Effectiveness of Online Recruitment Practice: A Statistical Analysis on Selected Organizations of Bangladesh

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Abstract
One of the prime functions of Human Resource Management is Recruitment. A recruitment process that enables a business to attract the right people for the right position. In this era of globalisation, businesses are constantly expanding. Online recruitment typically specifies the use of technological knowledge and web-based capital for inviting, screening, cross-examining and choosing the best candidates. Organisations prefer online-recruitment to reach a diverse pool of candidates with less cost and time to reduce workload. According to Khan et al. (2013), online recruitment brings effectiveness and efficiency for employers in finding the right candidates for the right positions. The main objective of the study is to measure the effectiveness of online recruitment in the context of Bangladesh so that many organisations that haven't adopted online recruitment can be encouraged. A survey questionnaire was designed to measure the effectiveness of online recruitment from a recruiter's perspective.
Keywords: Online recruitment, Technology, Effectiveness, Efficiency, Globalization, Human resource Management

Introduction

Online recruitment is a futuristic process that overcomes the barriers of the traditional recruitment system. Employers consider it beneficial since it allows them to find a wide range of quality candidates in a short time at a minimal cost. It is also suitable for organisations that are not limited to recruiting people from their own country. Job seekers across the globe also admire online recruitment since they can search and apply for jobs in areas where their skills are in demand regardless of geographical location. Many countries around the world have been using online recruitment and enjoyed its benefits. Many corporations in Bangladesh have also started adopting online recruitment to employ talents in the new normal. However, it is a new practice in Bangladesh that requires detailed understanding. Thus, the study has been conducted to give a clear idea about online recruitment and to explore its advantages & challenges. Online recruitment is a globally recognised human resource practice that is comparatively new in the context of Bangladesh. According to researchers, there are enormous benefits of online recruitment. However, there are a few types of research available in the context of our country. It is very important to explore this topic thoroughly to enjoy its full advantage. Thus, the analysis has been done to explore online recruitment thoroughly. This report will give a detailed understanding of online recruitment, the benefits that Bangladeshi companies are enjoying and the challenges they need to overcome.

In this era of modernisation, technologies are being implemented to make the process more efficient. However, it is also important to have proper knowledge about the implementation of technologies. This report will be the source of that detailed knowledge regarding online recruitment. Online recruitment has gained massive popularity among the corporations of Bangladesh due to COVID-19. In the new normal, when social distancing is highly urged, online recruitment turns out to be the most appropriate recruitment process. The study has been conducted to measure whether this appropriate recruitment process is effective in Bangladesh. It also attempts to determine the challenges of online recruitment. Information from the report has been collected from the Human Resource departments of some renowned organisations of Bangladesh.

Research Questions
Primary Research Question
The primary research question the study aims to answer is:

Is online recruitment an effective recruitment practice?

Specific Research Question
The study also attempts to answer the following questions:
1. What are the advantages of online recruitment that Bangladeshi recruiters enjoy?
2. What are the challenges of online recruitment?
3. How can recruiters overcome the challenges of online recruitment?

Review of Literature
Online recruitment, also known as e-recruitment, is the practice of using technology and, in particular, Web-based resources for tasks involving finding, attracting, assessing, interviewing and hiring new personnel. It involves training carried out by the organisation using technology for the purpose of identifying probable employees. In online recruitment, internet communication is vital to the process. While this recruitment process has several advantages, there are certain disadvantages as well. For example, it is too impersonal, high volume of responses, certain technical issues and so on.

Recruitment includes those practices and activities carried out by the organisation with the primary purpose of identifying and attracting potential employees (Breaugh & Starke 2000). Online recruitment has evolved into a sophisticated interactive engine to automate every facet of the hiring process virtually (Joe Dysart, 2006).

Advantages of Online Recruitment
Cost Savings: The foremost mentioned benefit is indeed the cost savings organisations experience when using the internet for recruitment activities. In the findings of Parry and Tyson (2008) and Aboul-Ela (2014), this was the most referred reason for implementation and the main success factor of using e-recruitment tools. Melanthiou et al. (2015) add that costs can also be cut when the first contact with applicants comes through web-conference calls/interviews.

Rapid Recruitment: Speed of hire is also a consequence of e-recruitment as recruiters spend less time with procedures (Parry and Tyson, 2008). Melanthiou et al. (2015) furthermore mention that online recruitment has reduced the duration of the recruitment cycle by 30%, eliminating intermediaries and making all the relevant information easily available for both candidates and recruiters. This is supported by Aboul-Ela (2014), who describes how online methods allow a faster recruitment process when compared with more traditional methods.

Global & Quality Audience: Another commonly mentioned benefit is the new potential outreach to a global audience. The web extinguished the geographical barriers (Cappelli, 2001) and thus gave access to a large and global pool of talent (Melanthiou et al., 2015). Aboul-Ela (2014) refers that with the use of technology, companies can reach and contact a large and diverse pool of candidates by exploring different recruitment sources. With a bigger geographical reach, the quality of applicants is also affected. Aboul-Ela's (2014) study concludes that technology allows the organisation to attract more competent and qualified applicants. Broughton et al. (2013) also saw that recruiters implementing social recruitment tools (using SNS's) experienced an improved quality of candidates.

Communication: The literature also explores the fact that e-recruitment allows recruiters to target specific groups of individuals. Melanthiou et al. (2015) argue that e-recruitment methods target computer-literate individuals and reach the passive applicant who is "the most highly prized catch by recruiters as they are experienced, skilled, and already employed individuals who could consider a job if the right opportunity was provided". Regarding the Web 2.0 recruitment tools, Broughton et al. (2013) add that it is possible to target specific groups with specific backgrounds, using social media to communicate with candidates in a more informal and approachable way which reduces the distance between company and candidate, and it opens a two-way communication.

Employer Branding Reinforcement: The ability of a company to attract employees can be fostered by the use of technology in recruitment. Parry and Tyson's (2008) research on UK companies argued that the use of corporate websites and commercial job boards allows companies to promote their image as an employer. However, the authors also concluded that less well-known companies are less successful in using corporate websites and commercial job boards. Galanaki (2002) reinforces that the decision to use e-recruitment tools is not completely focused on the recruitment process itself but rather on corporate image. Most participants of Allden and Harris' (2013) study felt that employer branding is key to attract the best talent, and the use of LinkedIn, Facebook and Twitter could help build stronger relationships with applicants.

Girard and Fallery (2010) present the argument that employer branding can be an opportunity and a challenge with web 2.0. It makes communication go in two ways (not just one too many, but many too many), it gives better interaction between recruiters and applicants (active and passive), it can improve candidates' experiences and make companies seem more attractive and open.

Challenges of Online Recruitment

The challenges or concerns identified in the literature are: costs with technology and training, overload of useless applications (Galanaki, 2002; Melanthiou et al., 2015), security, data protection issues, privacy, ethics, legal issues and accuracy of information online (Broughton et al., 2013; Caers and Castelyns, 2010; El Ouirdi et al., 2015; Jeske and Shultz, 2015; Stopfer & Gosling, 2013).

Implementation Cost: The costs associated with developing and integrating e-recruitment systems are the first concern explored by Melanthiou et al. (2015). The authors argue that there are several costs involved in implementing an e-recruitment methodology, costs with software instalment and monitoring, and costs with training HR employees and maintaining the job posts updated in all the different channels online.

Privacy Concern: When focusing on the use of social recruitment tools, there is a big concern with the invasion of privacy and biased selection of candidates through their social media profiles (Broughton et al., 2013; Caers and Castelyns, 2010; El Ouirdi et al., 2015; Jeske and Shultz, 2015). They were talking about the ethical concern of the invasion of privacy and the need to respect the difference between public and private spheres; Jeske and Shultz (2015) mention that through an analysis of the applicants' LinkedIn and Facebook pages, the recruiter can have access to information that would not be accessible otherwise, things that recruiters are not allowed to ask during an interview (gender, race, marital status, nationality, political affiliation, religious believes).

Relevance & Validity of Available Information: Another central issue brought up by both Jeske and Shultz (2015) and Caers and Castelyns (2010) is the relevance of the information applicants have available on their social media profiles: how relevant it is to the job vacancy and how accurate and reliable it is (El Ouirdi et al., 2015). Even though companies find the information contained in SNS's advantageous and useful for fact-checking, Jeske and Shultz (2015) counter-argue that the content of social media profiles is questionable in terms of accuracy (especially if candidates are expecting to get checked by potential employers) and relevance to the job itself, Broughton et al. (2013) also question the accuracy of what is displayed on individuals' social media channels as it cannot be guaranteed to be the full truth.

Methodology

This is a statistical analysis where information has been collected by online survey and interview method. A survey has been designed to measure the effectiveness of online recruitment from a recruiter's perspective. The report also attempts to identify the challenges of online recruitment. To have a vivid understanding of the challenges of online recruitment, interview sessions have been conducted. Information from this report has been collected from the recruitment teams from various organisations.

Data Collection

Information from the study has been collected from two sources. They are:

Primary Data: Primary data has been the vital source of information in this study. All the analyses in this report have been done based on primary data. To collect primary data, two methods have been adopted. They are:

- Survey
- Questionnaire

Interview (Secondary Data)

It has been a prime source of information to prepare literature review & organisational overview. Sources of secondary data in this report are Articles, Journals.

Sample Distribution

The sample size of the study was 30 employees who are directly involved in the online recruitment process. For selecting sample members, a non-probability random sampling method was used. The distribution of the sample is given below:

Table 1: Sample Distribution

Organizations	Sample Number
Meghna Group of Industries	05
Advanced Chemical Industries	05
ACME	05
Abdul Monem Limited	05
Bengal Group of Industries	05
Epylion Group	05
Total Number	=30

Variables

The study attempted to measure the effectiveness of online recruitment. To conclude that online recruitment is effective, a One-Sample T-Test has been used.
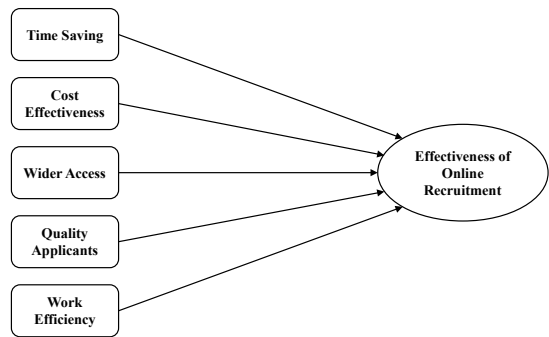

Figure 1: Conceptual Framework

Formulation of Hypothesis

Hypothesis 1:

H_1: Online Recruitment is an effective recruitment Practice

Hypothesis 2:

H_1: Online Recruitment saves time

Hypothesis 3:

H_1: Online Recruitment is a cost-effective process

Hypothesis 4:

H_1: Online Recruitment gives wider access to candidate

Hypothesis 5:

H_1: Online Recruitment enables better candidates to apply

Data Analysis

Data collected in this study has been analysed in IBM SPSS & Microsoft Excel. Based on previous researches, variables have been set. These variables indicate the effectiveness of online recruitment & its perceived benefits. The reliability of these variables in this study has been tested using Cronbach's alpha. One sample T-Test has been used to measure the effectiveness of online recruitment. The study also attempts to conclude that online recruitment is an effective recruitment practice by measuring whether the recruiters enjoy the perceived benefits of online recruitment. To do so, One-Sample T-Test has been used in this case as well.

Findings and Analysis
Graphical Analysis

A bigger pool of candidates can be created in a few days using online recruitment.
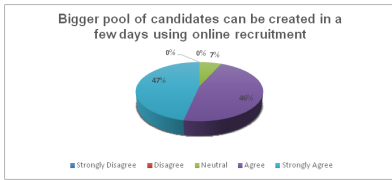
Interpretation: The Pie chart above demonstrates whether it is possible to create a bigger pool of candidates in a few days by implementing online recruitment. 47% of the respondents strongly believe that a bigger pool of candidates can be created in a few days using online recruitment. While 7% are neutral,

Online Job Advertisements have a Lower Cost
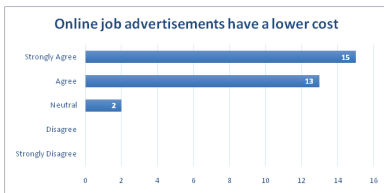
Interpretation: The chart above represents the opinion of participants regarding the statement, "online job advertisements have a lower cost". Out of 30 respondents, 15 strongly agrees with the statement, while 2 respondents are neutral. While 13 more respondents also stated their positive opinion regarding the statement,

Online Recruitment brings more Candidates, which makes it Easier to choose the Best Ones
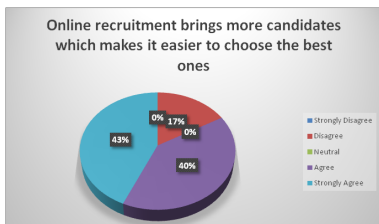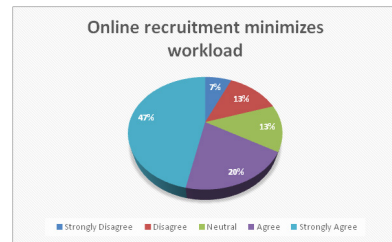

Interpretation: "Online recruitment brings more candidates, which makes it easier to choose the best ones". 83% of the respondents stated a positive opinion in response to this statement. On the contrary, 17% of respondents disagree that online recruitment brings more candidates, which makes it easier to choose the best ones.

Online Recruitment allows Maintaining a Large Database of Qualified Candidates
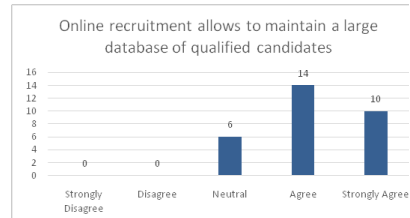
Interpretation: According to previous literature, one of the prime advantages of online recruitment is that it allows organisations to maintain a large database of qualified candidates. Out of 30 candidates, 24 stated their positive opinion regarding this statement. While 6 individuals were neutral,

Online Recruitment Minimises Workload

Interpretation: However, 7% of the candidates strongly disagree, while 13% of participants also disbelieves that online recruitment reduces workload. On the contrary, 47% of the candidates strongly believe, while 20% agreed that online recruitment reduces workload.

Online Recruitment Reduces Paperwork

While reducing paperwork saves the environment, it also increases work efficiency. Out of 30 candidates, 28 stated their positive opinion regarding the statement "online recruitment reduces paperwork". While 2 respondents were neutral, 23 respondents strongly agreed to the statement.

Empirical Analysis and Hypothesis Testing

The empirical analysis of this study has been done in 3 stages. At the first stage, the reliability of variables has been tested. In the second step, the effectiveness of online recruitment has been measured based on the opinion of the participants involved with the recruitment process. A system can be concluded effectively when its perceived advantages can be enjoyed. Therefore, at the third stage of this analysis, perceived advantages of online recruitment have been analysed to learn whether Bangladeshi recruiters are enjoying them or not.

Reliability Testing

Table 2: Reliability Testing

Case Processing Summary				
			N	%
Cases	Valid		30	100.0
	Excluded		0	.0
	Total		30	100.0

Reliability Statistics	
Cronbach's Alpha	N of Items
.898	6

Here, the value of Cronbach's Alpha is 0.898. According to the literature, the result of Cronbach's Alpha more than 0.70 is acceptable. It can be concluded that tests and scales that have been implemented in this study are fit for purpose.

Hypothesis Testing
Hypothesis 1: Online Recruitment is an Effective Recruitment Practice

Effectiveness of online recruitment has been measured in this hypothesis. Initially, the effectiveness has been measured based on the response of recruiters regarding the question: "On a scale of 1-5, how effective online recruitment is?" Subsequently, the effectiveness has been measured based on the degree to which recruiters enjoy its perceived benefits.

Table 3: One sample test result for Hypothesis 1

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Effectiveness of Online Recruitment	30	4.20	.664	.121

One-Sample Test						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Effectiveness of Online Recruitment	9.893	29	.000	1.200	.95	1.45

Decision: A sample t-test was used to measure the effectiveness of online recruitment practices. Here, the test value was three, which represented the neutral perspective. In this case, more than 3 would represent effectiveness and less than three would express ineffectiveness of the factor.

Here the mean response was 4.20, which is more than 3. Moreover, the significance of the two-tailed test was 0.000.
0.000 < 0.05

Therefore, we can reject the null hypothesis and accept that Online Recruitment is an Effective Recruitment Practice.

Hypothesis 2: Online Recruitment Saves Time
Table 4: One sample test result for Hypothesis 2

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Effectiveness of Online Recruitment	30	4.20	.664	.121

One-Sample Test						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Time Saving	12.642	29	.000	1.24444	1.0431	1.4458

Decision: A one-sample t-test was used to determine whether online recruitment saves time. Here, the test value was 3, which represented the neutral perspective. In this case, more than 3 would represent effectiveness and less than three would express ineffectiveness of the factor.

Here the mean response was 4.24, which is more than 3. Moreover, the significance of the two-tailed test was 0.000.

0.000 < 0.05

Therefore, we can reject the null hypothesis and accept the fact that Online Recruitment saves time.

Hypothesis 3: Online Recruitment is a Cost-Effective Process
Table 4: One Sample Test Result for Hypothesis 3

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Cost Effective	30	4.4500	.53094	.09694

One-Sample Test						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Cost Effective	14.958	29	.000	1.45000	1.2517	1.6483

Decision: A one-sample t-test was used to determine whether Online Recruitment is a cost-effective process. Here, the test value was 3, which represented the neutral perspective. In this case, more than 3 would represent effectiveness and less than three would express ineffectiveness of the factor.

Here the mean response was 4.45, which is more than 3. Moreover, the significance of the two-tailed test was 0.000.

0.000 < 0.05

Therefore, we can reject the null hypothesis and accept that Online Recruitment is a cost-effective process.

Hypothesis 4: Online Recruitment gives wider access to candidate
Table 05: One sample test result for Hypothesis 4

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Wider Access	30	4.2222	.58939	.10761

One-Sample Test						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Wider Access	11.358	29	.000	1.22222	1.0021	1.4423

Decision: A one-sample t-test was used to determine whether Online Recruitment gives wider access to the candidate. Here, the test value was 3, which represented the neutral perspective. In this case, more than 3 would represent effectiveness and less than three would express ineffectiveness of the factor.

Here the mean response was 4.22, which is more than 3. Moreover, the significance of the two-tailed test was 0.000.

0.000 < 0.05

Therefore, we can reject the null hypothesis and accept that Online Recruitment gives wider access to the candidate.

Hypothesis 5: Online Recruitment Enables better Candidates to Apply

Table 6: One sample test result for Hypothesis 5

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Quality Candidates	30	4.1167	.77330	.14118

One-Sample Test						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Quality Candidates	7.909	29	.000	1.11667	.8279	1.4054

Decision: A one-sample t-test was used to determine whether Online Recruitment enables better candidates to apply. Here, the test value was 3, which represented the neutral perspective. In this case, more than 3 would represent effectiveness and less than three would express ineffectiveness of the factor.

Here the mean response was 4.12, which is more than 3. Moreover, the significance of the two-tailed test was 0.000.

0.000 < 0.05

Therefore, we can reject the null hypothesis and accept that Online Recruitment enables better candidates to apply.

Recommendations

Network issue is a common problem during online recruitments. A candidate should be well aware and prepared for such unexpected circumstances. To overcome this challenge, candidates can Purchase mobile data, Manage a place with s strong network from where they can give an interview. The recruitment team can invite participants for a pre-interview session to check everything is alright. Candidates should work on increasing their technical skills. They can take several IT related trainings or learn themselves how to use software like zoom, Google Meet and so on. The recruitment team should notify the candidates of which application will be used to take the interview, how to download

it and how to use it. Recruiters should also analyse the educational qualification and technical skills of candidates before deciding on implementing online recruitment. To reduce physical stress caused by online recruitment: An ergonomic work environment should be established. Employees should be given training on ergonomics; Employees should be given instruments like glasses that protect eyes from screens.

Conclusion

The recruiters of Bangladesh are enjoying the perceived benefits of online recruitment, which emphasises the conclusion regarding the effectiveness of online recruitment. With the implementation of online recruitment, recruiters are saving time and cost, getting wider access to candidates, finding quality applicants, and increasing their work efficiency. Some challenges of online recruitment like internet connectivity issues, lack of literacy of candidates, physical stress and so on. Recruiters should work on mitigating these small issues and try to implement online recruitment properly. If they can do so, their recruitment process will become more efficient and their organisation will thrive in the long run.

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