

Analysis of E-recruitment Trend and Effectiveness: A case study on some companies in Bangladesh

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ABSTRACT

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

Key Word: E-recruitment, Cost-effectiveness, Reliability.

INTRODUCTION

Placing job advertisements on the Internet is a lot cheaper than placing them in newspapers, magazines and other media. That is why it is cost effective. Press insertions have word and space limits that can lead to unclear messages. On the Internet, there is no word limitation and all relevant details can be expressed unambiguously. The information provided by candidates is obtained in a standard, uniform format, which facilitates easy comparison. This allows for more objective adjudication of candidates in order to compile shortlists, and provides an auditable data trail, which assists with regulatory compliance.

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Automating recruitment administration, like posting a job opening complete with all the specifications on the Internet, takes only a few minutes. Delivery time and response time are immediate. The prospective candidates can visit the company site, post their CVs and expect responses through e-mails. As mentioned above, e-recruitment can also cut out all non-appropriate candidates automatically; producing a shortlist within minutes, rather than days of reading through 200 CVs. Thus improves the effectiveness of business process.

PURPOSE OF THE RESEARCH

This report aims at analyzing the e-recruitment trends and also e-recruitment effectiveness. This e-recruitment study set out to answer the following issues, using evidence-based research:

- To find out the overall trends in e-recruitment use and practice.
- To assess related benefits and challenges.
- To find out what is happening in practice and what are the e-recruitment methods that are being used

LITERATURE REVIEW

What is E-recruitment system?

E-recruitment, also known as online recruitment, is the practice of using technology and in particular Web-based resources for tasks involved with finding, attracting, assessing, interviewing and hiring new personnel.

E-recruitment software and systems are available as standalone applications, product suites and services. A recruitment management system is an integrated product suite or portal that streamlines and automates the processes involved (Danialarj, 2013).

Steps of the E-recruitment system

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

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

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

3. Research the Online Recruitment Advertising Space: It is necessary to think like a job seeker. What can happen when one search for different companies current vacancy on

Google, where are the company's competition advertising, what statistics are needed to be confident about chosen medium. Need to look for the Job boards & Social Media sites that common people plan to use.

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

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

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

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

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

Devise an Efficient Feedback System: If applicants have given their time and energy to attending interviews or assessment centers, then it is only fair that you invest a little bit of time helping them understand why they have not been successful. This will not only help them in the next interviews they attend, but it will also help improve how the brand is perceived.

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

The purpose of the E-recruitment system

The purpose of e-recruitment is to make the processes involved more efficient and effective, as well as less expensive. Online recruitment can reach a larger pool of potential employees and facilitate the selection process (Danialarj, 2013).

Types of E-recruitment

There are two different ways for companies or organizations to attract job seekers for their vacant positions:

Posting vacancies on their own websites which could be enabled by intranet or internet
Third party websites which enabled a huge marketplace for recruitment so-called "Online Recruitment Industry".

Smallest scale of e-recruitment includes the boundaries of the organization, using intranet to find the best option among incumbents which possess required knowledge, skills, abilities and other characteristics (KASOs). When the company wants to seek for its favorite potential employee among outsiders the internet is prescribed, but it could be done in two ways as I mentioned before. If the company has a strong IT culture and recruitment is something that they do a lot during a year they can invest on their own website to be equipped with necessary modules to handle e-recruitment internally but if due to any reason it is not worth or reasonable to have such a platform, there are plenty of companies nowadays which are specialized to provide them with employees through advertisement, ranging from fully specialized like Bdjobs or through social networks. However the company may choose to use both, through advertising the position on the external platforms with putting the link of apply on it which redirects user to the company's website to start the procedure. International data corporation (IDC) estimates \$5.3 billion was generated in the US in 2011 through online recruitment industry and it is roughly increasing by 4 percent until 2015 (Silber, 2012).

Advantages

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

- (1) Cost saving
- (2) Time saving
- (3) Increased number of applicants
- (4) Independence of place and time -e.g. company can establish an assessment for applicants easily
- (5) Recruiting qualified staff more easily
- (6) Improved employer image
- (7) Efficient and effective personnel selection –i.e. company needs a suitable method to select
- (8) Providing additional workplace and organizational information -by employer to applicants
- (9) Usability
- (10) Target group orientation –i.e. post job vacancies in the right place
- (11) Updating of job and applicant data –i.e. possibility to update information even when the position is published
- (12) Expanding geographical scope of recruiting measures –i.e. having applicant hundreds miles away
- (13) Realization of competitive advantage –i.e. through faster and cheaper recruiting process to select more suitable candidates
- (14) Corporate policy

Disadvantages:

On the other hand the disadvantages of this approach can be extracted as well. Regardless of the challenges which companies face in terms of IT and marketing difficulties like security of applicant's data, privacy problems (which is always on the table speaking about digital world), importance of web appeal to attract job seekers (Thompson et al., 2008) or those issues which were disappeared due to time circumstances like *"For majority of job seekers, internet still is not the first option"*

(Galanaki, 2002) the remaining controversial disadvantages of using this tool in terms of effectiveness and behavioral influences which may have effect on company's overall performance would be mentioned here:

One of the most negative consequences of e-recruiting which have always been on the agenda is the trade-off between quantity (increasing) and quality (decreasing) of the candidates. However the number of applicants would increase but it entails the higher number of unqualified ones (Pearce and Tuten, 2001; Chapman and Webster, 2003; Barber, 2006) which may increase the cost and time of processing.

Stone et al. (2006) posit e-recruiting modifies social interactions which for example cause the applicant inability to perfectly present his/her own KSAOs to the employer. Consider when a company is looking for a marketing manager or assistant. Appropriate people for this position have to be outgoing and a little bit talkative. These kinds of abilities cannot be measured through e-recruitment. Also they make another hypothesis based on social values and argue people how prefer relationship-based interactions are less likely to accept e-recruitment. What Pin et al. (2001) called it "Lack of Human touch" refers to the same issue.

Discrimination among ethnic minorities group or diversity issue, and possibility to apply for disable people is another domain which may be affected negatively by this method of recruitment (Barber, 2006). Garcí'a-Izquierdo et al. (2010) did a research on companies listed on the Spanish Stock Exchange. They found out the level and type of information which some of these companies ask in their application forms during e-recruitment process may cause a discrimination. However they note according to the new changes in legislation in 2007 it is too early to expect them to change their forms but still we can see there is potential in this approach to create these inconveniences.

Pin et al. (2001) also resulted two other important disadvantages through their methodology based on survey mainly in Europe: (1) Poor segmentation of the market; One of the advantages of e-recruitment which was mentioned above was "Target Group Orientation" which is in contrast with this finding. According to this study, 59 percent of the companies noted this as the main reason not to use e-recruitment. As Pin et al. explain, due to the broad access which is provided by Internet matching the position with the candidates is impossible and it cause having less qualified applicants with the cost of losing qualified ones. However the level of classification of contents in internet is improved and we almost can find the related domain but the footprint of this problem is still observable (Suvankulov et al., 2012)

Higher rate of employees turnover; Smith and Rupp (2004) confirms this disadvantages in their study on managerial challenges of e-recruiting since an employed person may get interested in another position in another company which is freely accessible through internet.

As a result, e-recruitment is inevitable with the existing trend of digitalization so that we even have digital newspapers these days, but all the advantages could not be realized as it was supposed to be like target orientation which offsets by poor segmentation, or reduction in time or cost for recruiting which could be offsets somehow due to high number of applicants

that need to be evaluated. Also it seems by passing the time some disadvantages of this method were faded like the accessibility to the internet, possibility to have user friendly layouts, high fees for implementation (thanks to third parties platforms it is possible to advertise cheaply) or Data transparency (candidate can be untruthful on paper as well). But still there are some other disadvantages which are not settled and the companies have to deal with them to create a balance in a way.

The use of technology in business and managerial solutions has led to the simplification of a lot of day to day processes. Right from recruitment to training these days we have everything running on technology and this has helped in the effective utilization of resources. E – Recruitment is a popular and upcoming recruitment procedure or tool that is adopted by various companies in selecting their workforce and inviting a larger pool of applicants. This cost effective method of recruitment does not only reduce the costs but also speeds up the entire process and helps in creating and establishing a coordination between IT management and Human Resource for better productivity.

Where recruitment is the process of inviting applicants to apply for a particular position in the company and then short listing them for the final selection process, E – Recruitment is the same process done with the help of technology to attract and recruit candidates for the same job. This type of recruitment is new but has been a sensation from the beginning due to its efficiency in saving valuable resources like time, money and efforts.

As more and more companies have revolutionized their processes, the Human Resource Department has also undergone major changes and is now more adaptive to current trends and market practices. Researchers have proved that most people these days look for jobs online and even prefer applying online since the process takes less time and very little paper work is involved (Sylva, Hella, and Stefan T. Mol 2009). The employers find it easy too, to go through

the applications that come to them through web portals and websites that are created for varied purposes. In fact websites these days play a major role in the employment and recruitment process since a company's official website is the first interaction that the applicant has with the company while they apply for a particular job. Internet has now developed as a very useful mechanism in the recruitment strategy by attracting potential job applicants.

Normally, the quality of people hired is the key metric for measuring the effectiveness of the employment function, but in certain cases the speed of hiring may actually be a more significant contributor to quality hiring (Sullivan, n.d.). A good productive hiring is not a matter of putting an advertisement in the newspaper, setting up some chairs, and tables on the appointed day, and taking in some resumes to be followed up later. The purpose of a hiring event is to reach out to prospective employees and bring the specific kind of skills and experiences in the organization especially those which cannot be built from within (Shafique, n.d.). The question is how this could be possible.

The traditional hiring process involves advertisement of job positions to hiring of successful applicants but it has some own inherent weaknesses. The problem lies in the advertisement of job positions as it is costly to advertise through print media (e.g., newspapers or magazines). Hence the publication of job positions can only be advertised for a short period of time. Sometimes the application of geographically secluded job seekers who is competent enough get hampered as the resume does not reach the employer within the due date (Ruel, Huub JM 2007).

This problem can be addressed by an online recruitment system. Online recruitment is set to change the way in which companies recruit their workers. Online recruitment is a fundamental business process. It is the removal of complex and unnecessary paper works, and the introduction of streamlined workflow systems, reliable database applications, and efficient communication channels between job seekers and managers. "At a relatively low cost, the Internet offers employers and job searchers access to detailed and up-to-date information about job searchers and job vacancies in different locations around the world" [4, p. 94]. In this manner, companies can commit themselves to equal opportunities as job providers and can attract new and qualified candidates (Brencic, n.d.).

The most common reasons of using corporate or commercial websites in their recruitment were cost-effectiveness, ease of use for candidates, a larger candidate pool, ease of use for the organization, speed to hire, and company policy. On the other hand,

the less common reasons were success in finding candidates and keeping ahead of competitors. Moreover, a company uses online recruitment in order to reduce recruitment costs and to improve the efficiency of the recruitment process. These were the significant drivers for the adoption of both corporate and commercial websites. The need to “move with the times” or to “keep up with other organizations” is the primary motivation to adopt online recruitment.

Interviewees who had positive experiences of online recruitment believed that this form of recruitment could minimize the time taken to hire employees because posting advertisements on the Internet are faster. Interviewees also described that online recruitment is cost-effective since it reduced the use of paper. Online recruitment offered reduced recruitment costs, time-saving capability, quick response features in checking application status, and online resume development but all advertisements were supported by agreed job descriptions, person specification, and further information about the department or section in which the job was located (Grandy, 1987).

The BdJobs online recruitment system can shortlist the application forms according to years of experience, skills, and educational attainment relevant to the job vacancy. Other online recruitment websites i.e- Prothom-Alo Jobs, JobsA1 etc. can do it too. The system was able to provide sending of automated responses to qualified applicants. On the other hand, applicants could view further particulars of the post, which included background information concerning the company, department, the job description, and person specifications. They could fill out the application form online, and easily update their profiles.

However, the system was not capable of doing such task as detecting errors on entered data of applicants. The system could not determine whether the data provided by the applicants were correct. Typographical errors were not detected by the system. The system could not also verify if all skills, knowledge, experience, and education specified by the users were true.

METHODOLOGY

A both primary and secondary source of information was used to prepare the report.

Primary Sources: Questionnaire Method, Observation Method.

Secondary Sources: Company websites ,² BdJobs, Prothom Alo Jobs, Everjobs, JobsA1 etc. websites ² , Books and Journals²

Population and Sampling

43-Sample size has been used in total from five different companies like Computer Source, Trust Bank, Action Aid, Daraz, Oppo.

The survey questionnaire was based on a structural questionnaire which has been answered in a ranking or rating pattern. Among 43 samples, 7 samples were from Action Aid, 7 samples were from Oppo, 9 samples were from Daraz, 10 samples were from Trust Bank and other 10 samples were from Computer Sources. This study period was from April 2016 to May 2016.

Hypothesis

A hypothesis is a proposed explanation made on the basis of limited evidence as a starting point for further investigation. Our hypotheses on this project are given below:

Hypothesis₀: 'There is a trend of E-Recruitment in organizations but it is not effective.'

Hypothesis₁: 'There is a trend of E-Recruitment in organizations and it is very effective.'

DATA ANALYSIS

A structured 15 questionnaires in a 5 point scale ranging from strongly agree (5) to strongly disagree (1) was developed for respondents view regarding parameters relating to the level of effectiveness and trend of e-recruitment. Descriptive statistics and indexing ($\log P01 = \sum \log [P1/P0 \times 100] / N$) have been used to identify the level of effectiveness of E- recruitment throughout the study.

Responses of 43 Employees Regarding E-Recruitment at Organizations & its Effectiveness:

Sl. No	Questions	Scale (1-5)					
1	Do you use any social media/website for recruitment? 1. Yes 2.No 3.Sometimes 4. Very Often 5. Rarely	Yes 33	No 1	Sometimes 5	Very often 4	Rarely 1	Index 2.01

2	Which recruitment website you use? 1. Bdjobs 2. Prothom Alo Jobs 3. jobsA1 4. amarcareer 5. others	BdJobs 28	Prothom Alo Jobs 8	JobsA1 10	Amarcareer 0	others 3	1.17
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Sl. No	Questions	Scale (1-5)					Index
		Strongly Disagreed	Disagreed	Neutral	Agreed	Strongly Agreed	
3	Do you agree that e-recruitment is the fastest mode to apply for Jobs?	1	2	3	16	21	3.18
4	Do you think that E-Recruitment is an effective way to gather quality resumes than the old traditional method of Gathering?	1	1	7	18	16	3.18
5	Do you agree that E-Recruitment supports in bringing better qualified candidates in an Organization?	1	1	13	18	12	3.18

6	Do you agree that large pool of applications can be collected through e-Recruitment?	1	4	1	15	21	2.93
7	Do you agree that posting of jobs online is cost saving activity for the organization instead of advertising in the Newspaper?	1	2	6	15	19	3.18
8	Do you agree that E-Recruitment reduces the Recruitment and Selection cost?	1	2	1	28	14	2.93
9	Do you agree that E-Recruitment saves time in collecting quantity of Resumes?	1	1	3	16	23	3.18
10	Do you agree that qualified candidate hired through E-Recruitment increases the performance of an organization?	1	1	14	20	7	3.18

11	Do you think that candidate recruited through job portals motivates the current employees making them feel that the hired person is not appointed through any Referral?	3	10	8	13	9	2.93
12	Do you agree that qualified candidate recruited through E-Recruitment leads to the reduction in employee Turnover?	2	12	10	4	8	2.65
13	Do you agree that applying through job portals and social networking sites is more accessible to the Candidates?	1	1	4	24	13	3.18
14	Do you agree that in the competitive market E-Recruitment helps in recruiting qualified Candidate?	1	0	13	19	11	3.18

15	Do you agree that E-Recruitment plays an important role in organization Success?	2	2	12	15	12	3.18
	Average						2.84

FINDINGS

After doing primary and secondary data analysis, following scopes and limitations of E-recruitment and its effectiveness has been assessed:

Scope

- a. Lower cost to the organization. Also, posting jobs online is cheaper than advertising in the newspapers.
- b. No intermediaries.
- c. Reduction in the time for recruitment (over 65 percent of the hiring time).
- d. Facilitates the recruitment of right type of people with the required skills.
- e. Improved efficiency of recruitment process.
- f. Gives a 24 X 7 access to an online collection of resumes.
- g. Online recruitment helps the organizations to weed out the unqualified candidates in an automated way.
- h. Recruitment websites also provide valuable data and information regarding the compensation offered by the competitors etc. which helps the HR managers to take various HR decisions like promotions, salary trends in industry etc.

Limitations

Apart from the various scopes and benefits, e-recruitment has its own share of shortcomings and limitations.

Some of them are:

- a. Screening and checking the skill mapping and authenticity of millions of resumes is a problem and time consuming exercise for organizations.
- b. There is low Internet penetration, no access and lack of awareness of internet in many locations across Bangladesh.

C. Organizations cannot depend solely on the online recruitment methods.

d. In Bangladesh, the employers and the employees still prefer a face-to-face interaction rather than sending e-mails.

RESULTS

According to the primary data analysis, it is now clear that there is a trend of E-Recruitment in organizations and it is very effective.

Two hypotheses were made according to research topic. Where one of the hypothesis was:

‘There is a trend of E-Recruitment in organizations but it is not effective.

‘This hypothesis was null ($H=0$) means it was rejected.

On the other hand, another hypothesis was:

‘There is a trend of E-Recruitment in organizations and it is very effective.’

This hypothesis ($H=1$) was accepted as it is found out from the survey conducted in five different companies.

DISCUSSION

The effectiveness of online job recruitment system is based on FURPS (Functionality, Usability, Reliability, Performance, and Security) Quality Factors (Grandy, 1987). Only three quality indicators (Performance, Reliability, and Security) were selected from FURPS because only these three criteria were deemed applicable in this study. Moreover, Performance and Functionality were treated as one criterion since both referred to the effective processes of the software. Lastly, Cost-effectiveness was included since it was asserted that the software could save costs to the company.

Performance: Performance is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed (Business Dictionary, n.d.). Here performance refers to the capability of online recruitment system to generate a list of applicants suitable for the job vacancy in a quick manner.

Because of online recruitment system, a job vacancy can be put in the morning where the first applications will arrive by lunchtime and by the end of the day, a candidate will be interviewed. Obviously, it is not like this. But the fact is that in online recruitment things can be done fast and it gives us the indication that the performance is good.

Company software could facilitate efficient filtering of qualified candidates and could provide a well-matched shortlist of qualified applicants. However, the system could not come up with recruitment policies which were free from errors and inconsistencies.

Internal Recruitment System in these companies is a manual process and hence filtering of qualified candidates is time consuming.

So, in terms of Performance company software is considered to be more effective than internal recruitment system.

Reliability: Reliability is the ability of a system to consistently perform its intended or required function on demand and without degradation or failure (Business Dictionary, n.d.).

Online Recruitment system is completely different in terms of reliability. On a website a job vacancy advertisement is there 24 X 7, for as long as we desire. Candidates can come back to have a look at it again and again. From Office Administrator to HR Director: they are all online and as it is an online system, it keeps on working without interruptions.

Company system could produce the required results with precision in terms of the quality of the applicant being hired for the job vacancy. It could filter out applicants' forms without anomalies and any form of discrimination. Moreover, it provided correct results with minimum expenditure of time and effort. Internal Recruitment System of these companies also produces the required results with precision in terms of the quality of the applicant being hired for the job vacancy.

Filtering out applicants' forms is done manually but human error may be present and the organization may not avoid any form of discrimination. However, it provided correct results with more expenditure of time and effort.

So, in terms of Reliability, company software is considered to be more effective than internal recruitment system.

Security: The extent to which a computer system is protected from data corruption, destruction, interception, loss, or unauthorized access (Business Dictionary, n.d.). Security is the availability of mechanisms that control or protect programs and data.

The mechanism to protect and control programs and data, and it provided its users passwords as security against unauthorized users (Pressman, n.d.). It is capable of securing the confidentiality of data received from different types of applicants.

In terms of security, the internal recruitment system of companies is not capable to control any kind of mechanism. It is the sole responsibility of the HR personnel to hold the confidentiality of data received from different types of applicants.

So, for Security issues, company software is considered to be more effective than internal recruitment system.

Cost-effectiveness: Cost-effectiveness refers to the justification on the amount spent for the investment which commensurate with effectiveness.

Posting a job vacancy on our own company website does not cost us anything, while putting on a job board usually costs some thousand taka. For recruitment through head hunters, the consultant fee for a candidate could be anything up to 20% of the first year's salary, and that advertising in a national newspaper can cost thousands, we can immediately see the cost savings with online recruitment but for this purpose advertisement needs to be done in our own web portal.

Recruitment through company requires certain amount money to be paid for each job posting no matter the desired candidates has been hired or not.

On the other hand Internal Recruitment system is more cost effective compared to online recruitment. But although no amount of money is paid as no vendor is related to it, this system also does not guarantee the desired candidate has been hired or not.

Finally, in it can be said that online recruitment is more efficient compared to the other means of recruitment such as print media advertising or internal recruitment. It could provide sufficient space to outline enough information for the candidate to understand the position and the institution. Moreover, it was capable of reaching potential employees at a shorter span of time.

RECOMMENDATIONS

Although these companies are more effective online job recruitment system than the Internal Recruitment system of most other companies it should develop an online job recruitment system through their own web portal. Whenever there is a vacancy, job postings will be made in the web portal and candidates can easily apply online by filling out their resumes in the database. This will also be cost effective because it will reduce reliance and costs on recruitment agencies. It will increase brand awareness by attracting candidates to our website. It will enhance candidate perceptions of the employer brand with fast response times. It will streamline communication between our company and qualified candidates. It will also build own talent pool to source for future job opportunities - sophisticated talent relationship management tools allow us to build a database of suitable candidates from past applicants or from previously identified targets. It can also measure success with a comprehensive set of reports, including reports on KPI's such as the average cost per hire, agency performance tracking reports

etc. This system can also be used to prepare data for HR balanced scorecards and benchmarking.

CONCLUSION

Today's business operations, including recruiting are streamlined by technological advances.

Online recruitment can attract candidates and aid the recruitment process. For online recruiting most recruiters use one's own company website, a third-party job site or job board, a CV database, social media or search engine marketing as part of the recruitment process. Employees are the backbone of every organization so to hire right is crucial for its success. Human Resource Department plays the key role in hiring, retention, and motivation of employees'. The effectiveness of online job recruitment system is based on Performance,

Reliability, Security and Cost-effectiveness. In terms of performance, reliability and security online recruitment is more efficient than internal recruitment system of different companies. However if different companies develop an online recruitment system in their own web portal rather than putting the advertisement in online websites, it will be cost effective and also brand awareness will be created. Based on all discussions in this report, it can be said that online recruitment system is more efficient compared to internal recruitment system of different companies.

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