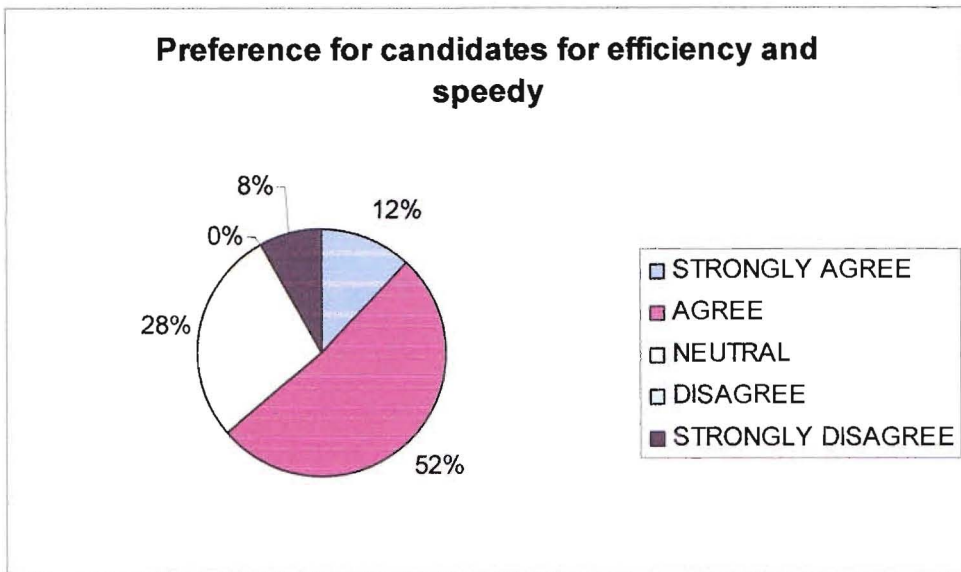☐ DISAGREE
■ STRONGLY DISAGREE
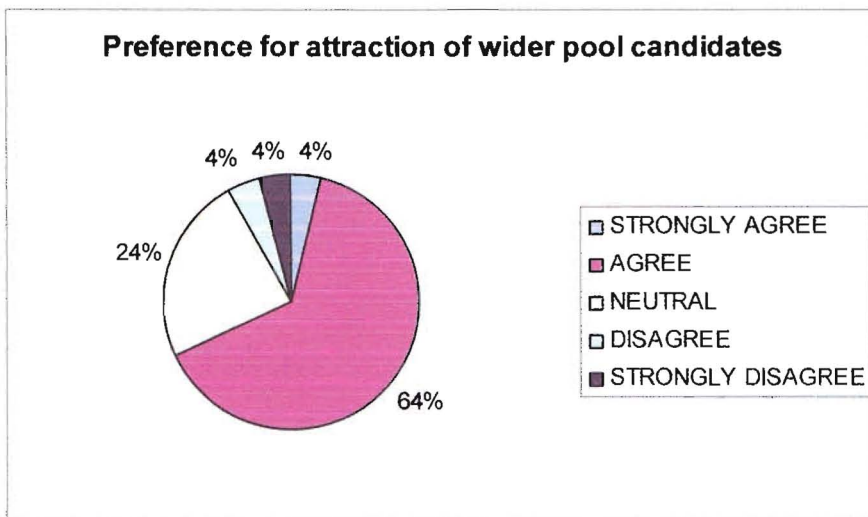
## 5.2 Speed and efficiency

The speed at which several steps of the recruitment process are carried out online leads to a shorter recruitment cycle. The recruitment process can be made faster through immediate posting of jobs online and the ease of completing online application forms and e-mailing CVs. The pre-selection process can be accelerated (and tailored to an organization's needs) by automatically grouping applications according to pre-determined criteria. Applications can be processed within minutes rather than weeks, saving both recruiters and jobseekers valuable time.

This survey clearly showed that 52% respondents are agreed with the company's efficiency can reduce in administrative workload and reduced timescales for hiring were key drivers in the decision to implement e- recruitment. Only 8% respondents said that it can not do where 28% were neutral about their decisions.

**Preference for candidates for efficiency and speedy**

8%

12%

0%

28%

52%

- STRONGLY AGREE
- AGREE
- NEUTRAL
- DISAGREE
- STRONGLY DISAGREE

## 5.3 Better access to a wide candidate pool

Online advertising opens up a wider candidate pool, by providing 24/7 access to job seekers, at local, national and international locations, thus providing a better chance of finding the right candidate. As job seekers become increasingly more web literate and the growth of broadband makes web surfing easier and cheaper, the potential for e-recruitment to attract wider candidate pools is increasing. Attracting a larger or more diverse applicant pool was a key driver in implementing online recruitment amongst survey respondents with **64%** citing it as a key reason.

**Preference for attraction of wider pool candidates**

4% 4% 4%

24%

64%

- STRONGLY AGREE
- AGREE
- NEUTRAL
- DISAGREE
- STRONGLY DISAGREE

Graph: preference for attraction of wider pool Candidates

## 5.4 Improve the quality of candidates

An overarching goal in moving the recruitment process online is to improve the quality of the candidates being selected. In this survey **32%** of respondents felt that recruiting online increased their ability to attract quality candidates. Research exploring whether online recruitment attracts better quality candidates has shown mixed finding. Online recruitment has been shown to have the potential to attract applications from too many under-qualified and over-qualified candidates. Research found that using online job application systems, instead of more traditional paper-based recruitment methods, led to a greater number of applicants aged over 30, and better quality candidates overall. By widening the pool of potential applicants and reducing the time taken to recruit, online recruitment if used effectively can help organizations compete for the best quality candidates.
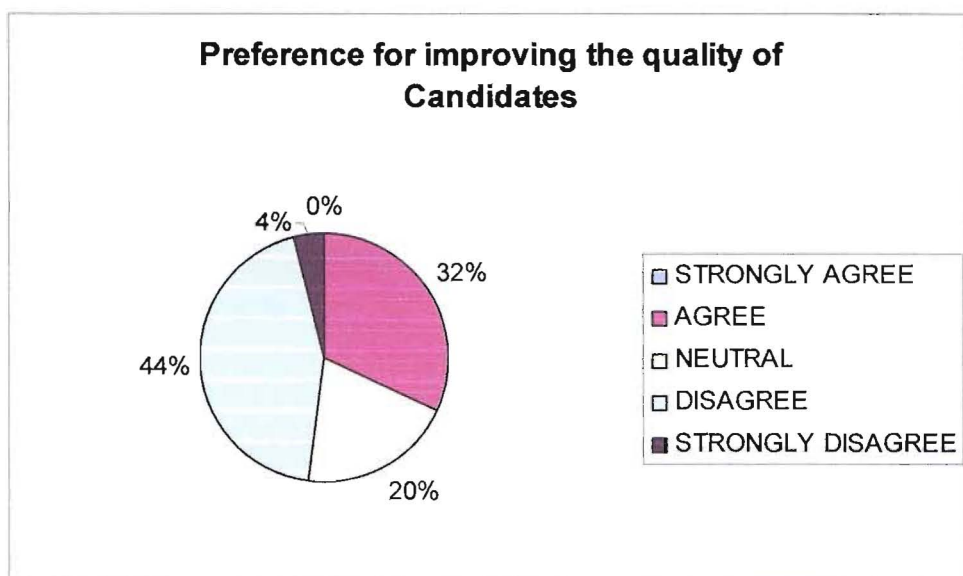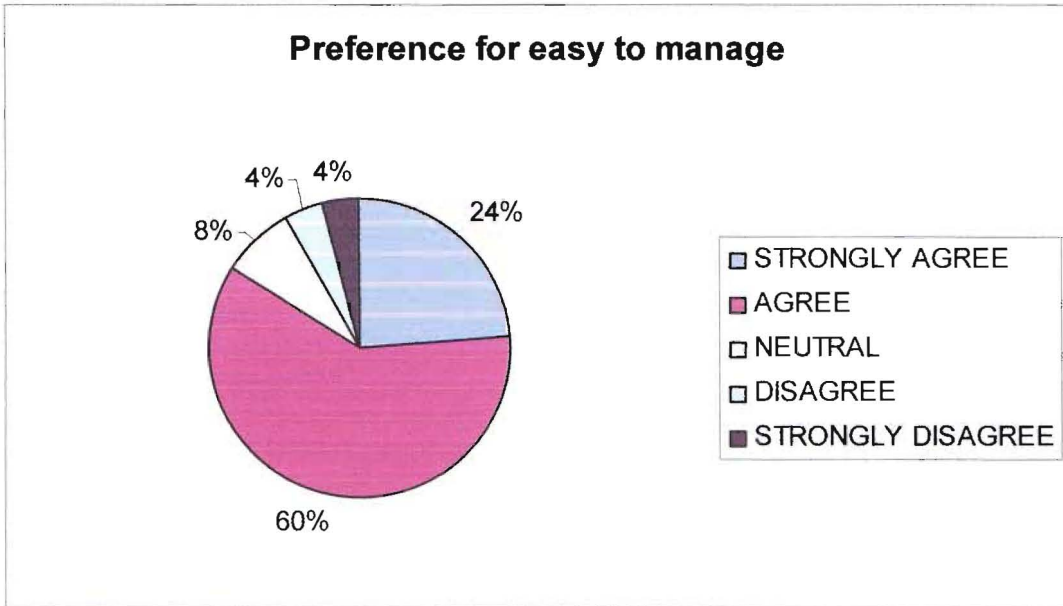


Graph: preference for improving the quality of Candidates

## 5.4 <u>Easy to Manage:</u>

It is easy process to recruit the employee. In the company's website or in the job boards it is posted to attract the candidate. It is easy to manage because jobs criteria were given here in serially. So that, the candidates can finds the jobs in the easy way.

Below graph we can see that 60% respondents are believed that it is easy to use and also manage, where 24% are strongly believed it can. Only 4% are believed it does not.

**Preference for easy to manage**

4% 4%
8%
24%

□ STRONGLY AGREE
■ AGREE
□ NEUTRAL
□ DISAGREE
■ STRONGLY DISAGREE

60%

Graph: preference for easy to manage

## 5.5 <u>Preference for Reliability</u>

The employers mentioned the other factors they had evaluated, namely the numbers of applications and access to a wider candidate pool. It is interesting to note that more private sector respondents than public sector respondents had evaluated the impact of online recruitment. Reactions by key stakeholders such as line managers and senior management to online recruitment is, while generally not formally measured, perceived to be very positive. The study on our organizations typically evaluated that the process in terms of numbers of applications
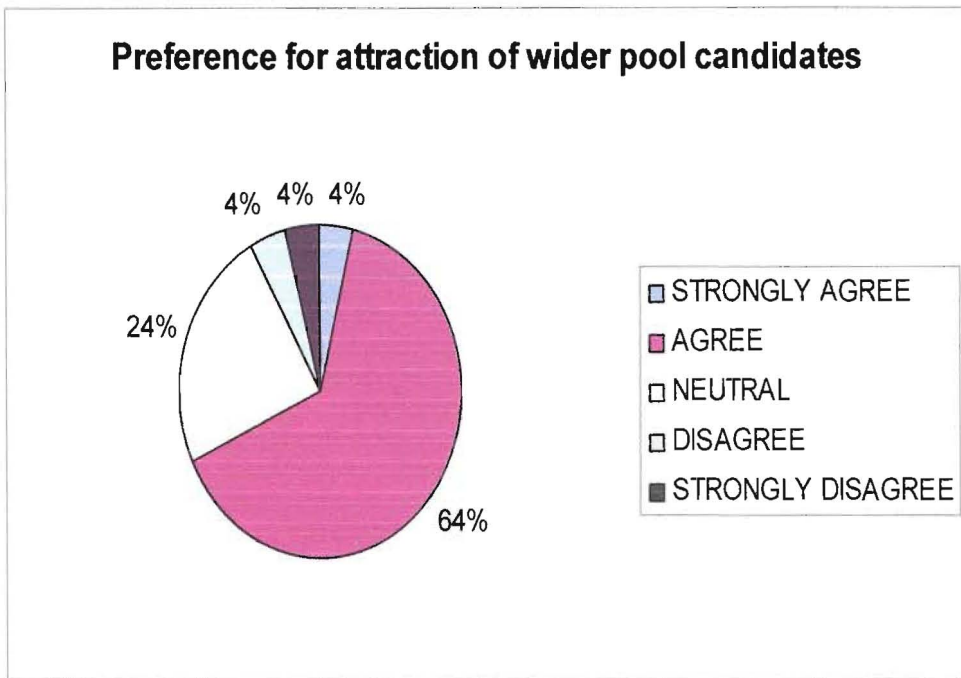
received, response times, and time to hire, and several has evaluated cost savings to demonstrate a positive return on investment.

**Preference for Reliability**
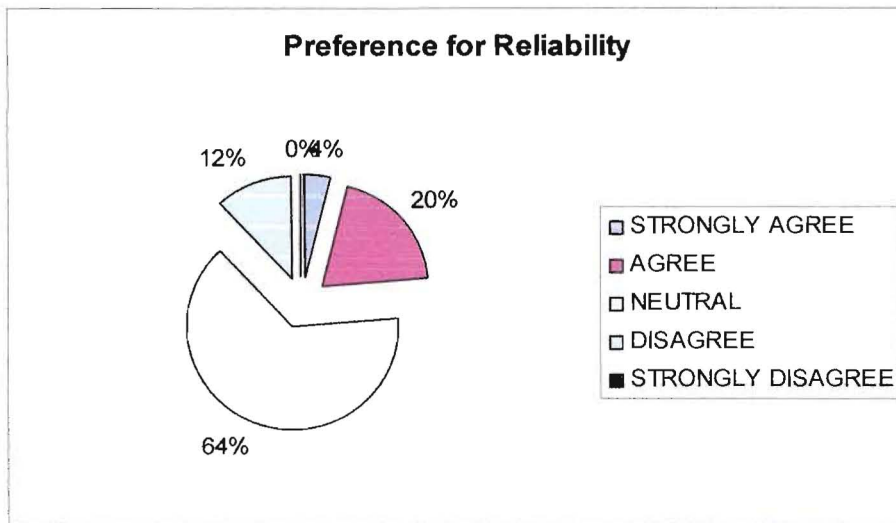


Reliability is another issue to evaluate the online recruitment process, because candidates prefer to keep secret their information from others. Here from the above graph we can see that, 64% respondents said that they have believed on Online recruitment process, because it is a totally a transparent process to recruit them.

### 5.6 Attraction of Wider pool Candidates

There is another topic to evaluate the process. It is attract the wider pool candidate, so that everyone can easily access hare and apply in the jobs. From the below graph we can see that 64% respondents said that they believed on it can attract the wider pool candidates where only 4% of candidates believed that it cannot.

## Preference for attraction of wider pool candidates



4% 4% 4%

24%

64%

- □ STRONGLY AGREE
- ■ AGREE
- □ NEUTRAL
- □ DISAGREE
- ■ STRONGLY DISAGREE

### 5.7 HR preference on Online Recruitment

Human resource is another issue to evaluate the Online Recruitment process. In the organization Sometimes HR prefers that process. In our country the multinational companies follows this process and also the local companies are developing this process for their future recruitment. From our survey we can see that 28% respondents said that HR prefers the online recruitment process. Where 40% said they are neutral. From this percentage we can say that our local companies are getting for it.

## HR preference online recruitment



- STRONGLY AGREE
- AGREE
- NEUTRAL
- DISAGREE
- STRONGLY DISAGREE

8%   8%

16%

28%

40%
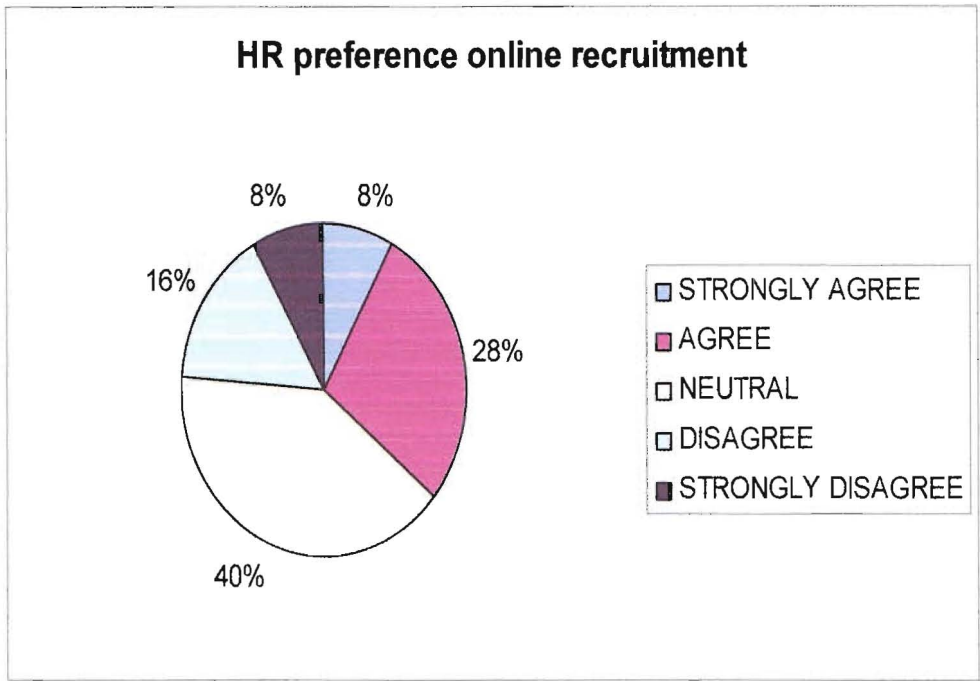
## 5.8 Realistic vacancy information

Realistic vacancy information is another key factor to evaluate this process. Because when the candidates find the real job from the job sites, they are feeling more reliable to that company and jobs. From the below graph we can estimate that 40% respondents said that they found the realistic job from the websites

### Preference for realistic vacancy information



- STRONGLY AGREE
- AGREE
- NEUTRAL
- DISAGREE
- STRONGLY DISAGREE

12%   4%

16%

40%

28%
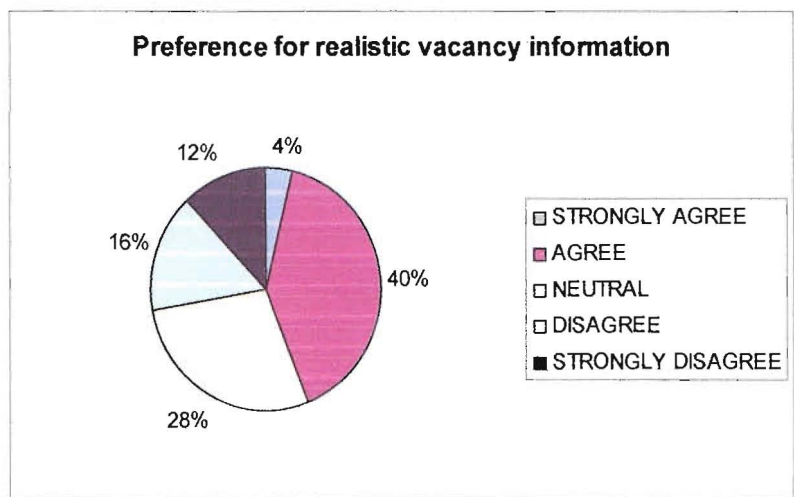
## 5.9 Benefits of e-recruitment

Here we focus on the benefits that organizations have found from implementing e-recruitment. There is some overlap on this section but obviously many of the benefits achieved by organizations are similar to the drivers for implementing e-recruitment.

- ➢ There is a 'good business solution for online recruitment',
- ➢ 'Online recruitment attracts applications from a wider pool'
- ➢ Online recruitment attracts a greater volume of good applications'.

### The most commonly benefits of adopting e-recruitment technologies are:

- ➢ It is cost/resource savings.
- ➢ It can reduces time to hire
- ➢ It has more efficient management of the process
- ➢ It could be reaching a wider candidate pool
- ➢ It has improved employer image/brand.
- ➢ Promote your company as well as the recruitment.
- ➢ It has Speed and efficiency on recruiting the candidate.

This enhanced process efficiency contributes significantly to a major benefit of online recruitment its **cost-effectiveness**. Although the costs of developing and implementing a full-scale recruitment system on a firm's corporate web site are often not inconsiderable, recent studies and industry surveys indicate that most firms' recruitment costs have decreased sharply after the shift toward online systems.

Experts have also noted that when properly managed, online recruitment's positive impact can transcend the realm of HR and enhance the firm in other ways, as well. In an era in which image is everything, online recruitment can form an important component of an overarching brand management strategy. Whether or not a candidate options to apply for an open position, the

marketing collateral that's packed into a carefully-crafted online job posting can help enhance brand awareness, an intangible but vital variable in today's cut-throat competitive landscape.

## In addition, some organizations also felt online recruitment had:

➢ Increased their ability to track applications and make the process more transparent

➢ Increased the ease with which they could report on a range of recruitment metrics

➢ Helped increase internal mobility through the greater visibility of internal vacancies

Increasing the efficiency of the recruitment process and reducing the administrative workload involved, not only benefits the organization in terms of cost but has also been shown in some cases to be a catalyst to changing the whole HR function within an organization and helping move the contribution of HR to a higher level by freeing staff from the demands of routine administration and facilitating more involvement or contribution in developmental and strategic areas.

Some of the organizations interviewed as part of this research felt that adopting e-recruitment has helped them to bring their vacancies to the attention of a wider field of applicants and to recruit a more diverse staff.

A huge benefit of moving to an e-recruitment system has been the ability to easily track and record information on a range of relevant factors. Factors which are regularly tracked and reported on include the proportion of successful candidates coming from various sources, diversity profiles of candidates, time to hire for specific roles and cost of hire. Recruiters also have an accessible record of all transaction with candidates, and so can easily answer any queries which arise.

Some of the organizations interviewed as part of this research felt that adopting e-recruitment has helped them to bring their vacancies to the attention of a wider field of applicants and to recruit a more diverse staff.

Another benefit of adopting an online approach to recruitment is the ease with which vital information can be collected to enable reporting on key performance indicators.

At last we can say that use of an online recruitment system ensures the job candidates that vacancies are visible to both internal and external candidates worldwide, and ensures a diverse pool of applicants, in addition to helping meet equal opportunity requirements.

## 5.10 Difficulties with e-recruitment

The rich promise inherent in the practice of online recruitment, there are potential drawbacks, as well. Although many of the current concerns will likely be able to be overcome through future advancements in the technology, they still merit serious consideration.

Research evidence suggests that e-recruitment is not without its problems. This is hardly surprising as the technology is still relatively new and many organizations will have experienced teething problems. There are also problems that arise from it own success such as the generation of too many applications, as well as areas where organizations have not yet got to grips with all the options available.
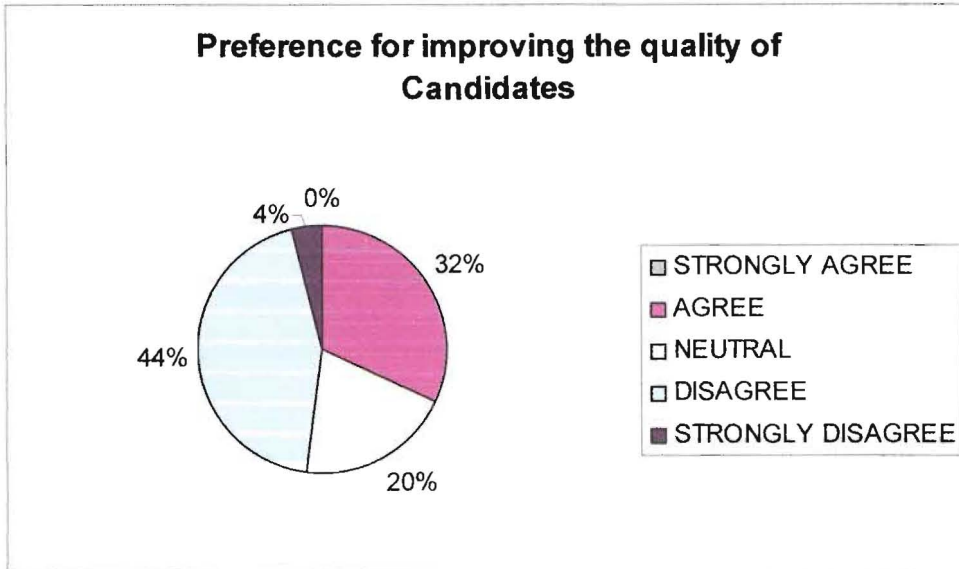
### The principal areas of difficulty are:

➢ The generation of unsuitable applicants
➢ The difficulty reconciling online and off line processes
➢ Technical, IT related problems
➢ Discrimination of those who do not have access

Concern has also been expressed about whether e-recruitment is biased against certain groups who may not be regular internet users. Another benefit of adopting an online approach to recruitment is the ease with which vital information can be collected to enable reporting on key.

### *5.10.1* Higher Volume of Unsuitable Applications

Several of the survey study on organizations found that having an online system could encourage a high volume of applications from unsuitable candidates, although for the most part it was felt that these were much easier to deal with when recruitment was online and so didn't create a big drain on resources.

## Preference for improving the quality of Candidates



- □ STRONGLY AGREE
- ■ AGREE
- □ NEUTRAL
- □ DISAGREE
- ■ STRONGLY DISAGREE

From the above the graphs we can see that 44% respondents are disagree with the factor and only 32% are believed on it. So we can easily say that through the online recruitment process a greater number of applications were dropped in the organization.

One said 'The difficulty is that the pool can be too wide. We advertise a specific position and get plenty of applicants, often with sparse CVs, who clearly don't have the basic requirements. Because email is hassle free, we find that some applicants will apply to everything they see. We then need to respond in turn, which adds to the administration'.

**– (Source "e-Recruitment: Practices and trends")**

### 5.10.2 Technical Difficulties

An organization's e-recruitment infrastructure must possess sufficient flexibility to integrate fully with an organization's holistic IT strategy. The most common difficulties cited by organizations were teething difficulties in terms of getting the technology up and running.

From the below graph we can see that 56% of respondents said that they are facing problems while using the internet. In our country to use the E-Recruitment process, we are mainly facing the low internet speed. It is the main drawback to use it. Sometime to fill up the CV in the online there were the time limit. So if the internet line were low speed some candidate cannot fill the CV within the fixed time. In the graph only 12% are strongly agreed with it where 24% are neutral and 4% are disagreeing.
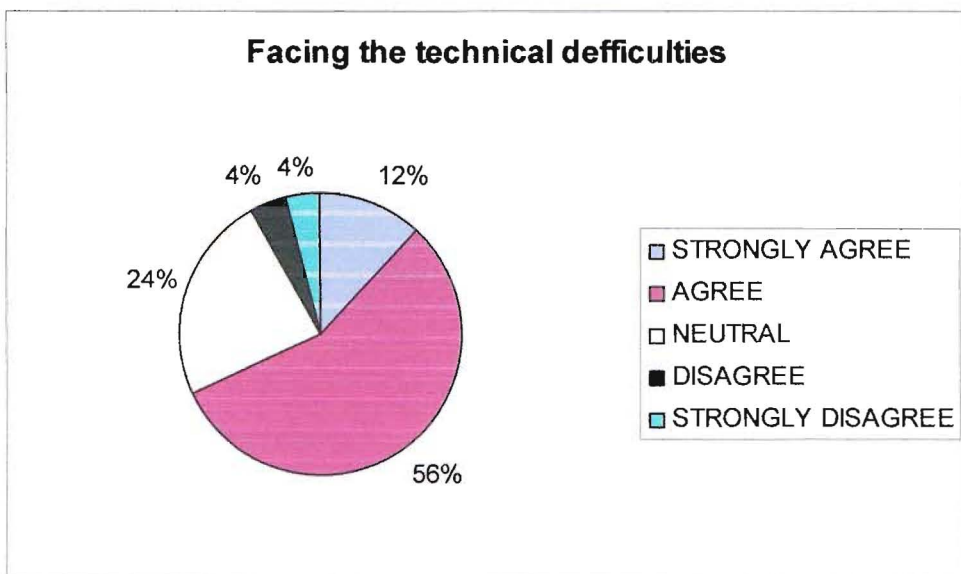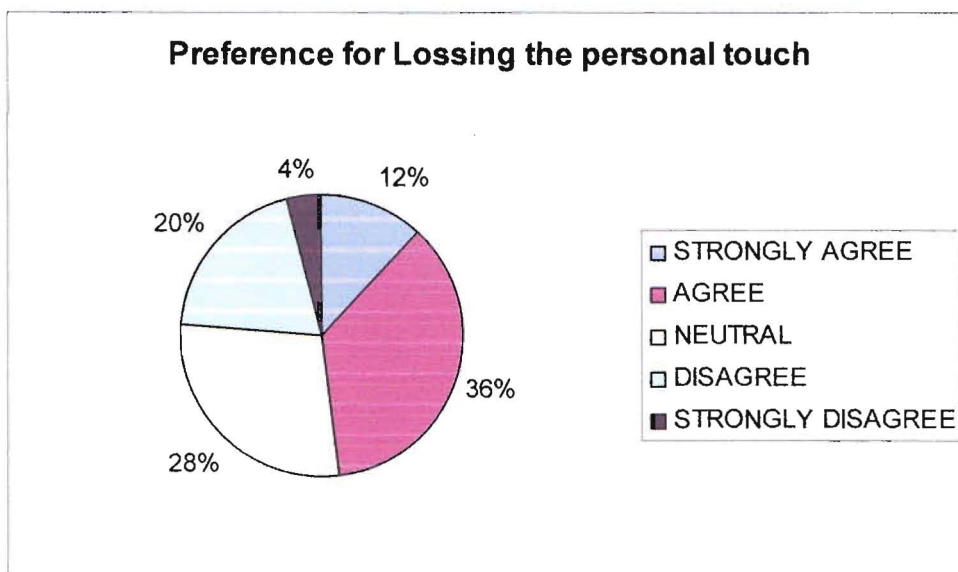


Survey respondents held slightly divided views on the value that line managers place on the use of the internet for recruitment. Slightly fewer respondents felt that line managers did have a preference for online methods, than those who believed that they did not.

### 5.10.3 Equal Opportunity

A final concern for online job seekers is discrimination. Online job seekers may not have equal or fair opportunities to discover potential job offerings with companies that use online recruiting and hiring methods exclusively to attract potential employees. This is especially true for those in protected groups with limited access to computers and the internet, little knowledge regarding use of computers, lack of knowledge regarding language and writing skills, or unfamiliarity with prime words used in key-word searches. Studies have shown that younger people are more likely to use online recruitment sites than older people and fewer minorities have access to the internet. Research found that the amount of online jobs searches was influenced by the level of an applicants' Internet fluency. Also, online job seekers may unknowingly be discriminated against by companies that use filter devices or key-word searches in their recruiting practices.

### 5.10.4 Losing the personal touch

from the below graph we can see that 36% respondents are agreeing with that this process are losing the personal touch where 28% are totally neutral on this process and 20% are disagree on it.

**Preference for Lossing the personal touch**

- 4%
- 12%
- 20%
- 36%
- 28%

☐ STRONGLY AGREE
■ AGREE
☐ NEUTRAL
☐ DISAGREE
■ STRONGLY DISAGREE

### 5.10.5 Other factors

Other reasons cited for implementing e-recruitment techniques included improving record management/audit trails in relation to the recruitment process, providing a better service to candidates and facilitating internal recruitment.

The increasingly competitive Dhaka City's recruitment market is leading organizations to focus more on employer branding and on using a range of advertising methods to attract applicants from as wide a pool as possible. Newspapers are still the most commonly used advertising method and are rated as the most effective. After newspapers and recruitment agencies, online advertising (corporate and third party websites) is the next most popular method of attracting applicants, and are rated as amongst the most effective methods. The vast majority of organizations surveyed are using or planning to use the internet for some element of the recruitment process, and most consider e-recruitment to be 'quite important' or 'very important' in terms of their overall recruitment strategy.

The key reasons for implementing e-recruitment amongst Dhaka City's organizations surveyed were to reduce costs, to target a larger/more diverse applicant pool and to reduce administration's cost.

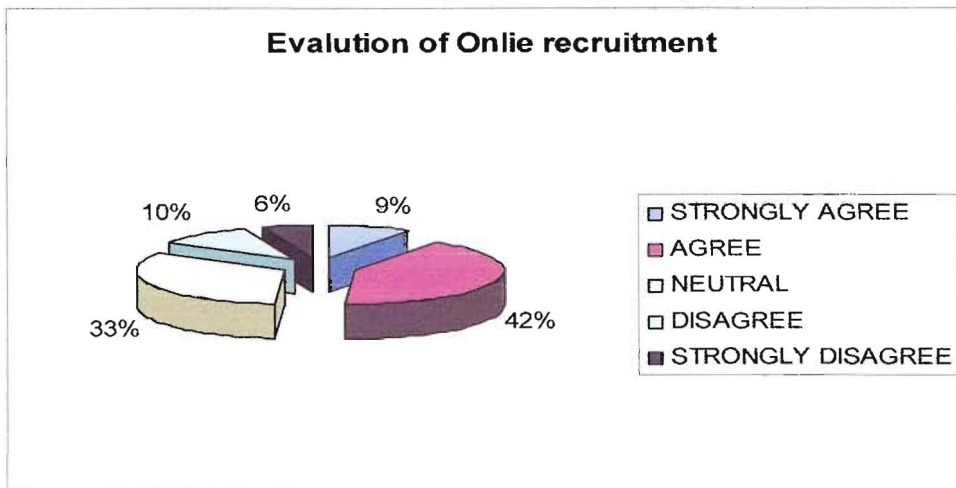# CHAPTER

# 6

# FINDINGS AND OUTCOMES

## Findings and Outcomes:

The figures on the growth rate of e-recruitment earlier in the report suggest that e-recruitment is in robust health and likely to grow in the future. Many organizations are currently e-enabling only the front ends of the recruitment process and thereby not achieving the full benefits of recruiting online.

The employers mentioned the other factors they had evaluated, namely the numbers of applications and access to a wider candidate pool. It is interesting to note that more private sector respondents than public sector respondents had evaluated the impact of online recruitment. Reactions by key stakeholders such as line managers and senior management to online recruitment is, while generally not formally measured, perceived to be very positive. The study on our organizations typically evaluated that the process in terms of numbers of applications received, response times, and time to hire, and several has evaluated cost savings to demonstrate a positive return on investment.

One factor which seems to be discouraging some employers from making greater use of online recruitment systems is a concern over the level of internet access and levels of comfort with internet technology of their target audiences. While usage of the internet does vary by social group there is evidence to suggest that recruiting online results in at least as diverse an applicant group as those recruited through traditional methods.

## 6.1 **Evaluating the impact of e-recruitment:**

**Evalution of Onlie recruitment**

10%    6%    9%

33%    42%

☐ STRONGLY AGREE
■ AGREE
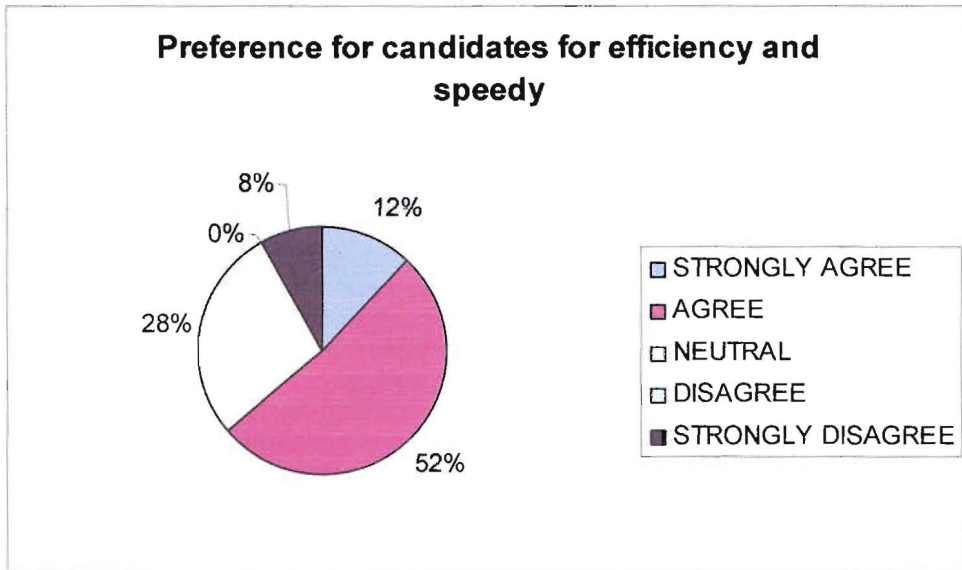☐ NEUTRAL
☐ DISAGREE
■ STRONGLY DISAGREE

From survey factors, from the below graph we can say that survey respondents 42% reported that they had evaluated the effectiveness of their online recruitment where as 6% strongly believed on this process.
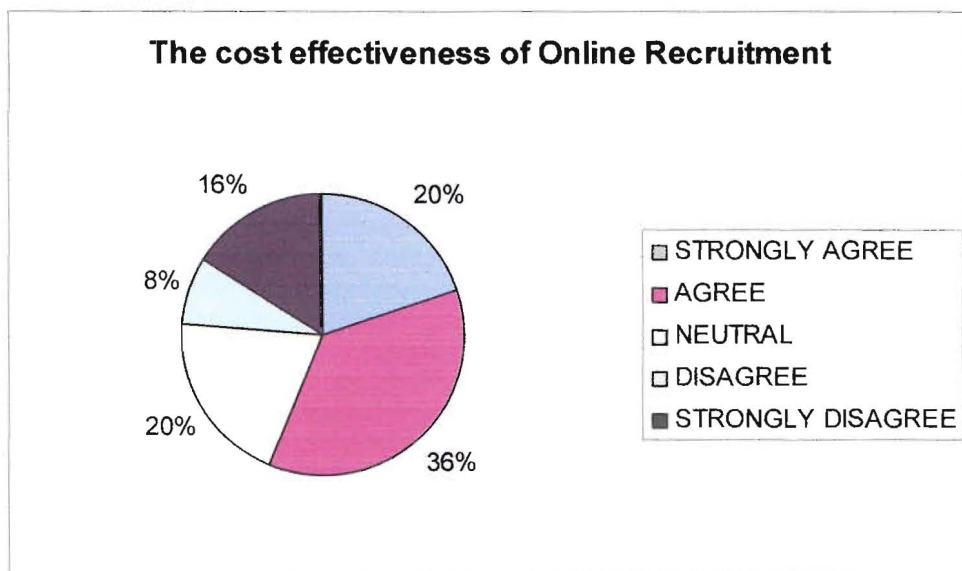
➢ Most 60% had evaluated it because it is easy manageable.

➢ Nearly three-quarters 40% had evaluated that quality of recruitment outcomes and realistic vacancy information.

➢ Just 40% had evaluated that HR prefer to hire employee through Online.

➢ 60% believed that it can attract wider pool candidate and also for its reliability on information.

In addition:

➢ **64% believe** 'online recruitment allows a faster response to candidates'

**Preference for candidates for efficiency and speedy**

8%
0%
12%
28%
52%

- STRONGLY AGREE
- AGREE
- NEUTRAL
- DISAGREE
- STRONGLY DISAGREE

➢ **36% believe** 'online recruitment is more cost effective'

**The cost effectiveness of Online Recruitment**

16%
20%
8%
20%
36%

- STRONGLY AGREE
- AGREE
- NEUTRAL
- DISAGREE
- STRONGLY DISAGREE

➤ **40% believe** 'it provides realistic vacancy information to candidates'.



**Preference for realistic vacancy information**

- 4%
- 12%
- 16%
- 28%
- 40%

- ☐ STRONGLY AGREE
- ■ AGREE
- ☐ NEUTRAL
- ☐ DISAGREE
- ■ STRONGLY DISAGREE
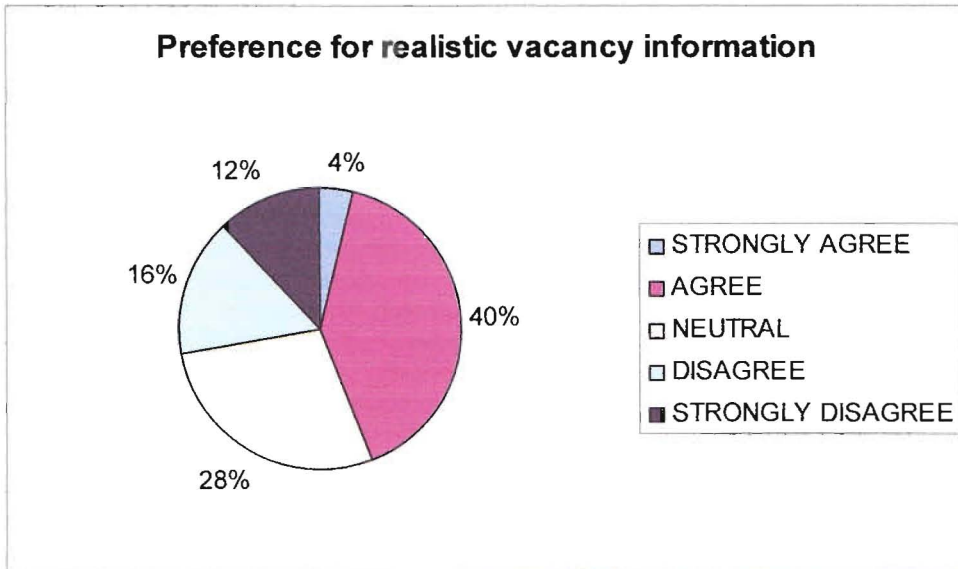
There were few differences in respondents' views according to survey report. However the response to the statement 'online recruitment is more cost effective' varied. 36% of private sector respondents agreed with it compared with the public sector those are still now follow the traditional process. This could reflect differences in the level of investment and evaluation to date or that due to different legislation that private sector organizations are free to use e-recruitment technology in different, more cost efficient ways.

# CHAPTER

# 7

# Conclusion

This report set out to provide a comprehensive overview of how e-recruitment is being used in Dhaka City and provide an insight into what organizations see as the benefits and challenges of using e-recruitment technologies.

The report clearly shows that online recruitment has established itself as a significant part of the recruitment strategy and practice of a wide range of organizations operating in our country. The developments our organizations appear to be on a par with what is happening internationally.

The results of the survey would indicate that e-recruitment is in robust health in Dhaka City and is set to grow significantly in the coming years. The internet is currently being used to greatest effect for advertising and facilitating the application process. Use of internet-based systems to track and manage candidate applications are becoming increasingly popular, particularly amongst larger organizations and are providing significant benefits in terms of efficiency, cost and capability to monitor and report on recruitment activities.

While implementing e-recruitment methods can provide significant benefits to organizations, the investment involved can be significant. The report therefore serves as a key resource to practitioners who are developing or progressing e-recruitment strategies. The findings of this report would suggest that organizations need to examine and challenge their existing processes and strategy in an effort to identify the barriers to attracting and recruiting the best talent in a timely, customer-friendly and resource efficient manner.

The report highlights the range of e-recruitment options that can be implemented to improve the efficiency of the recruitment process. Having a thorough understanding of the options available and their associated benefits and drawbacks can help to ensure that the investment in e-recruitment technology will meet the longer term needs of an organization. Acquiring a good knowledge of alternative and emerging approaches and the functionality of associated technologies will also help organizations to challenge their own thinking and processes in an effort to identify a solution that can be implemented in a timely and efficient manner.

The report shows that e-recruitment is popular with applicants and that its popularity is increasing as the internet continues to become an accepted and convenient medium for a whole range of transactions. The concerns about access continue to diminish with evidence presented here that recruiting online is the preferred method for the majority of candidates and that it results in at least as diverse an applicant group as those recruited through traditional methods.

The report does highlight the importance of the concept of treating candidates as customers and highlights the benefits of ensuring that online processes are designed to be as 'candidate-friendly' as possible. Evidence here would suggest that employers in Dhaka City are trying to accommodate applicants where possible, though providing alternative channels for applications. Employers also appear to make efforts to ensure that the technology does not dominate the process with personal contact with the candidate during the process seen as critical.

The report concludes with an assessment of possible future areas for development. It identifies the potential for significant advances to be made in the utilization of internet based tools as part of the assessment and selection process and in line with international trends that we are likely to see a much greater proportion of Dhaka City organizations conduct these processes online in the future. It is anticipated that there will be an increased utilization of management reporting systems and emphasis is on evaluating the efficiency and effectiveness of e-recruitment interventions.

# REFERENCE

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6. www.bdjobs.com

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# APPENDIX

Dear respondent,

I am a student of **East West University** and I am doing my project subject on" **Pattern of online information seeking behavior for job seekers of Dhaka city**". This questionnaire is designed to help us better understand about your satisfaction level on the **e-recruitment** process. The information collected will be used to help us to improve the quality of the online recruitment services, so that you can have a much better job experience from the nearby future. Any information given to us will be treated with absolute confidentiality.

Thank you, for your cooperation.

**1. What do you want to be in future?**

| Businessman | Executive | Teacher | Others |
|---|---|---|---|

**2. Do you read newspaper regularly?**

| yes | no |
|---|---|

**3. Do you search job recruitment information from newspaper?**

| yes | no |
|---|---|

**4. Do you have internet connection?**

| yes | no |
|---|---|

**5. What type of internet connection you use?**

| Broadband | WiFi | Mobile | Wi-max | Others |
|---|---|---|---|---|

**6. Have you heard about Online Recruitment?**

| yes | no |
|---|---|

**7. Have you got any service from the following web sites?**

| Bdjobs | Prothom-Alo | Jobsa1 | 3wjobs | Tip Top Jobs |
|---|---|---|---|---|

Place your comments for following statement put tick marks.

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree.

| | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|---|---|---|---|---|---|
| 8. Online recruitment attracts a higher quality of applicant. | | | | | |
| 9. Do you think candidates prefer to use online recruitment than to newspaper? | | | | | |
| 10. Online recruitment has significantly reduced the time to recruit. | | | | | |
| 11. The sites provide proper information. | | | | | |
| 12. Online recruitment allows a faster response to candidates. | | | | | |
| 13. For me, the process is easier to manage. | | | | | |
| 14. Online recruitment is more cost effective. | | | | | |
| 15. Online assessments are more reliable. | | | | | |
| 16. Online recruitment attracts applications from a wider pool. | | | | | |
| 17. Online recruitment helps to increase equal workforce diversity. | | | | | |
| 18. Employers prefer online recruitment. | | | | | |
| 19. Online recruitment provides realistic vacancy information to candidates. | | | | | |
| 20. Online recruitment loses the personal touch. | | | | | |
| 21. It maintains the privacy of our account information properly. | | | | | |

## 22. What is your gender?

| Male | Female |
|------|--------|
|      |        |

## 23. What is your age?

| 10-20 | 20-30 | 30-40 | 40-50 | 50 above |
|-------|-------|-------|-------|----------|
|       |       |       |       |          |

## 24. What's your family income?

| Tk.15000-25000 | Tk.25000-50000 | Tk.50000-100000 | Tk.1000000 And above |
|----------------|----------------|-----------------|----------------------|
|                |                |                 |                      |

-------------------------------------------------+-------------------------------------------------