

## The Reasons of Preferring E-recruitment Media: An Empirical Study on Job Seekers of Bangladesh

Nahida Sultana<sup>1</sup>

Nafia Sultana<sup>2</sup>

### Abstract

*The study sets forth to explore the reasons of choosing online recruitment media by identifying some influential factors from the job seekers perspective. Today organizations are becoming more online-centric while recruiting potential employees. For the sake of attracting a large pool of candidates, organizations use certain e-recruitment sites. Hence, this is necessary for the recruiters to distinguish what factors drive the job applicants to pick a particular site to apply. Job seekers prefer different e-recruitment media for different reasons. Examining the factors that work behind preferring these sites is the main focus of our study. Eight factors are taken into consideration in this study to know about job seekers' preference for company websites, online job portals, and Social Networking Sites (SNS). To gain the goal of the study, a survey was done on the job seekers of our country. A 24-item questionnaire has been designed and the respondents were selected based on convenience sampling technique. 145 usable responses were received and Multiple Regression Analysis was used to analyze the data. The outcome of the study is that quick search, easiness, adequate information, fairness, and reliability are the most influencing factors to choose any specific e-recruitment media. Some problems faced by the job seekers and their suggestions were also identified through the open-ended questions included in the questionnaire. Conclusions, limitations and future directions have been narrated at the end.*

**Keywords:** E-recruitment, Job seekers, Company websites, Online job portal, Social networking sites

### 1. Introduction

The revolution in technology and the spread of globalization have transformed the way of living in the present age. The prominence of technology is intensifying day by day around the world, especially for the developing countries like Bangladesh. As a result, internet facility has now become one of the essentials to survive in this modern life. People are using internet not only for entertainment but also for having some competitive advantage. The race of global competition is here, and industries are adopting more skill intensive approaches. As a result, the need for talent or knowledge-based workforces with the dimension of being imaginative and innovative is ever-increasing.

The traditional recruitment methods are not considered now as capable of handling industry requirements; particularly in getting the right candidates quickly. Thus, e-recruitment emerged as convenient as well as beneficial tool for hiring over traditional methods of recruitment (Banerjee, S., Chauhan, S., & Banerjee, R., 2019). Hence, candidates who are

<sup>1</sup> Lecturer, Department of Business Administration, Bangladesh University, E-mail: nahidapriyadur@gmail.com

<sup>2</sup> Lecturer, Department of Business Administration-General, Bangladesh University of Professionals  
E-mail: nafia.sultana@bup.edu.bd

seeking for jobs highly depend on online. As 91.421 million people use internet in our country (BTRC Report, 2019) and many of them being young, it is expected that they search for jobs and apply to jobs using the internet. The practice of online recruitment has been growing rapidly, and the people have been getting accustomed to it. E-recruitment indicates the exercise of using technological know-how and web-based resources for attracting, evaluating, interviewing and selecting the best candidates needed for organizations. Khan, Awang & Ghouri (2013) opine that the electronic advancement brings the recruiters and job seekers into a common E-platform where the potential candidates can search for jobs across national boundaries. They also viewed e-recruitment as a mean of bringing effectiveness and efficiency for the recruiters in finding right candidates for the right jobs. Again, the use of internet in recruitment has facilitated an easy and swift interaction between job seekers and corporate professionals since the job hunters can upload their resumes to different company websites, and the recruiters can match the required qualifications with the vacant jobs that need to be filled up (Mwasha, 2013).

In our country, online job portals (bdjobstoday.com, bdjobs.com, chakri.com, etc.), Email, Company websites, Social networking sites (Facebook, LinkedIn, etc.) are commonly used as online recruitment sites. Different job seekers may prefer different online recruitment sites for different reasons like easiness, response time, fairness, reliability of the sites etc.

It is possible that organizations use online recruitment sites considering their convenience but the applicants may choose e-recruitment sites based on their personal preferences. As a result, both parties may face difficulties in finding desired candidates or desired jobs.

Therefore, the primary emphasis of this study is to find out the factors that can affect the preferences of the different online recruitment media by different job seekers. The practical importance of this study is to assist the recruiters in recognizing the required factors that should be considered when they depend on these sites for recruiting new people. Although a different study has been conducted addressing this issue, not sufficient findings are there that address the preference factors of job seekers towards online media. The major contribution of this study is to help the employers design their recruitment media in a way that best match the preferred requirements of the candidates so that total recruitment can be done with much ease.

### **1.1 Objectives of the Study**

The broad objective of this study is to analyze the reasons that influence job seekers to prefer different online recruitment media.

Specific objectives of this study are:

- To scrutinize the factors that influence job seekers to choose online job portals, company website and Social Networking Site (SNS) for seeking job.
- To identify the problems of different online recruitment media and generate solutions of identified problems from the job seekers' point of view.

## **1.2 Rationale of the Study**

Studies are there to find out the overall perception of the trustworthy job seekers towards online recruitment (Banerjee, S., Chauhan, S., & Banerjee, R., 2019). But there was no sufficient literature found about the job seekers' perception on online recruitment media preference. So, this study will contribute to know about the job seekers' consideration for choosing a particular online recruitment media.

Picking the best one from the large pool of candidates is the biggest challenge because the prospect of organizational success is largely dependent on effective choice of human capital (Sultana, N., & Sultana, N., 2018). This study will help the recruiters to know what factors are considered by job seekers to choose a particular e-recruitment media. As organizations are trying to get more advanced ways to make recruitment practices more effective and efficient (Ladkin, A. & Buhalis, D. 2016), the study will enable them to understand the job seekers' preference and which recruitment media should be selected for what reasons.

This research will also guide them to improve certain e-recruitment infrastructure on the basis of job seekers' perception. Supporting the opinion of Ghouri, A. M., Khan, R., Ur, N., & Taha, S. M. (2011) we can say that the outcome of the study will address the positive trend of the e-recruitment of Bangladesh. The recruiting companies can consider the significant factors while advertising any job post and update their sites so that job seekers can find those more useful. Investing on the development of e-recruitment tool in accordance with the applicants' perception can help the companies to attract large pool of candidates in less time. Another implication is that job seekers will be benefited when the sites or infrastructure will be improved or updated according to their given perceptions.

## **2. Literature Review**

Generating talented candidates is considered as one of the important phases of Human Resource practices for both profit and non-profit organization (Moghaddam, Rezaei & Amin, 2015). Both the recruiting companies and the job seekers have started taking online media as a substitute of traditional recruitment ways since long (Khan, N. R. Awang, M., & Ghouri, A. M., 2013). The traditional form of recruitment embodies newspaper, TV advertisement and employee referral for job vacancies within a business enterprise (Singh & Finn, 2003). Whereas, E-recruitment is the use of internet and web-based application to match candidates with job requirements via electronic database storing information on job applicants and jobs. Through online recruitment, an organization can place the vacancy notice on their website or list it on the career or job portals (Florea & Badea, 2013). Baum & Kabst (2014) indicate that websites pose a significantly stronger impact on candidate attraction than the printed version of the advertisement.

According to Baum & Kabst (2014), printed advertisement alone is not able to transmit the relevant information about the employer brand. Baum & Kabst (2014) argue that this is challenging for the conventional practice to communicate about new companies to raise employer brand. Khan, Awang & Ghouri (2013) showed that internet is the most favored source to seek job among other recruitment methods. However, replacing a traditional system with online recruitment might be inflexible and impersonal, and therefore this can have an unfavorable impact on the attraction and retention rates of applicants (Florea &

Badea, 2013). The impact of recruitment activities on applicant attraction is mediated by employer brand (Baum & Kabst, 2014) and website recruitment supports favorably to convey the employer reputation than that of printed form of advertisement. Keramati & Salehi (2013) discovered the relative significance of adopting e-recruitment website, and user satisfaction in attaining favorable advantages. As per a research of Christian Bizeret al. (2005), 53% of filled positions in Germany are the outcome of recruitment through online job portals and this rate is about to increase more.

In this regard, Yoon Kin Tong (2009) emphasized on the improvement of E-recruitment system by finding and applying correct method and technology to attract candidates through matching their skills automatically. It is suggested that organizations should examine company recruitment websites with much care to ensure the communication of the intended message to applicants (Kristof-Brown, Zimmerman & Johnson, 2005). According to Mwasha (2013), the applicants can communicate easily by sending CVs or uploading profiles on Company Web Sites with the use of the internet so that they can match with the requirements demanded by the recruiters. Open job records enable the companies to browse applicants' CVs at any time that decreases the job boards' workload (Liljander, van Riel & Pura, 2002). Williamson (2010) opines that candidates are attracted to apply to any recruitment websites by considering the reputation of that organization. 75% of organizations use their websites to attract job seekers; large brands such as Marriott and the websites of these big companies are mainly preferred over other job sites (The Chartered Institute of Personnel and Development, 2009).

The recruiters should pay adequate attention for increasing e-recruitment effectiveness through updating website infrastructure and modernizing their social networking sites. Florea & Badea (2013) argued that many applicants continue to prefer traditional forms like newspaper advertisement, radio and TV advertising and spontaneous applications to e-recruitment and they still rate the employee referrals and personal recruitment more satisfactorily than internet recruitment because they can attain realistic information from the current employees.

Liljander, van Riel & Pura (2002) observed that the job portal had been developed to allow publicly accessible database where applicants can update and edit their CVs continuously. Organizations' investment in the job portal and career content on a website can be beneficial in the long run (Khan, Awang & Ghouri, 2013). Galanaki (2002) revealed that considerations of HR department in recruitment method include time, cost and coverage, the reach of candidates, response quality and corporate image impact. Nikaloau (2014) argued that despite increasing practice of SNS in job search, Internet Job Portals remain a top priority for the job applicants.

Social Networking Sites (SNS) deliver HR professionals and employers with an additional way of attracting, recruiting and background checking of applicants (Nikoloau, 2014). Social media has delivered job applicants great opportunity for job searching (Janta and Ladkin, 2013). Mochi, Bissola & Imperatori (2017) found that professional SNS such as LinkedIn are considered to be the most reliable and effective way for searching job while non-professional SNS such as Facebook might not prompt the job applicants' attraction toward a company. Mochi, Bissola & Imperatori (2017) showed that the best strategy in

e-recruitment activities is to put effort on professional social media over investing in non-professional social media. Moreover, Ladkin (2016) argues that Facebook, Twitter, and Instagram are used to better examine employees' personality, character and fit for the company.

Currently, potential candidates are more attracted to apply through SNS and job portals as they find it beneficial. Nikaloau (2014) found that although the arrival of SNS has changed the scenario of job search and recruitment process, job seekers use job portals more widely than SNS. Recently, Nomura, Areias & Yamauchi (2017) supports both job portals and SNS since LinkedIn, Monster, etc. are making bridges to reduce the gap between candidates and employers of many countries in the world.

Due to the transformation from traditional way to internet based way, it is important for organizations to disclose the causes of job seekers using different approach of e-recruitment sites (Brahmana, R. K., & Brahmana, R., 2013). By examining their psychological reasoning, employers can understand factors that are considered as important by job seekers. Thus e-recruitment can be used as a sustainable method for both parties.

## 2.1 Variables Considered for the Analysis

Depending on the review of literatures, different studies and perspectives of present job seekers, some variables/factors have been identified. To know the preference of using Company Website, Online Job Portal and SNS (Social Networking Sites) by job seekers, eight independent variables are taken into consideration as the influential factors.

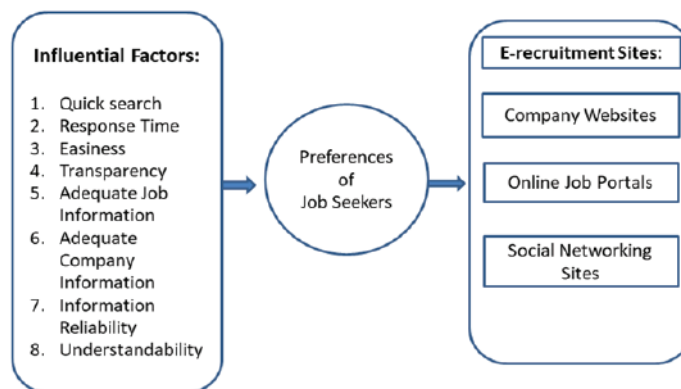
### List of variables

Independent variables	Definition	Authors
Quick search	How quickly job seekers can use the search engine	Rani, 2016
Response time	Sending response timely to any submitted application	Kaynama and Black, 2000
Easiness	Whether the sites are easy to operate	Brahmana, R. K., Brahmana, 2013
Fairness	Trust on processed-based fairness while using the sites	Johnson & Grayson
Adequate Job Information	Providing detailed and thorough information about posted jobs	Zusman and Landis, 2002
Adequate Company Information	Sites provide sufficient company information	Liljander, V., van Riel, A. C., & Pura, M.
Information Reliability	Currency and accuracy of information	Kaynama and Black, 2000; Zeithaml et al.
Understandability	Information provided in sites are understandable	Mwasha

Dependent Variables	Definition	Authors
Company Websites	Informational recruitment features in web sites that allow job seekers to apply directly.	Yoon Kin Tong, D., & Sivanand, C. N. (2005)
Online Job Portal	Online job boards combining software and infrastructure, and resumes databases that support the hiring processes.	Yoon Kin Tong, D., & Sivanand, C. N. (2005)
Social Networking Sites	Online-based communication platform that people use to build social relations easily and quickly.	Neilsen company, 2010; Jobvite, 2010 as cited by Nigel writer recruitment, (2011)

### 3. Research Framework

The theoretical framework draws evidence from time-tested notions representing the verdicts of other researchers on why and how a particular phenomenon takes place (Regoniel, 2015). After thoughtful review of available literature, the proposed research framework is presented. The figure shows the influential factors that make job seekers chose either company websites or online job portals or SNSs.



**Figure 1:** Hypothetical Framework

**4. Research Methodology**

**4.1 Sampling Method**

Fresh graduates from different public and private universities as well as job holders who are still searching for jobs using different online media were selected as the desired sample population. Convenience random sampling was chosen for being fast, easily and accessible technique (Elfil, M., & Negida, 2017). At first, the researchers chose the job seekers purposively. Then questionnaire of survey were distributed randomly to these job seekers among whom majority are from Dhaka. The respondents were mainly chosen from Dhaka as there was a time limitation for conducting the study. Finally, the respondents were notified through phone calls or emails by the researchers to fill up the questionnaire.

**4.2 Questionnaire Development**

A 24-item self-administered questionnaire was used to measure the factors that act as reasons of preferring three major online recruitment media (Company websites, Online Job Portals and Social Networking Sites) by the job seekers. The questionnaire has been developed by the researchers with the support of broad literature review of different articles, books and conference proceedings. Respondents were requested to express their degree of agreement toward the statements included in questionnaire, from 1= strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, to 5 = strongly agree. Again, two open-ended questions were also added to know about the critical views of the applicants regarding the problems they face while using these E-recruitment sites. Some recommendations were also asked through these open-ended questions from their points of view.

**4.3 Data Collection Method**

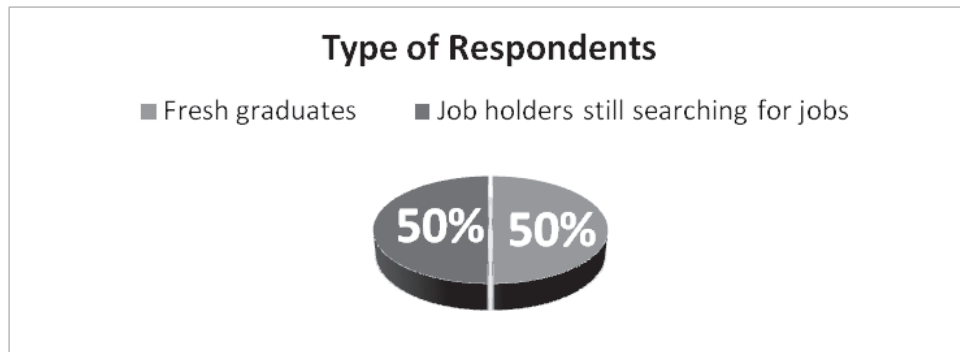
A CPD estimate stated that about 2.1 million Bangladeshi will seek job every year during the period 2013 – 2023 (World Bank, 2013). The study has been conducted based on the responses provided by urban job seekers. So the actual population size is not finite. Standard deviations are used to express variability from mean and it's expected that there will be less variability (Barde & Barde, 2012). Here, standard deviation is assumed as 12. The sample size has been computed using the formula:

$$n = (Z \sigma / E)^2$$

Confidence interval	95%
Standard deviation ( $\sigma$ )	12
Error (E)	2
Alpha divided by 2	0.025
Z-score (Z)	1.959963985

Sample Size	139
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Questionnaires were distributed among 350 respondents and 250 questionnaires were returned with the response rate of 71.4%. Of them, 145 returned questionnaires were usable. Others were not used to address the common method bias, missing data (Hair Jr et al.) and data normality (Shan et al.) problems. Of them, 50% are fresh graduates, and 50% are already job holders in different organizations.



#### **4.4 Analytical Tool**

The study is quantitative in manner. The statistical model that best fit with the study is Multiple Regression Model that predicts the value of a variable based on the value of two or more variables and creates a linear relation equation between dependent and independent variables (Uyanık, G. K., & Güler, 2013). As certain key variables are examined to pinpoint the preference of certain e-recruitment media, Multiple Regression Model is best suited. The authors have used IBM SPSS 20 (Statistical Package for the Social Sciences) for data analysis.

### **5. Data analysis and Findings**

#### **5.1 Demographic Profiles of Respondents**

To validate the data collection, the participation of different types of respondents has been ensured. The study was dominated by the young people who mainly are job applicants. There is an almost equal participation of male and female as well as employed and unemployed people. Most of the respondents completed post-graduate degree. Furthermore, a big ratio of the participants applied for banking and education sectors. The demographic characteristics of the respondents are frame-worked below:



**Table 1:** Sample Characteristics of Demographic Information of Respondents

List of variables	Attributes	Frequency	% of Total
Gender	Male	76	52.4%
	Female	69	47.6%
Age	18-24 years	41	28.6%
	25-35 years	104	71.4%
Education	Graduation	36	25%
	Post-Graduation	107	73.8%
	Others	2	1.2%
Occupation	Unemployed	73	50%
	Employed	72	50%
Experience	Less than 1 year	113	77.6%
	1-5 years	32	22.4%

**5.2 Factor Analysis**

The goal of the study is to identify the influential factors that play behind the choice of e-recruitment media by the job seekers. Based on previous studies and literatures, the authors identified eight factors that the job seekers can consider. The variables are properly measured on interval scale. Now, exploratory factor analysis would support our premise through few measures. The estimation method used in the analysis was pattern matrix analysis using an oblique rotation (Oblimin). Results indicated an acceptable overall suitability of factor analysis and the Kaiser–Meyer–Olkin measure of sampling adequacy was used to check for correlations with a value equal to 0.723. The recommended value of KMO should be greater than 0.5 (Malhotra and Dash, 2010) denoting the existence of small correlations between variables.

**Table 2:** KMO & Bartlett’s test

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.723
Bartlett's Test of Sphericity	Approx. Chi-Square	231.14
	Df	5
	Sig.	.000

Finally, the estimated pattern matrix is shown where items are distributed between 8 dimensions. The matrix includes the factor or item loadings and shows the coefficients for linear combination of the variables that are not less than 0.4.

**Table 3 : Pattern matrix**

<b>Pattern Matrix<sup>a</sup></b>		
	<b>Component</b>	
	<b>1</b>	<b>2</b>
Adequate Company Information	.840	
Adequate Job Information	.782	
Understandability	.674	
Transparency	.506	
Quick search		.871
Easiness		.631
Timely response		.517
Reliability		.443
Extraction Method: Principal Component Analysis. Rotation Method: Oblimin with Kaiser Normalization.		
a. Rotation converged in 9 iterations.		

### 5.3 Descriptive Statistics and Reliability Score of Items

The descriptive analysis of the items computed and the score of mean and standard deviation is illustrated as follow:

**Table 4: Mean and Standard Deviations of the variables**

Variables	Mean	S.D.
<b>Dependent variables</b>		
Preference of company website	4.1448	.76357
Preference of online job portals	4.2200	.77817
Preference of Social Networking Sites	4.2069	.80706
<b>Independent variables</b>		
Quick search	4.4138	.67275
Timely response	3.8345	.90534
Easier	4.3862	.63668
Fairness	3.3655	1.04625
Adequate job information	3.9448	.78863
Adequate company information	3.6345	.93403
Reliable information	3.6966	.82768
Understandable information	3.6621	.79251

The mean scores in dependent variables illustrate that online job portals are the most popular and preferred to the job seekers followed by social networking sites and company websites. Further, the mean statistics of independent variables demonstrate that respondents mostly find the benefits of quick job search and easiness in e-recruitment sites followed by the other factors – adequate job information, timely response, reliable information, understandable information, adequate company information and fairness in recruitment.

The reliability score of items is presented as follow:

**Table 5 :** Reliability scores of the variables

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.742	11

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Quick search	39.1586	20.523	.304	.733
Timely response	39.7379	18.903	.395	.722
Easiness	39.1862	20.153	.397	.723
Fairness	40.1172	18.535	.351	.732
Adequate Job Information	39.6276	19.458	.395	.722
Adequate Company Information	39.9379	18.239	.466	.711
Reliability	39.8759	19.332	.386	.723
Understandability	39.9172	18.715	.507	.707
SNS	39.3655	20.414	.242	.740
Company websites	39.4276	19.163	.461	.714
Online Job Portals	39.3724	19.471	.401	.721

To ensure confidence in this article’s measurement, the reliability is needed to be tested (degree to which error-free). Cronbach’s alpha ( $\alpha$ ) is a common measure of scale reliability and internal consistency of items. It provides a measure of the internal consistency of a test or scale (Tavakol, M., & Dennick, R., 2011). Cronbach alpha of above eleven items is .742 that denotes the internal consistency of the items observed in the sample is .742. In the last column of item-total statistics ‘alpha if item deleted’ approximates what the Cronbach’s alpha would be when we got rid of a particular item. From this column, this is observed that none of the values is greater than the current alpha of whole scale: 0.741. This means that no item needs to be dropped. Hence, the survey instrument (questionnaire) may be a reliable tool to measure constructs consistency.

#### 5.4 Multiple Regression Analysis

Estimated regression equation:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8$$

The equation can be translated as follows:

##### For model 1:

Company Website preference =  $\beta_0 + \beta_1 * \text{Quick\_search} + \beta_2 * \text{Timely\_response} + \beta_3 * \text{Easiness} + \beta_4 * \text{Fairness} + \beta_5 * \text{Adequate\_Job\_Information} + \beta_6 * \text{Adequate\_Company\_Information} + \beta_7 * \text{Reliability} + \beta_8 * \text{Understandability} + \text{error}$ .

##### For model 2:

Online Job Portal preference =  $\beta_0 + \beta_1 * \text{Quick\_search} + \beta_2 * \text{Timely\_response} + \beta_3 * \text{Easiness} + \beta_4 * \text{Fairness} + \beta_5 * \text{Adequate\_Job\_Information} + \beta_6 * \text{Adequate\_Company\_Information} + \beta_7 * \text{Reliability} + \beta_8 * \text{Understandability} + \text{error}$ .

##### For model 3:

SNS preference =  $\beta_0 + \beta_1 * \text{Quick\_search} + \beta_2 * \text{Timely\_response} + \beta_3 * \text{Easiness} + \beta_4 * \text{Fairness} + \beta_5 * \text{Adequate\_Job\_Information} + \beta_6 * \text{Adequate\_Company\_Information} + \beta_7 * \text{Reliability} + \beta_8 * \text{Understandability} + \text{error}$ .

**Table 6:** Summary of Multiple Regression Analysis

Model Summary																	
R			R Square			Adjusted R Square			Std. Error of the Estimate			Change Statistics					
												F Change			Sig. F Change		
Model 1	Model 2	Model 3	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3			
.461 <sup>a</sup>	.424 <sup>b</sup>	.369 <sup>c</sup>	0.213	0.18	0.136	0.166	0.131	0.085	0.6971	0.7253	0.7718	4.595	3.72	2.68	0.000	0.001	0.009
<p><i>a, b &amp; c. Predictors: (Constant), Understandability, Quick search, Fairness, Adequate Job Information, Easiness, Reliability, Timely response, Adequate Company Information</i></p>																	

The multiple regression analysis shows that overall influence of e-recruitment factors on Company Website preference is .461, on Online Job Portal preference is .424 and on SNS preference is .369. This finding contradicts with Nikaloau (2014), who argued about the top priority of Internet Job Portals. For Company Website, R square and adjusted R square is .213 and .166 respectively, standard error of the estimation is .697 and F value with (P < .05) is 4.595, for Online Job Portal, R square and adjusted R square is .180 and .131 respectively, standard error of the estimation is .725 and F value with (P < .05) is 3.720 and for SNS, R square and adjusted R square is .136 and .085 respectively, standard error of the estimation is .7718 and F value with (P < .05) is 2.680. Regression model suggested that

16.6% variance can be explained by selected e-recruitment factors in the Company Website preference, 13.1% variance can be explained by the e-recruitment factors in Online Job Portal preference and 8.5% variance can be explained by the e-recruitment factors in SNS preference.

**Table 7 : Summary of Regression Analysis**

Coefficients <sup>abc</sup>	Unstandardized Coefficients						Standardized Coefficients			t	Sig.				
	B			Std. Error			Beta								
	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3		Model 1	Model 2	Model 3		
(Constant)	1.607	1.75	2.553	0.568	0.591	0.629				2.831	2.963	4.061	0.005	0.000	0.000
Quick search	0.154	0.271	0.226	0.097	0.101	0.107	0.136	0.234	0.188	1.588	2.693	2.108	0.114	0.01	0.004
Timely response	0.003	-0.05	0.087	0.073	0.076	0.081	0.004	-0.058	0.097	0.042	-0.652	1.065	0.966	0.516	0.289
Easiness	0.274	0.244	0.052	0.102	0.106	0.113	0.229	0.199	0.041	2.697	2.302	0.463	0.008	0.02	0.64
Fairness	-0.093	-0.134	-0.093	0.06	0.063	0.067	-0.127	-0.18	-0.121	-1.538	-2.137	-1.394	0.126	0.034	0.166
Adequate Job Information	0.108	0.07	-0.158	0.087	0.09	0.096	0.112	0.071	-0.154	1.248	0.779	-1.639	0.214	0.438	0.104
Adequate Company Information	0.252	0.219	0.14	0.08	0.083	0.088	0.308	0.263	0.162	3.169	2.646	1.592	0.002	0.009	0.114
Reliability	-0.14	-0.113	0.188	0.079	0.083	0.088	-0.152	-0.121	0.193	-1.762	-1.374	2.145	0.08	0.172	0.034
Understandability	0.035	0.047	-0.048	0.092	0.096	0.102	0.036	0.048	-0.047	0.379	.487	-0.466	0.705	0.627	0.642

*a, b & c. Dependent Variable: Company Websites (Model 1), Online Job Portal (Model 2) & SNS (Model 3)*

The regression table above shows following results for three models:

The significant variables of preferring company websites are – easiness and adequate company information as the p-value that is smaller than .05. Job seekers prefer company website of e-recruiting media most for the “adequate company information” in terms of the value of standardized coefficients (β).

The significant variables of preferring online job portals are – quick search, easiness, fairness and adequate company information. But fairness is a negative significant variable (b= -.134, SEb = .063 and β = -.180) denotes job seekers don’t think that the recruitment through online job portal is performed with fairness. Job seekers’ online job portal preference mostly depends on its adequate information, followed by quick search and easiness

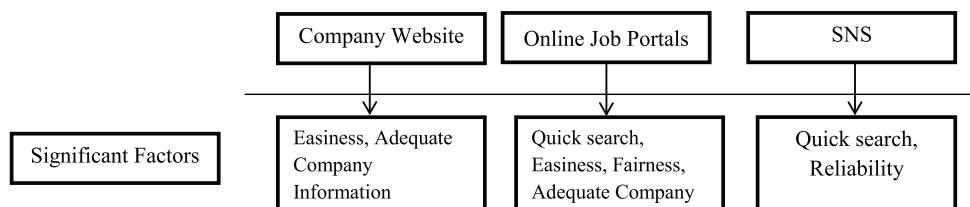
according to Standardized coefficients ( $\beta$ ). These findings add additional observations with Liljander, van Riel & Pura (2002) that already supported for customer satisfaction with e-recruitment methods.

The variables significant in preferring SNS are – quick search and reliability as the p-values are smaller than the alpha value .05. People consider both of these factors equally when they use Social Networking Sites. Moreover, this agrees with Mochi, Bissola & Imperatori (2017), but contradicts to some extent with Nikaloau (2014); as social networking sites have not changed the recruitment process merely by quick searching ability and reliability.

### 5.5 Findings from the Analysis

This is observed that a large proportion of job applicants use online job portals as job searching tool, followed by company websites, social networking sites. Descriptive statistics revealed that job applicants find the advantage of quick search and easiness through e-recruitment sites mostly and the most preferred e-recruitment site among the job seekers is online job portal. Internal consistency of all dependent and independent variables is .742 that ensures confidence in the article's measurement.

Easiness and adequate company information have been found as the most significant factors that affect job seekers' choice of a company website. As shown in statistical analysis, job applicants use company websites mostly for having adequate company information. In the analysis of job seekers' fondness of Social Networking Sites as e-recruitment media, quick search and reliability have been found most significant. Active and passive job seekers think that information given through SNS is reliable. Lots of factors have been identified that affect the job seekers to prefer online job portals than the other two. Quick search, easiness, fairness and adequate company information have been found as the most significant factors that affect job seekers' online job portal preference. As shown in statistical analysis, job applicants use online job portal mostly for the advantage of quick search and adequate information. But there is an argument among the job seekers about the fairness of recruitment through the online job portal. Many of them feel that recruitment is predetermined and vacancy is announced through job portal for the advertisement only. Therefore, a negative view has been found about the fairness of recruitment through an online job portal.



**Figure 2:** Summary of Findings

### **5.6 Findings about the Perceptions of Job Seekers**

As an attempt to achieve our second specific objective, two open-ended questions were also included in the questionnaire. Through these questions, the respondents were asked to express their thoughts about the problems they face while using the sites and to suggest some recommendations they feel important for the recruiters to consider when they depend on e-recruitment media for hiring people. Among the problems, most of the respondents consider long response time and insufficient information availability regarding company and job responsibilities as the key problem of online recruitment media. Some respondents also think many companies do not update their websites regularly which leads to dissemination of wrong information. Many find the information provided through online is unreliable and the information about job responsibilities is difficult to understand. According to the respondents, most often they do not get any response after applying through the internet. Few of them think that such online job advertisements are just for eye wash and the selection is predetermined. Few others also opine that even if the recruiters contact the applicants through the mail, most often interview schedule are announced within a very short period of time. As a result, if the candidates miss any mail, they will miss the chance to participate in an interview.

Again, another view of the respondents is that they cannot get any idea about the salary structure, terms and conditions of the job and other facilities of the organization when they use online media to apply. And it is also seen some companies hide their name from online advertisement that makes the candidates confused of whether to apply or not. Moreover, the question of internet accessibility arises. Job seekers, who use online media, find it difficult to apply when many applicants use the same server. Sometimes, it takes much time to get access to any company websites because of network breakdown.

Although a very small number of respondents think that there is no problem while using the online recruitment media, the problems that are identified by others need to be corrected because the recruitment activities are moving toward digitalization along-with all other activities of the country. Few suggestions are also made to improve the limitations job seekers face while using E-recruitment media. The first factor they emphasize most is the information availability, information reliability and authenticity. The respondents suggest that the organizations that use online media to advertise their jobs should provide adequate information about the company and the duties and responsibilities for those jobs. This step will help a large pool of candidates to get an understanding about what they are applying for. However, the company websites should be updated time to time to provide the actual current scenario of the organizations. Some respondents propose that a clear idea about the compensation and benefit plans must also be given in the online advertisements. As many respondents are concerned about the selection procedure, they think the online recruiters should ensure a proper feedback system to the candidates about the selection criteria and should disclose why or why not a candidate is selected.

Moreover, while providing the accurate information, the company websites should be easily accessible. The company server network needs to be strengthened enough so that many candidates can apply at the same time using the same server without any disruption. Some respondents also recommend that social networking sites and professional networking

sites should be used more than solely depending on online job portals or company websites.

## **6. Recommendations**

Based on the opinions of the respondents, some recommendations have been proposed here:

- Easiness and adequate company information influence job seekers to prefer company websites for seeking a job. So, the recruiting companies can consider these factors while advertising any job post and update their websites so that job seekers find this more useful and reliable.
- The online job sites should be updated with filtered information and opt-in advertising with faster navigation.
- There should be a clear feedback system to make the recruitment process transparent and fair.
- Recruiters and HR professionals should also consider SNS as one of the media of recruitment to attract both active and passive job seekers for selecting the quality candidate.

## **7. Limitations**

The study is based on a limited survey where the assessment was only conducted on the job seekers of a specific urban area in Bangladesh. As a large number of people are seeking jobs by both online and traditional forms, the viewpoints of rural job seekers have been overlooked here.

## **8. Conclusions**

The findings of the research study presented in the paper can provide an idea about the factors that play behind the preferences of job seekers in choosing particular online recruitment media which also in turn can help the employers to design and use these media in a way that ensures the proper job-person fit in organizations.

## **9. Scope for further study**

As Bangladesh is still moving toward digitalization, now rural youths also get the privilege to use the internet. The study was conducted considering the applicants from urban area. Some more factors could be introduced if the study considered the applicants from rural areas as well. In future, researchers can work further in this topic by extending the scope of the area to entire Bangladesh and adding more variables that might impact on the e-recruitment/e-recruitment media preferences.



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