THE CAPABILITY OF THE INTERNET

AND ITS EFFECTIVENESS AS A

RECRUITMENT TOOL.

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Abstract

The use of Social Networking sites as a recruitment tool for employers The use of online social networking is a common occurrence There seems to be a trend for organisations and recruiters to utilise these social networking sites to screen potential job seekers as part of the hiring process This study examines Irish employer's attitudes and use of these practices

E-Recruitment is also referred to as, online recruitment, internet recruiting and e-recruitment, it is the use of the internet for attracting, hiring and to retain job seekers As the number of people searching online for jobs increases, companies are taking advantage of e-Recruiting software to manage the entire recruitment process and reduce recruiting-related costs The traditional method of recruitment has been revolutionised with the emergence of the internet but has not been placed The introduction of the internet has changed dramatically HR recruitment and the way the HR function now thinks about recruitment function Many organisations are using the internet to recruit new talent they are using e-recruitment to post jobs and accept C V 's on the internet, and correspond with applicants by email

In this paper, the research will look and the role of social recruitment sites in recruitment and also e-recruitment and its practice by Irish organisations This research found and other research has proven that traditional methods of recruitment are still the preferred method but organisations are using both recruitment methods in parallel

Keyword   Social Networking Sites, e-recruitment

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CHAPTER ONE

INTRODUCTION

1 1   OVERVIEW

"These days everyone talks about the Internet But what is it really"?

The Internet is a worldwide collection of computer networks, cooperating with each other to exchange data through telephone wires and satellite links, Internet users can share information in a variety of forms The size, scope and design of the Internet allow users to

- connect easily through personal computers and telephone numbers,

- exchange electronic mail (E-mail) with friends and colleagues,

- post information for others to access, and update it frequently,

- access multimedia information that includes sound, photographic images and even video, and

- access diverse perspectives from around the world

The Internet lacks a central authority in other words, there is no "Internet, Inc " that controls the Internet The Internet is bound by few rules and answers to no single organisation (http //www centerspan org/tutorial/net htm)

Developments within organisations and organisational business have brought new challenges for organisations and their recruitment procedures Specifically, technological changes, globalisation and social trends and these are requiring organisations to reconsider their

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recruitment procedures The traditional methods of recruitment may no longer suffice Organisations realise the importance of hiring the right person for the job the first time Failure to do this will lead to wasted time, money and potentially a loss of business The future success of a company is predominantly based on the success of Human Resource efforts, which evolves through the identification and attraction of quality new employee's generated from the recruitment process (Barber, 1998) In recent years recruitment has changed dramatically both internationally and in Ireland In spite of the economic down turn companies need people to survive and talented employees are the prime source for a company's competitive advantage The competitiveness in the recruitment market many organisations are concentrating more time, effort and resources on widening the range of advertising methods both online and using traditional methods to try and attract quality applicants from as broad and diverse a pool as possible

For the purpose of this dissertation the author concentrated on the areas of social networking sites and e-recruitment, their use within Irish Organisation's and organisation's recruitment procedures

1 1 1   Social Networking Sites

This study will examine employer's attitudes towards social networking sites and if the employer is utilising social networking sites to screen candidates as part of the hiring process Employers are increasingly turning to social networking sites as part of their recruitment tool for screening possibly future employees Employers can gain a lot of personnel information about potential applicants   A survey conducted by Careerbuilder com in 2010 it states the 45% of companies in 2009 used social networking sites as a screening tool for job applicants

This number increase two fold from the previous year This statistic alone indicates the popularity of using these social networking sites as part of the recruitment process

The Facebook com website is currently home to 400 million users Popular search engines such as "Google" and "Yahoo" allow employers to access all types of information There are now a lot of personalised resource sites or social networking sites such as "Face book" and "LinkedIn" that now have opened new doors to HR Professionals on gathering information on potential employees

The term Social Recruitment is becoming the buzz phrase used throughout the recruitment world, which can be defined as "harnessing the evolution of Web 2 0 technologies and social media tools to communicate, engage, inform, and recruit our future talent (Jacobs, P (2010,February 23)

The use of social networking sites allows HR Professionals to connect to a wide audience of talented and capable candidates in niche communities Jacobs, P (2010, February 23)

To demonstrate that organisations are using social networking sites as part of their hiring decisions, an article from HR Focus, a candidate's social networking profile assists a candidate to getting a job because their profile demonstrates that they were well rounded, creative and received varies accolades, and would be a good fit to their organization This can also work in reverse reasons candidates did not receive job offers based on their social networking profiles included such concerns as poor communication, drinking/drugs content, bad mouthing of previous employers/ co-workers/clients and/or posting provocative in appropriate photographs HR Focus (2009)

1 1 2   E-Recruitment

In the following chapters the author will discuss recruitment in general terms to include internet recruitment processes i e e-recruitment Then look at the requirements for effective internet recruitment Also, discuss the advantages and limitations of internet recruitment

In the last few years, the manner in which recruitment is conducted has changed dramatically The general recruitment philosophy still remains, but new technology which is ready available is having a tremendous impact on how recruitment is accomplished today People in all professions readily use the Internet to identify job prospects This technology is still quiet recent and is continuously changing, in my opinion it is without doubt the way into the future for HR Partitioners

Due to the global downturn companies are looking to make significant cost savings as organisations feel the effects of the global downturn The recruitment landscape as changes dramatically in recent years with high levels of unemployment and skill shortages in many areas this has lead to the increase competition to recruit the best people The recruitment process itself has undergone a dramatic transformation with the utilisation of the internet Internet as a recruitment tool has enabled HR Professional to reach a wider pool of potential applicants and to fill positions faster with less cost to the organisation which is clear advantage to organisations in a competitive market

The internet can assist in all the processes of recruitment

- Attraction (advertising and testing)
- Selection and assessment (screening and testing)

- Offering and closing offers, induction

E-recruitment can also be used to support applicant tracking and workflow processes As demonstrated in the authors survey mostly organisations use online recruitment at the attraction stage of the recruitment process (advertising positions and receiving applications and curriculum vitae's from potential candidates

1 2   Purpose of the dissertation

The main goal of this dissertation is to demonstrate the recruitment capability of the internet The research is aimed at HR Practitioners The research involved a survey of a cross section of Irish organisations

1 3   Research Question

Research Study 1 This research study focuses on to what extent employers are using social networking sites in their hiring decisions

Research Study 2 The author will demonstrate that the Internet plays a major role in the recruitment process for HR Professionals and what are the related benefits and challenges What is happening in practice? What are the e-recruitment methods that are been used What is the real experience from Irish organisations attempting implementation? Does it work? How do organisations evaluate the success of their e-recruitment initiatives?

The scope of the research is mainly focused on the practises of Irish organisations but in the literature review the author will be discussing papers from a European and the US market and their experiences using the internet as a recruitment tool and the fact that it is a much more mature market

CHAPTER 2

LITERATURE REVIEW

Introduction

The literature review will mainly focus on the capabilities of the internet and it effectiveness as a recruitment tool The main body of the literature review focuses on E-recruitment, recruitment processes in general and the advantages and disadvantages of e-recruitment There is also a large body of work devoted to social networking sites and how they are used as a hiring tool for HR Practitioners The literature review will assist in answering the questions in regard to the use of social networking sites and e-recruitment In the conclusion the findings in the literature review will be used in conjunction with the author's own primary research and should reinforce the findings from the literature

2 1   The role of Social Networking Websites in recruitment

Today they are hundreds of millions internet users interacting through social media sites like LinkedIn, Facebook or Twitter More and more companies, HR Professional and recruiters are using social media to target candidates LinkedIn, Facebook, and Twitter have over 535 million combined users That is equal to a lot of potential talent for organisations This type of head hunting is called social recruiting It's about engaging with users and using social media tools to source and recruit talent

Reviewing social networking sites of potential candidates can be a useful tool for recruiters looking to recruit a candidate There are hundreds of active social networking sites serving

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different markets e g LinkedIn is a business social networking site mainly used for professionals networking People who use LinkedIn have a list of contact details of people who they have some level of relationships called connections This list of connections can be used to follow different companies and find job, people and business opportunities The website has currently 4 million members worldwide

MySpace is where users set up personal profiles which include photographs, information about personal interests and blogs Users send messages to one another to socialise MySpace community

Facebook is one of the largest social networking site users can join networks organised by cities, religions, schools to connect and interact with other people People can add friends, send those messages and update their personal information to notify their friends about themselves The growth of Face book is huge and there are currently no sign of it stopping

Twitter it one of the latest popular social networking site it is a free micro blogging service that allows its users to send and read other users updates which are known as tweets which are only 140 characters in length Twitter stands out from the rest of the social networking site because of its simplicity It does not offer any advance sharing tool like shared photographs or video's but is does allow users to share tweets on other websites Twitter attracts roughly 10 million visitors

2 2   Social Networking Sites part of Recruitment Practices

Burns, (2008) states that social media capitalises on one of its greatest strengths of the internet, the ease of entry and the elimination of intermediaries According to Santonocita, (2009) that in the ten years that social networking sites will be a common place for SME's to

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have their own internet To exploit these opportunities employers will need to invest time, gain understanding, commitment and authenticity to build meaningful relationships and communities

A research by O2 indicated that over 700,000 small and medium sized businesses are using Twitter Social Networking Site to save on recruitment and marketing costs This trend can also be seen on other popular social networking sites such as LinkedIn and Face book Burns, (2008) suggests that the most popular social networking site for recruitment is LinkedIn With the recent recession and with huge amount of redundancies, LinkedIn visitor count hit 7 7 million a month compared to 3 5 million a moth the previous year Leske, (2009)

2 3   Passive Job Seekers

Gupta, (2008) the power of business oriented social networking sites according to recruiters is often considered that they are rich sources of information regarding passive job seekers Dekay, (2009) describes a passive job seekers as a person who is currently in employment and not seeking a career change Passive job seekers are a lot more attractive to HR Professionals as they are not associated with agencies and are considered to be stable employees Online recruitment has made it easier to attract the passive candidate Social networking site LinkedIn launched a new tool in February 2009 which assists HR professional to recruit the passive candidate It is known as the LinkedIn talent The advantage to this tool for HR professionals and recruiters is that is allows them to unlock the power of LinkedIn's extensive professional network so that it can uncover quality passive job seekers who are unlikely to be on traditional job boards

2 4   The advantages associated with Social Networking Sites for recruitment

Using social networking sites for recruitment is a relatively new phenomenon in HR Management Many employers believe it is an acceptable practice using these sites for online background checks of potential candidates Clark and Roberts, (2010) Profiles in Social networking sites give recruiters' information about their education and professional career Also recruiters can contact potential candidates and communicate with them in a noncommittal manner Recruiters who use Social networking sites to search for potential candidates can build up long term relationships with them LinkedIn Social networking sites act as a talent pool Recruiters can search these social networking sites like LinkedIn and can filter and search candidates with special background This can lead to time reduction for the search and improves probability of finding the right candidate Social networking sites can support the relationship management between organisations and potential job seekers Eldon (2009) cites that Face book is not the easiest way for recruiters to search for candidates, but a great opportunity Face book is a social oriented social networking site which makes it difficult for recruiters to understand how Face book works for recruitment Employers who learn to use the sites can be of great benefit for companies and recruiters Face book can offer employers to create a business profile and can support the companies branding Applicants use social networking sites as a source of information about companies but do Irish companies use social networking sites for recruitment This is a question that will form a part of this study

2.5 Disadvantages of Social networking sites for recruitment.

Some would criticise the way employers would use social networking sites for background checks on potential applicants. Clark and Roberts, 2010 argue that applicants use social networking sites for social interaction and many would not be aware that potential employers use these sites to collect character information. Schauble, (2008) suggests that new strategies and approaches in recruitment face a number of changes and challenges for HR departments and companies. It is imperative that companies take some critical factors into consideration such as privacy of data and ethical issues. Currently recruiters are spending a lot of time trying to familiarises themselves with the new technology and companies have to define data protection regulations and user regulations when using these sites. It is necessary that companies monitor the market to prevent discrimination of exclusion of possible candidates. Companies need to consider the quality of these social networking sites and carefully consider the information it is receiving. The author of "Online Job Hunting" Martin Yale says "it is difficult to protect confidentially online, and anonymous advertisements rarely attract the right people so sensitive hires need head hunters. http://news.bbc.co.uk/2/hi/indept/sci.tech 2000/dot life/1638816.stm.

Introduction

2.6 E-recruitment and it effectiveness as a hiring tool

After initially research for a dissertation topic it was the view of the author from reading Human Resource Literature that technology is playing a key part in the strategic positions of leading organisations particular E Recruitment. Many organisations are now using internet

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based technology to facilitate their recruitment process The Human resource focused function is undergoing major changes HR Departments are now required to be simultaneously strategic, flexible, efficient, and customer focused It is suggested by many authors that the use of technology will assist HR to achieve these goals After reading various literature on the development of the internet and the impact it has had on recruitment has been over the past decade phenomenal acting as a conduit between employers and job seekers Technology has enable organisation and job seekers to become more interactive and to connect globally 24 hours a day, 7 days a week

The dissertation will mainly focus on technology and how it is been used to transform the recruitment process and to maximise the efficiency in how it is carried out Internet technology is dramatically changing the recruitment environment and recruiters can now reach large numbers of quality applicants and a wide audience in a very cost effective manner

E Recruitment is a relatively new area, there have been a large number of publications produced The first reference to e recruitment seemed to emerge around the mid eighties Gentner, C , (1984), "The Computerized Job Seeker", *Personnel Administrator*,

August, Vol 29, No 8 Casper, R , (1985), "Online Recruitment", *Personnel Journal*, Vol 64, No 5, pp 4-5 While in HR Journals reference to e recruitment began to emerge in the mid 90's when particularly IT companies and Universities began to use the internet extensively E recruitment can be categories into two areas 1 corporate websites and commercial job recruitment agencies such as Irishjobs ie and monster com i e for posting job adverts Many companies now have their corporate website with a link for job/career positions Other companies may opt to use a company who specialise in recruitment such as "Irishjobs ie" that advertises the vacant position Companies generally would opt for a recruitment method that

suits their size and budget for recruitment Despite the large volume of literature on this topic, it is said that this area did not become as dominant as was predicted by many researchers and practitioners

2 7   Recruitment Process

The primary purpose of this literature review is to describe as far as possible the existing body of research about e-recruitment practices of organisations Barber, A E (1998) Recruiting Employees, Sage, Thousand Oaks, CA defines recruitment "as those practices and activities carried out by an organisation with the primary purpose of identifying and attracting potential employees" Barber, A E (1998) Recruiting Employees, Sage, Thousand Oaks, CA further identified the key dimensions of recruitment as players, activities, outcomes, context and phases

Recruitment and selection is the major function of the human resource department and recruitment process is the first step towards creating the competitive strength and the strategic advantage for any organisations

Recruitment is described as follows " it includes those practises and activities carried out by an organisation with the primary purpose of identifying and attracting potential employees" Breaugh, J A and Starke, M (2000), "Research and employee recruitment so many studies, so many remaining questions", *Journal of Management*, Vol 26 No 3, pp 405-34 And is an important part of human resource management as it "performs the essential function of drawing an important resource – human capital – into the organisation Barber, A E (1998) Recruiting Employees, Sage, Thousand Oaks, CA

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Lievens, F., van Dam, K and Anderson, N. (2002), "Recent trends and challenges in personnel selection", Personnel Review, Vol.31 No.5, pp.580-601. Asserted that the "war for talent "meant that the emphasis in organisations moved from the selection to the talent" this indicates that organisations moved from the selection of employees to the attraction of employees, along with labour shortages and recruitment difficulties led more to competitive recruitment market.

2.8   E-Recruitment as a recruitment Tool

The use of the internet as a recruitment tool first emerged in the mid 1990's and was thought by popular media as the driver behind a "recruitment revolution" due to the benefits it could bring to recruiters Boydell, M. (2002), Internet Recruitment helps HR careers", Canadian HR Reporter, Vol.11 No.20, p.5. It was predicted that that the recruitment industry's "future is on the net" Edgley, K. (1995)"The best job in the world maybe one click away", The Times, 11October.

E or online recruitment has grown rapidly over the last 10 years and is widely used by employers and job seekers across the world. There are a number of research studies that measure the employer's use of the internet for recruitment. It shows that many of the Global 500 companies are using in some form online recruitment (2005), Statistics – the growth of online recruitment, 29 June, www.onrec.com, accessed on 21/11/05. www.taleo.com/research/pdf/TaleoResearch_Global500_03Report.pdf. In Europe, the use of online recruitment methods increased significantly between 2001 and 2004.

Linda Barber 2006 at the Institute for Employment Studies (IES) examines the advantages and disadvantages of Internet recruitment. In this paper Barber sites one of the main strengths

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of using the internet as a recruitment tool is that it greatly reduces the cost of hiring The average cost of using e recruitment for advertising a position is £250 compared with £5000 in the British national paper Another advantage for Barber is the faster process of online recruitment, the ease of advertising jobs online, completing online applications and attaching CV's to emails The Internet also assists employers to filter applications by setting out predetermined set criteria The paper further mentions the access to a wider pool of applicants and it is also mentioned by HR Practitioners that another benefit to e recruitment is the promotion, the reputation and brand of the company Barber also discusses in this paper the challenges that are encountered when using e recruitment The number one challenged faced by organisations the large number of unqualified applicants An increase number of applications need more careful screening of C V 's which can be a resource intensive process The lack of personnel touch, the unintended discrimination against minorities and low income job seekers

Many organisations are using e-recruitment to advertise jobs and to accept CV's on the internet and to correspond with job applicants by email It brings many benefits to organizations This Chapter will discuss the pros and cons of e-recruitment practices taken from various literature sources The main objectives for an organization to use e-recruitment is to offer efficient, high quality to the business, to improve quality of services, reduce costs and increase productivity, to create good governance and transparency

According to various literature references in the USA and the UK there are many definitions for online recruitment, also referred to as e-recruitment E-recruitment refers to the use of the internet to facilitate the recruitment process by advertising jobs and corresponding with applicants electronically

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From relevant literature, the words cyber recruitment, online recruitment or e-recruitment imply the formal sourcing of job information online (Ganalaki, 2002) Hoffman (2001) defines e-recruitment as "This civilization of the internet for candidate sourcing, selection, communication and management throughout the recruitment process

Hogler (1998) and HR portal (2003) define that an employer can electronically advertise jobs scan and store CV's, conduct tests, and contact suitably qualified applicants by using the internet to match people to jobs Vidot (2000) defines that e-recruitment is the use of the internet to attract quality candidates, to communicate their company profile and branding and to streamline applications and selection processes

2 9   Recruitment Methods

Recruitment methods can be divided into two areas namely the traditional method and e-recruitment (using the internet) According to a study published by Arboledas, Ferrero and Vidal (2001) some examples were given of recruitment methods used by organisations such as newspaper advertisements, faxed / mailed CV's, recruitment agencies or head-hunters The methods mentioned above are defined as traditional recruitment methods Galanaki (2002)

The traditional recruitment method is the way an organisation announces a job opening on the marketplace by taking an advertisement in a national newspaper, through a recruiter, job fair or media The applying candidate who wishes to apply for their position submits their CV According to Arboledes, Ferreo and Vidal (2001) advertisements in newspapers are used more frequently than any other method of traditional recruitment

The Employer will decide which recruitment method by considering the following points 1) the cost of reaching the candidate, 2) the timescales and 3) the culture of the organisation

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In recent years the internet has made an impact on the recruitment method used in the Human Resource field This technology is now been used for job postings, job applications and candidate tracking The introduction of the internet has facilitated Human Resource professionals and reduced their work

When considering other literature on e-recruitment there is an argument that e-recruitment should be used in conjunction with traditional recruitment techniques Internet based recruitment will not replace traditional practices but instead a well implemented e-recruitment will certainly assist the recruitment process to become more successful Borck (2000) and Caggiano (1999)

Pearce and Tuten (2001) in this literature suggest that most employers continue to use more traditional methods such as newspaper advertisements, referrals, and recruitment agencies for recruiting candidates Employers are now beginning to recognise the internet as an important additional tool

Cullen (2001) also supports that e-recruitment should not be used as the only Human Resource recruitment tool but is incorporated and integrated into the overall recruitment and selection strategy that includes behavioural and skills assessment, interviewing and additional means of identifying needs and sourcing candidates

Various studies have shown that most human resource departments use both traditional methods and e-recruitment in their recruitment process A (HR Portal, 2003) survey found that more than 75% of HR departments are now using e-recruitment Laab (1998) state how important it is that HR professionals understand the local labour market and to tailor their recruitment process by integrating online and traditional methods Hays (1999) suggest one of

the major advantages of online recruitment is that it reduces the costs in the recruitment process Furthermore, they suggest that internet recruitment reduces the amount of paperwork and in their opinion a well-functioning HR department should use a mix of online recruitment and traditional hiring strategies with a significant human touch

Bartram (2000) discusses internet development as a recruitment and selection medium At the so called "attraction stage" he states the internet provides a virtual stage for job posting which helps draw candidates into a large pool In the second stage of the recruitment process in which employers sift applicants characteristic and credentials to reduce the number of applicants to a more practical size Bartram suggests the internet is used more commonly to filter down the number of applicants by selecting out those candidates who fail to meet key criteria This internet sifting is mostly carried out using educational, demographic and job experience criteria Bartram also suggests that in the third stage of recruitment i e the selection of applicants that the internet has limited use In relation to recruiting using the internet it is best used for video interviews, submissions of online reference assessments such as psychometric tests

Arkin 1999 examined trends within the British Executive search firms who use online services to search for candidates In this paper it shows a low usage and awareness of recruiting online the main reason being the doubt over whether it is possible to identify leadership and other skills needed in top management using the internet The point remains one of the major disadvantages on recruiting online

2 10 Advantages and disadvantages of E-Recruitment

Pm et al (2001) points out that one of the major advantages of online recruitment is its ability to reduce the duration of the recruitment process due to rapid job postings, faster applicant response and faster CV's processing Another major advantage is the reduced cost of hiring using the internet, access to remote and passive candidates, automatic screening, and an opportunity for smaller companies In the same paper the author discusses the disadvantages of e-recruitment the main one being poor segmentation Due to large numbers of C V's some well qualified candidates could be over looked Another disadvantage is the lack of human interaction, overwhelming numbers of C V's, and privacy issues Other issues discussed are the possible discrimination of non-internet users and high rates of employee turnover

In all literature which discusses the advantages and disadvantages lists one of the major advantages to be the lower cost of internet hiring and this point is extensively discussed in the literature Fister (1999) this article highlights two case studies about internet recruitment by large Cooperation's This article discusses there major advantages namely lower cost, quick turnaround and the access to a larger pool of applicants

Cober et al (2000) also emphasizes the lower costs of internet recruitment, it also suggests that having a presence on the internet improves the profile of an organization In other literature Cappelli (2001) suggests that the benefits are huge using internet recruitment and estimates suggest that it could be only about one tenth of the cost to hire someone on the internet as it does to hire someone using traditional methods i e placing an ad in a newspaper In the same literature the author cites a study from Recruitsoft/iLogos research of 50 Fortune

500 companies, which found that companies cut off about six days off its hiring cycle of forty three days by advertising on the internet instead of traditional media, another four days by accepting online applications over paper applications, and more than one week by using online screening technology Cappelli discusses that one of the biggest pitfalls of internet recruitment is that recruiters spend too much time finding potential candidates and not spending enough time developing relationships with candidates and trying to persuade them to take jobs and as a result too many good applicants get away

One of the advantages of e-recruitment is that it facilitates companies to reach a large target market and to bring appropriate qualified candidates together Millman (1998) cited in Rozelle and Lonelis (2002) discusses that online recruitment offers an efficient way to identify and classify a virtually unlimited number of potential candidates

Markevieius (2000) discusses that e-recruitment allows employers to broaden the scope of their search, which should greatly increase the likelihood that high quality candidates will be found

It has been sustained that using the internet for recruitment can bring the qualified candidates to the employer Applicants who use the internet to apply for jobs are mostly young, computer literate educated Ganalaki, (2002), Zall,(2000), iLogo, (1998) the results from research demonstrate that the internet assisted companies to attract better quality candidates who tend to be better educated and more computer literate than non-users E Recruitment can bring numerous lists of links to sites where employers can advertise their opening positions and potential candidates can pursue the available jobs and submit their C V s The internet can reach people on a worldwide level Chaskelson, (2000), Ganalaki, (2002)

One of the main advantages of e recruitment is its cost effectiveness This is mainly due to the publishing vacancies on the company's website cost less than advertising in other media such as newspapers Employers can also place open positions on the job board website as it is also at a lower cost Organisations can achieve cost savings in 3 main areas –

1 Reduces direct costs of newspaper advertisement

2 Job fairs and head hunter fees

3 Reduce posting costs and reduce the work load of the Human Resource Department

In terms of time savings, results show that companies can achieve a faster recruitment cycle The 3 main results are as follows –

1 Faster posting of jobs on the internet

2 Once the jobs are posted on the internet the HR Department may start receiving C V s the same day

3 The internet speeds can speed up the process by automating some tasks

Cullen, (2000) and Rudrich, (2000) support that the greatest benefit of e recruitment is the enormous financial savings it brings This is support by Elswich, (2000) cited in Bussler and Davis (2000) that a good e recruitment system could lower the cost by 90% Apart from the financial savings e recruitment brings to employers other literature written present that e recruitment can also save companies on recruitment process time This reduction in process time is mainly due to the immediate response by candidates, employers may receive applications that very day a job is posted on the internet Another advantage according to Fister, (1999) e recruitment can increase the image of the organisation especially when a

company creates it's who corporate recruitment site It is considered to attribute to a company's image of innovation and flexibility It also presents that a company with a strong brand name and geographical presents found that their website attracted more applicants this was according to Pearce and Tuten, (2001), Hogler, (1998) E Recruitment is also considered a very useful tool to research a global market Ganalaki, (2002)

However, there also some disadvantages associated with E recruitment The first being, the possible discrimination of non-users of the internet Flynn, (2000), Hogler, Henle and Bemus, (1998) It is said that the internet may have a disparate impact on certain groups of particular ethnic's minorities

Certain people may not be able to access computers or may not process the skills for online recruitment Employers need to be aware that the internet may have increased the geographical scope of recruitment but is still limited on its demographic scope Hogler, Henle and Bemus, (1998)

Many organisations find it difficult to recruit top level or executive management on the internet Executive job applicants prefer the personal touch according to Arkin and Crabb, (1999) So many organisations will continue to use traditional methods to attract executive talent Seminerio, (2001) Arboledas, Ferrero and Vidal, (2001) support the above by stated that using the internet for recruitment is mainly used only to attract junior positions and university graduates It is not suitable for executive job applicants There are some positions that are better resourced using traditional such as newspapers or both traditional and internet advertisement It is suggested that such draw backs could make it difficult for companies to achieve diversity and could also present a legal threat Hogler, Henle and Bemus, (1998) The

use of the internet could be a discrimination issue for organisations As the internet cannot offer confidentiality therefore this means that the traditional recruitment agency will still play a major role in the future of e recruitment

Galanki, (2002) states, that the reputation of a company can be a critical factor to its success when using e-recruitment methods It is proven that e-recruitment is more effective for companies with strong branding in other words they are very familiar to the population

Other concerns related to e recruitment is the risk of overloading of C V ' s as the internet provides a tool to applicants to make it a lot easier to submit their C V' s and remove barriers such as geographical location and time between employers and candidates As a result the internet could create a huge volume of unsuitable applicants It is said that the internet creates a high volume of applications but a low quality fit Pearse and Tuten, (2001)

In relation to Ireland a study on e- recruitment was carried out by the Public Appointments Service discussing e recruitment practices in Ireland There have been a lot of studies in e-recruitment methods in recent years but there has been very little research looking at Irish organisations in their use of using the internet as a recruitment tool

The above mentioned study concentrates on the experiences of Irish organisations in this area As this research studies Irish organisations the author felt it was necessary to review this report and study their findings The main aims of the study are as follows

1   To establish an overall trend on e recruitment practices in Ireland

2   To identify what e- recruitment methods are being used and what are the experiences of Irish organisations in this area

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3. To establish how Irish organisations are evaluation e recruitment and to determine its level of success.

A survey of a broad number of Irish companies was used to determine the extent to which Irish companies are using the internet as a recruitment tool. Interviews were performed with organisations to gather more in depth information on the approached implemented and the impact it had on Irish organisations on the introduction of the internet. Also interviews were conducted with e recruitment technology companies, and to obtain information on products/services they supply and their views on the future of e- recruitment. The study also referenced other countries and their use of e- recruitment to compare the findings from the study.

Figure 1: Typical processes involved in recruiting staff
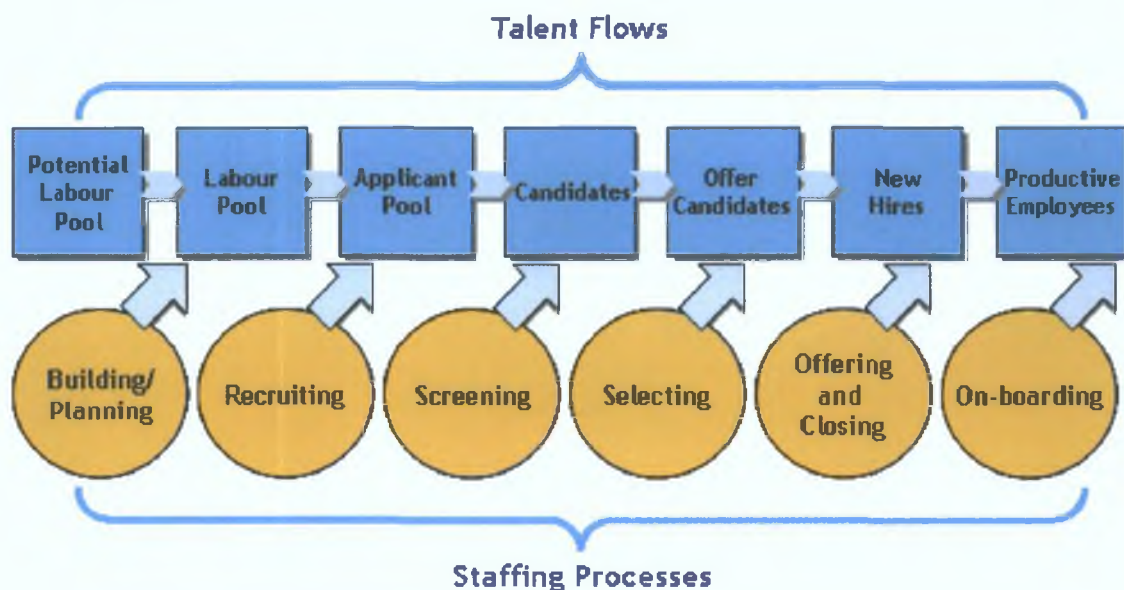
Source: IES, 2005

The above diagram illustrates the typical process involved in recruiting staff The internet can use in any or all of these processes

- Attracting by advertising and recruitment

- Selection and assessment

- Offering and closing

E- recruitment can be used to support applicant tracking and workflow systems

This study by the Public Appointments Board shows that the use of e recruitment by Irish Organisations is roughly in parallel with UK and North America, but is less advanced in the area of using the internet for selection testing

A large number of Irish companies are using the internet to facilitate the recruitment process in some way parallel with using traditional methods rather than relying solely on e recruitment Many organisations surveyed agreed that online recruitment is an important part of their recruitment strategy

The most significant processes are mainly in the front end if the recruitment process i e advertising posts and receiving application forms A large number of Irish organisations are using the internet to track applicant, to communicate and manage applicants

The use of online screening and testing of candidates is less used with Irish organisations but there is evidence there that this is an area set to grow in the future

Table 1 Summary how the survey respondents currently use or plan to use the internet

Activities/processes undertaken online (n=83)

	% Use	% Plan to implement	% No plans
1 Describe and advertise vacancies online	88	6	6
2 Post jobs on free internet job boards	43	8	49
3 Have dedicated recruitment website/page	67	17	17
4 Post jobs on recruitment agency sites	44	6	51
5 Respond to requests for further info online	61	11	28
6 Track sources of online applications	35	18	47
7 Build database for future vacancies	28	13	59
8 Applications completed online	34	25	41
9 Offer online self-selection exercises	10	12	78
10 Initial screen on qualifications online	24	16	60
11 Initial screen competencies online	13	13	71
12 Use personality tests at initial screen	7	6	87
13 Use online test at assessment stage	3	7	89
14 Invite candidates to interview online	25	13	61
15 Notify non-selected candidates online	27	13	60
16 Make job offers online	10	9	80
17 Give feedback to non-selected candidates online	12	8	80
18 Report on the diversity profile of candidates	9	2	89
19 Seek candidate feedback online	8	0	92

The main reason Irish organisations have implemented e- recruitment is most notably

1   To reduce costs

2   Increase efficiency of the HR department

3   Reduce time of hire

4   To gain access to a larger and more diverse candidate pool

Other benefits include more efficient management and communication with candidates and to easily report on key performance metrics as a result of using an internet tracking system

Some challenges Irish organisations have faced in implementing e recruitment have been with the technology and difficulties tailoring e recruitment system to meet their recruitment needs Another issue includes problems with having to simultaneously operate both online and offline systems and the lack of integration between e- recruitment systems and existing HR Systems One of the major concerns with e- recruitment is its acceptability to a broad range of applicants This is now becoming less of an issue as there is evidence to suggest that the internet is the preferred application method for most job seekers Is still the case that many organisations involved in this research showed concern in relation to candidate access and perceptions and are designing their online application to be as candidate friendly as possible and still employers will accept applicants by other methods e g mail

From this report, it is clearly demonstrates that e- recruitment plays a significant part of the recruitment strategy and practices of a wide range of Irish organisations As the recruitment market has become very competitive it is critical that organisations maximize their use of the internet in the recruitment process or risk losing out on quality applicants as the internet has become the standard job search for job seekers The report demonstrates a growth in the use

of online systems to track and manage job seekers applications, especially in larger firms where is brings significant benefits in terms of efficiency, cost and capability to monitor and report on recruitment activities It also shows that there is great potential for online screening and assessment tools in terms of adding value in matching competencies and skills of job seekers with the requirements of the company in an efficient and cost effective manner

The report highlights some key issues that organisations should consider to ensure successful implementation of the e recruitment strategy including

- Continue building knowledge and understanding of the technology options available

- Ensure candidates have user friendly interfaces on their system

- Understand internal access and proficiency level amongst target groups

- The importance of integrating online and offline systems

This report offers a new benchmark on practices and trends in e recruitment in the Irish market It provides organisations with an indication how developed or advanced their recruitment practices are in relation to other organisations It will assist organisations with their e recruitment strategy needs to be further developed to enable them to attract and recruit the best candidates in the most efficient manner as possible

CHAPTER 3

METHODOLGY

3 1   Introduction

In order to investigate the extent of the capabilities of the internet in relation to social networking sites and e-recruitment and its effectiveness as a hiring tool A Primary research is conducted in order to obtain the data needed There are several research strategies that can be adopted to gather the required data needed According to Saunders, (2007) cited that the decision also depends on the circumstances of the project This research takes on two different characteristic firstly it focuses on the view concerning the role of Social Networking Websites in recruitment Secondly, this research study focuses on e-recruitment and its effectiveness as a hiring tool

The author employed one research method during the course of their dissertation The method chosen was the use of a questionnaire This allowed the author to collect a varying amount of information into Irish organisations in regard to their use of social networking sites and e-recruitment in their hiring process

3 2   Secondary Research

Within the literature review the author touches on secondary data collected The author referenced secondary research throughout the literature review and will use the secondary data to comment on the results from the authors research studies The author is concerned with providing up to date and currently documents to demonstrate what is happening in the current economic climate within Irish organisations The majority of information gathered

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from the secondary research was gathering from various websites on the internet this was mainly due to the lack of text books on the subject The dissertation topic concerns Irish organisations both public and private for 2011

3 3   Primary Research

More often or not when conducting primary research it usually brings with it whether to use qualitative or quantitative analysis After researching and conducting the literature review the author decided numbers were required to determine people using e-recruitment, frequency, and what was happening to other recruitment methods such as news papers and recruiters Secondly, to determine number of HR professionals who use social networking sites as part of their recruitment strategy? So therefore the author focuses their attention on the qualitative aspect by surveying Irish organisations Setting out a questionnaire with a number of questions to get the Irish companies responses the majority of the questions were multi choice answers The sample size was 64 Irish organisations actual response was 9

The underlying research study focuses on how HR Managers use social networking sites to perform background checks as potential candidates and if so do they use this information as part of their hiring decision Also, the study looks at e-recruitment and its effectiveness as a recruitment tool The author used the qualitative method because they felt it would give them the facts to support this research study

3 4   Methods Employed

The questionnaire designed, sees Appendix B, and was issued to sixty four Irish companies some of which were former colleagues and the others contacts were obtained from the internet from the IDA website a list or Irish companies It was decided not to disclose the identity of

these companies, as it was part of the decision to treat all data obtained as confidential and was a pre-requested prior to sending the questionnaire The questionnaire was divided into two sections First section entitled **"The role of Social Networking Websites in recruitment"** Second section entitled **"E-recruitment and it effectiveness as a hiring tool"** It was decided to divide the questionnaire into the sections the author felt that the two subjects are closely related and rather than sending out two separate questionnaires, a single questionnaire was developed for this research study to collect a range of data The questionnaire uses questions pertaining to behavioural, factual and attitudinal items The questionnaire used two types of scales to measure these items, a continuous scale and a categorical scale The continuous scale was likert type scale which was used to measure the participant's level of agreement, level of influence and importance The categorical scale were used to collect basic information, yes/no questions

3 5   Pilot Study

A pilot study was undertaken prior to the distribution of the actual study This was in order to evaluate and test the effectiveness of the questionnaire The questionnaire was sent to work colleagues know to the author The author produced five responses but no substantial changes had to be made to the questionnaire after the pilot study

3 6   Participants

Sixty four Irish companies were selected as a convenience sample The participants were HR Managers of these companies and where selected from IDA website who provide a list of Irish companies and also former colleagues Participants were sent an electronic mail Appendix A, which gave a description of the study which was hosted by SurveyMonkey com

All participants were assured all responses would be anonymous to encourage the participants to answer as truthfully as possible

3 7   Instrumentation

Electronic mail was used to inform participants of the study and to provide a link to the questionnaire It was assumed that all participants received the email To try and encourage a high response The following steps were taking the first was to identify the person responsible for recruitment from the selected companies The second was to email a personnel cover letter describing the study and attach a direct web link to the questionnaire SurveyMonkey com was the site used to record and analyse the participant's results When the question was completed by the participants SurveyMonkey com displayed a completion page and records the participant's results

CHAPTER 4

RESULTS

4 1   RESULTS FROM QUESTIONNAIRE

4 1 1   Social Networking Websites in recruitment

In this chapter the author will present the results from the online questionnaire From the sample of 64 companies, 9 companies participated in the study by completing the questionnaire The first question of the survey was designed to assess the company size of the participants

Roughly over 50% of the participants in the sample were from companies with approximately 50 to 500 employees

1.2   Does your Company Provide Background Checks on potential employees?

Does your Company provide background checks on potential employees?
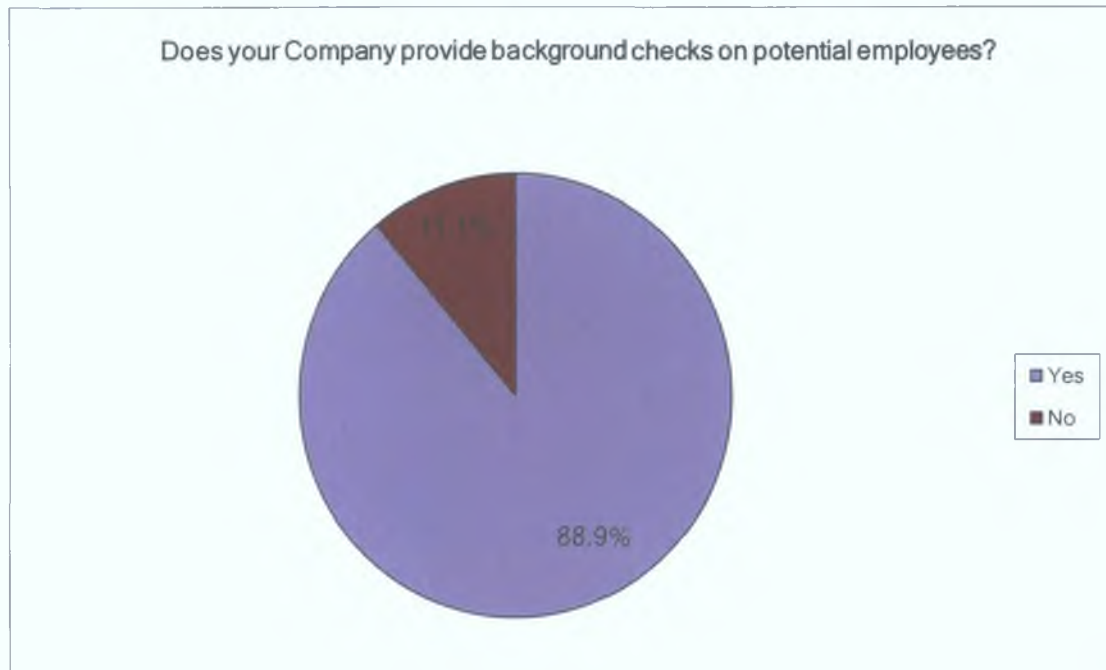
Respondents were presented with a yes/no option and the response showed that **88.8%** do provide background checks on potential employees and only 11.1% had not. The purpose of the question was to demonstrate that most HR departments do perform some sort of background check on potential employees and that it is an important part of the recruitment process.

1.3 How important is each type of background check during the recruitment Process?
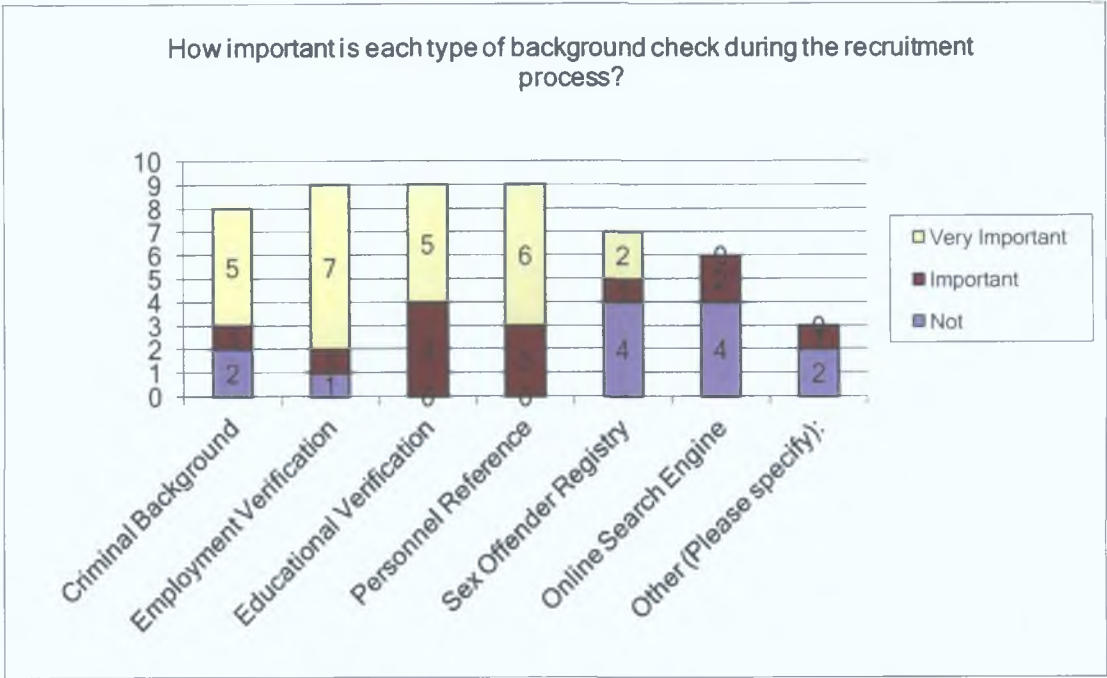
In the third question the author gave a list of different background checks that could be performed on potential employees and the respondent was asked to prioritise them either as Very Important, Important or Not Important. . These included –

	Very Important	Important	Not Important
Criminal Background			
Employment Verification			
Educational Verification			
Personnel Reference			
Sex Offender Registry			
Online Search Engine			
Other (Please specify):			

Very Important - The results show that 7 out of 9 respondents believed the most important background check would be Employment Verification, followed by personnel reference than jointly by Criminal background and educational verification 2 respondents believed that Sex Offender Registry is very important

Important – Still seen important is employment verification and personnel reference followed by criminal background than employment verification and sex offenders register

Not Important – The respondents see not important in relation to background check during the recruitment Process are the following – Criminal background check, employment verification, sex offender register and search engine checks

This question was asked to determine if HR Departments perform various background checks on potential candidates

1.4   How often would you perform each type of Background check?

How often would you perform each type of background check?
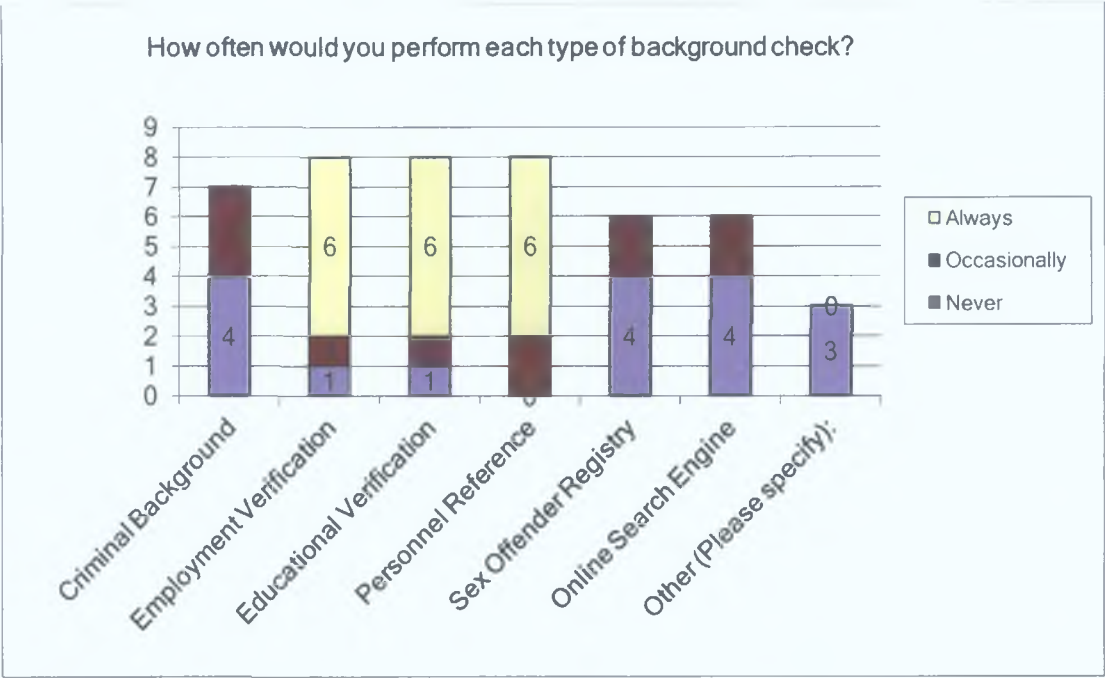
The next question asked respondents how often they would perform each of these background checks. The respondents were presented with the list of the various background checks and to simply answer with always, occasionally and never. As you can see from the results 6 out of the 9 respondents would always check employment verification, educational verification and personnel verification. Occasionally the respondents would perform criminal background check, personnel verification, employment verification, educational verification, sex offenders register and Online search engine 4 out of the 9 respondents would never perform criminal background, sex offenders registry, or online search engines checks on any potential applicant.

The purpose of this question was to gauge the frequency HR departments would perform background checks which indicate also their importance.

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1.5 Potential Employees lifestyle is taken into account during the recruitment process?

Potential Employees "lifestyle" is taken into account during the recruitment process? (The term "Lifestyle" in this questionnaire refers to the manner in which a person behaves outside of work)

- ▣ Strongly Agree
- ■ Agree
- ▢ Undecided
- ▢ Disagree
- ■ Strongly Disagree

12.5%
25.0%
12.5%
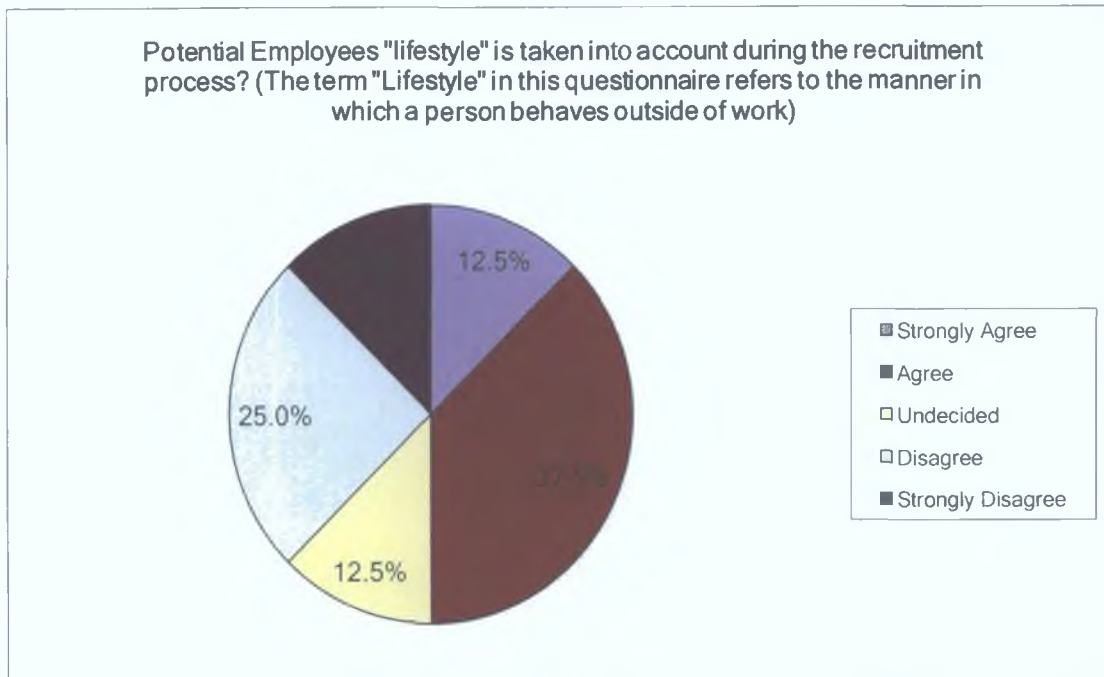
This question was asked to the respondents to determine if potential employee's lifestyle is taken into account during the recruitment process. The study found that 37.5% of the respondents agree that potential employee's lifestyle are taken into account during the hiring process, while 12.5% are undecided and 25% disagree.

1.6 Is it important to match a potential employee's lifestyle with that of your organisation?

Is it important to match a potential employee's lifestyle with that of your organisation?

0.0%

25.0%

0.0%

- Strongly Agree
- Agree
- Undecided
- Disagree
- Strongly Disagree
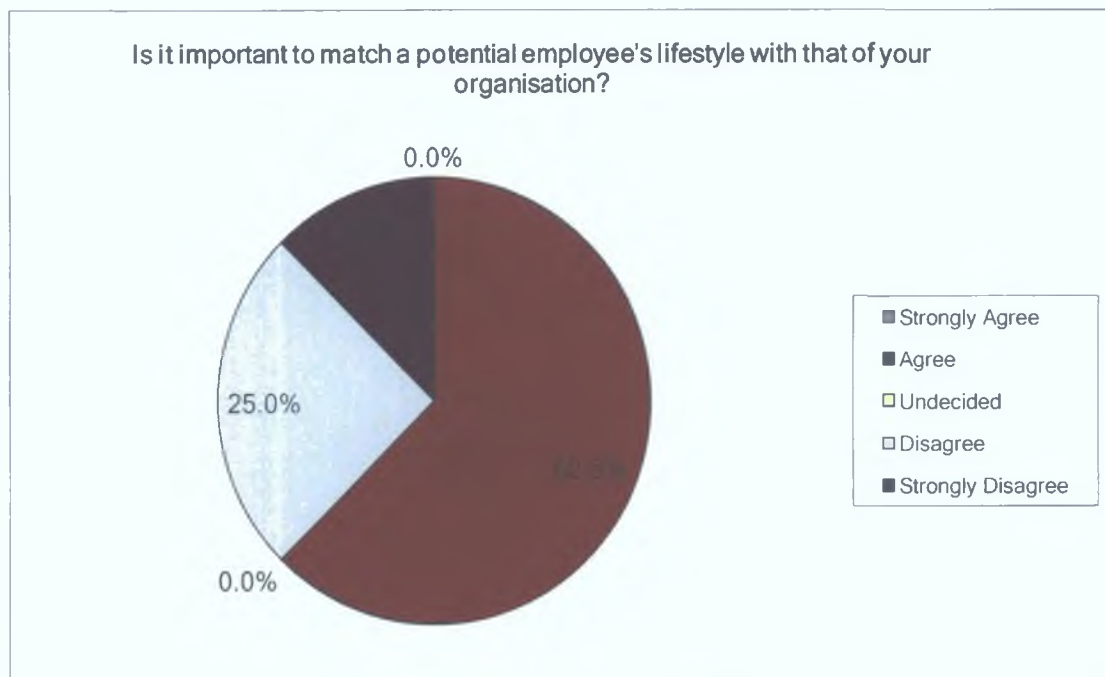
When asked if it is important to match a potential employee's lifestyle with that of the company; 25% strongly agreed while 62.5% of the respondents agreed, 25% disagreed.

1.7 **If you were aware of a potential employee's lifestyle that went against your company's ethos, it would play a role in hiring that person?**
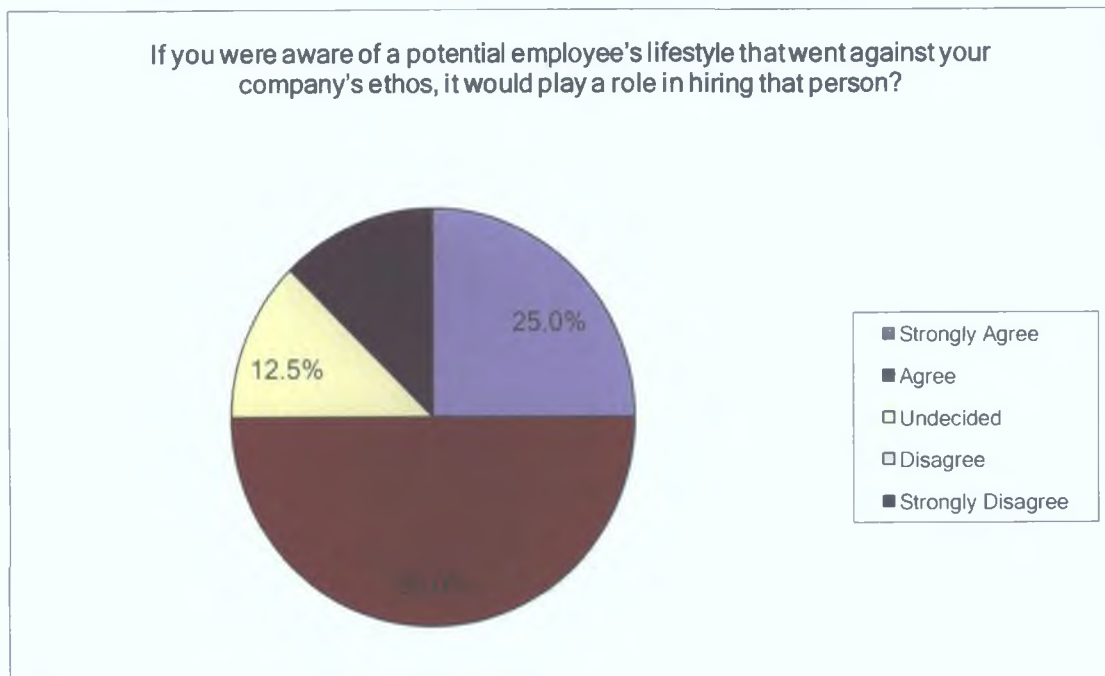
In addition, 50% agreed that a potential employee's lifestyle that goes against those of the company's would play a role in not hiring that person, while 12.5% are undecided and 12.5% strongly disagree.

1.8   Have you used Social networks such as Face book, LinkedIn to search or look up potential employees?

Have you used social networks such as Facebook, Linkedin to search or look up potential employees?

50.0%

■ Yes
■ No
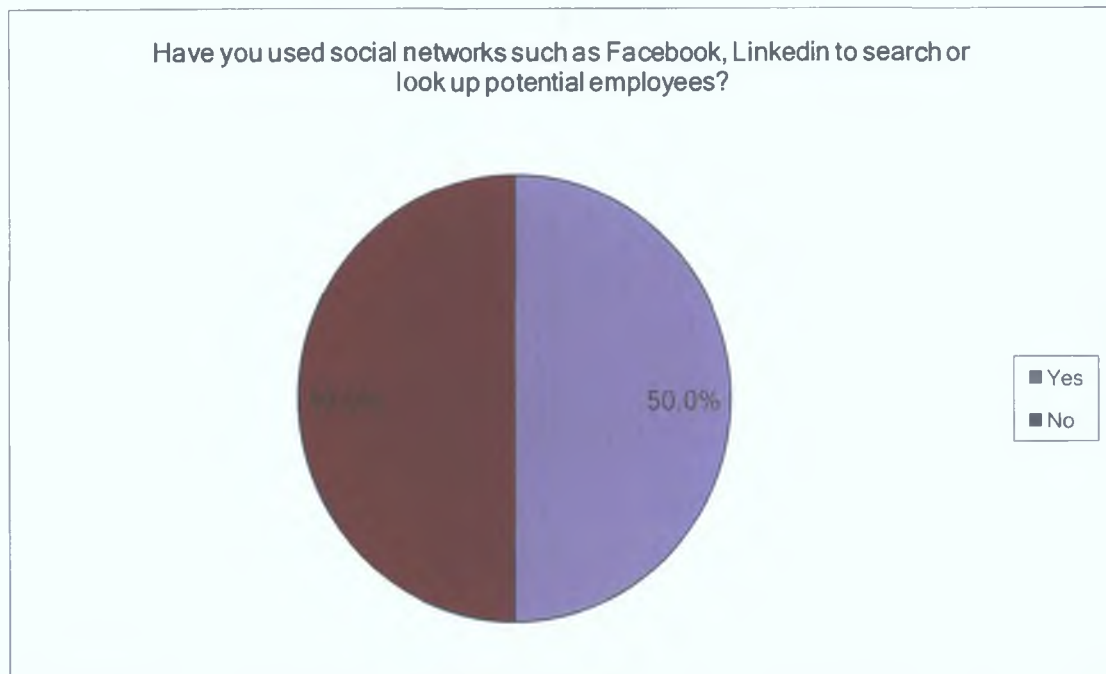
According to participants when asked if they have used social networking sites to look up potential employees participants where giving simple yes or no option. According to the participants 50% yes and 50% have answered no.

1.9   Select a reason or reasons to why you haven't use social networking sites to search or look up potential employees.

Select a reason or reasons as to why you haven't use social networking sites to search or look up potential employees.
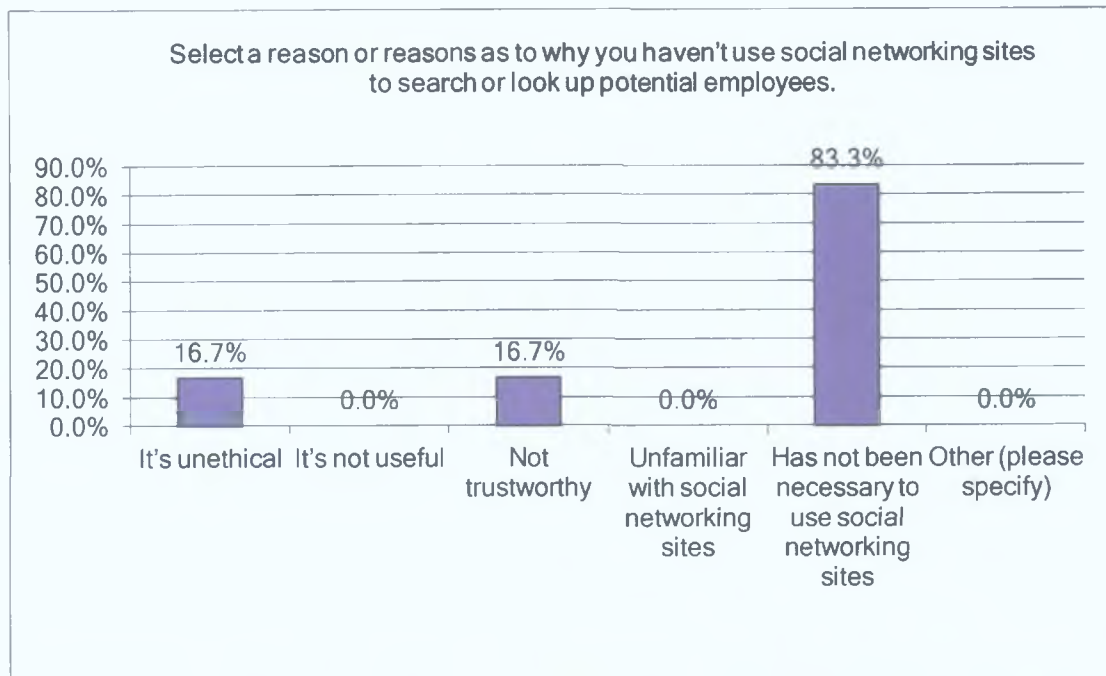
When participants were asked to select a reason as to why they have not used social networking sites to search or look up potential employees over 80% of participants answered that it has not been necessary to use social networking sites as part of their recruitment process. Over 10% answered it was unethical and not trustworthy.

1.10   How often would you social networking sites to research a potential employee?

How often would you social networking sites to research a potential employee?
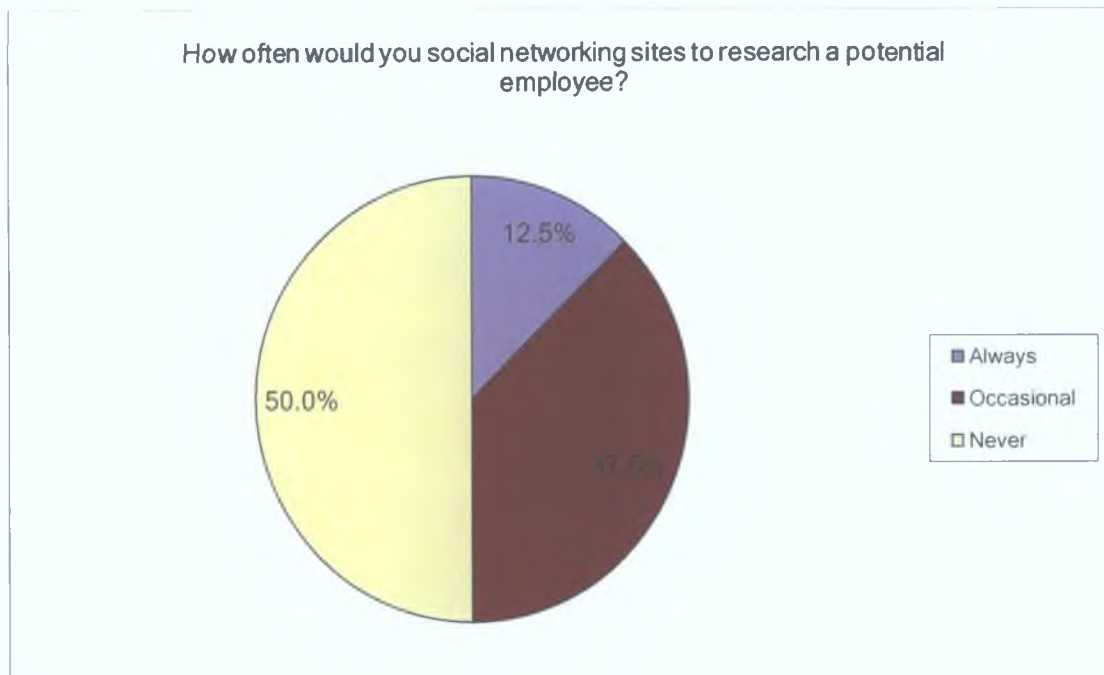
According to participants when asked how often they would use Social Networking to research a potenyial empoyee, 12.5% of the participants answered always, while 37.5% answered occassionally and 50% answered never.

1.11   What category do you think the user's information on Social Networking Sites falls under?

What category do you think the user's information on Social Networking Sites falls under?
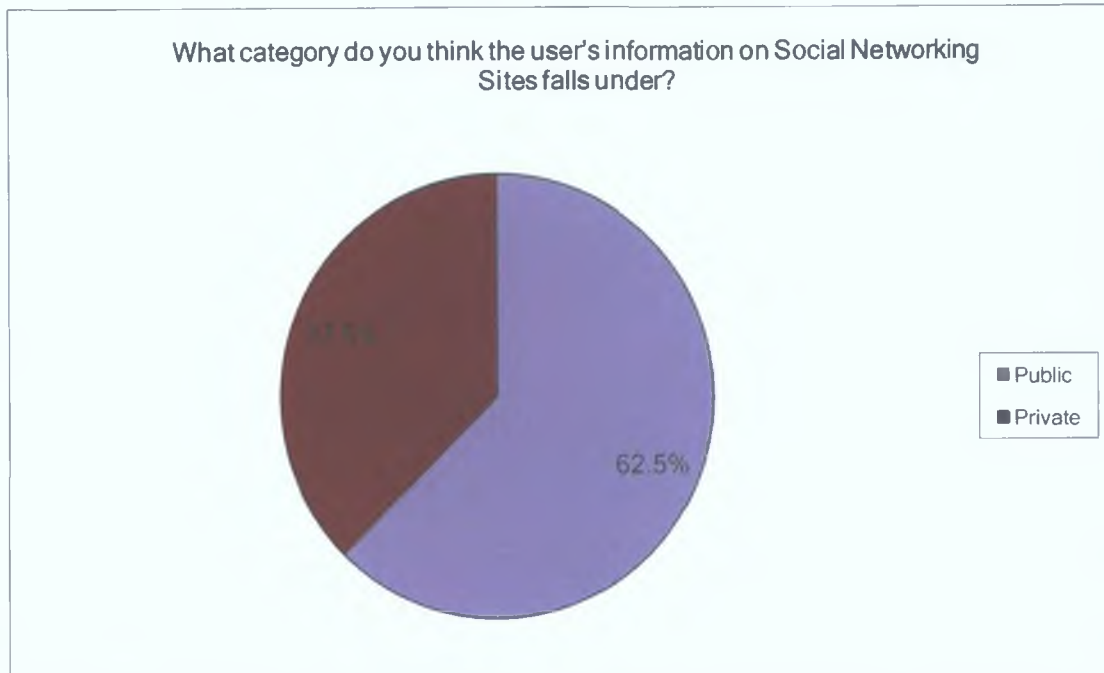
According to participants 62.5% feel the information on Social networking sites falls under "public" meaning it is there to view by anyone. 37.5 % feel the information on Social networking sites falls under private meaning that the information on these social networking sites is private to the user.

1.12   Do you think Social Networking sites can be used as a background checking tool?

Do you think Social Networking sites can be used as a background checking tool?

0.0% 0.0%

12.5%

12.5%

- Strongly Agree
- Agree
- Undecided
- Disagree
- Strongly Disagree
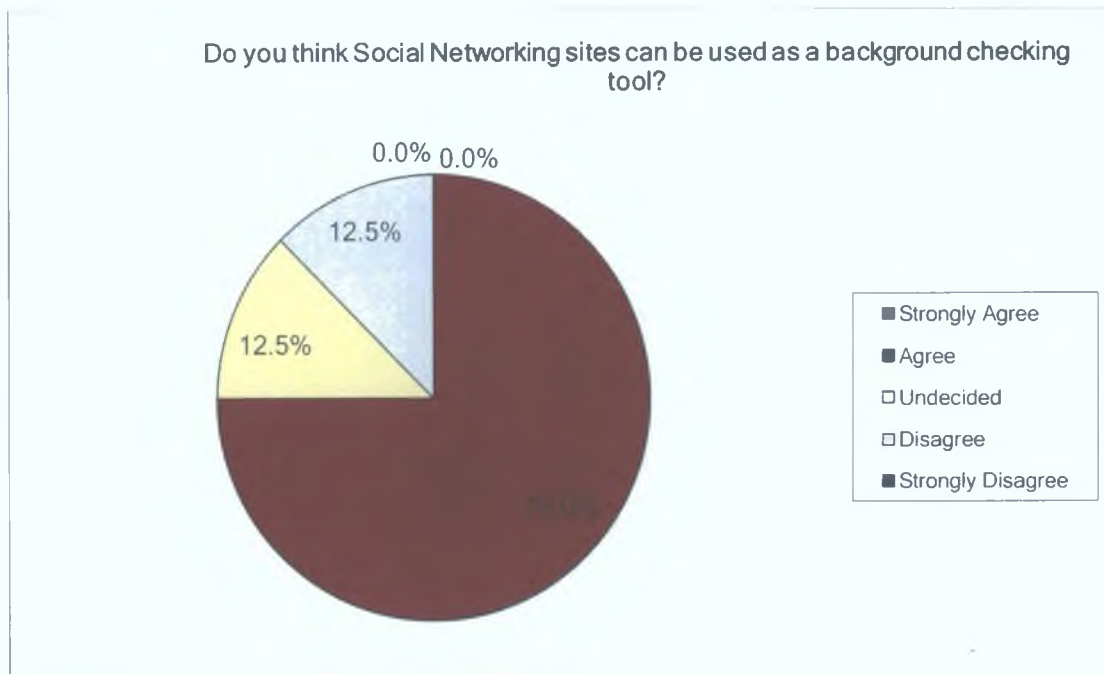
When participants were asked if Social Networking can be used as a background checking tool, 75% agreed, 12.5% were undecided, and 12.5% disagreed. 50% agree that social networking personnel profile sites gives a sense of users profile, while 37.5% are undecided and 12.5% disagreed.

4 1 1 E –RECRUITMENT

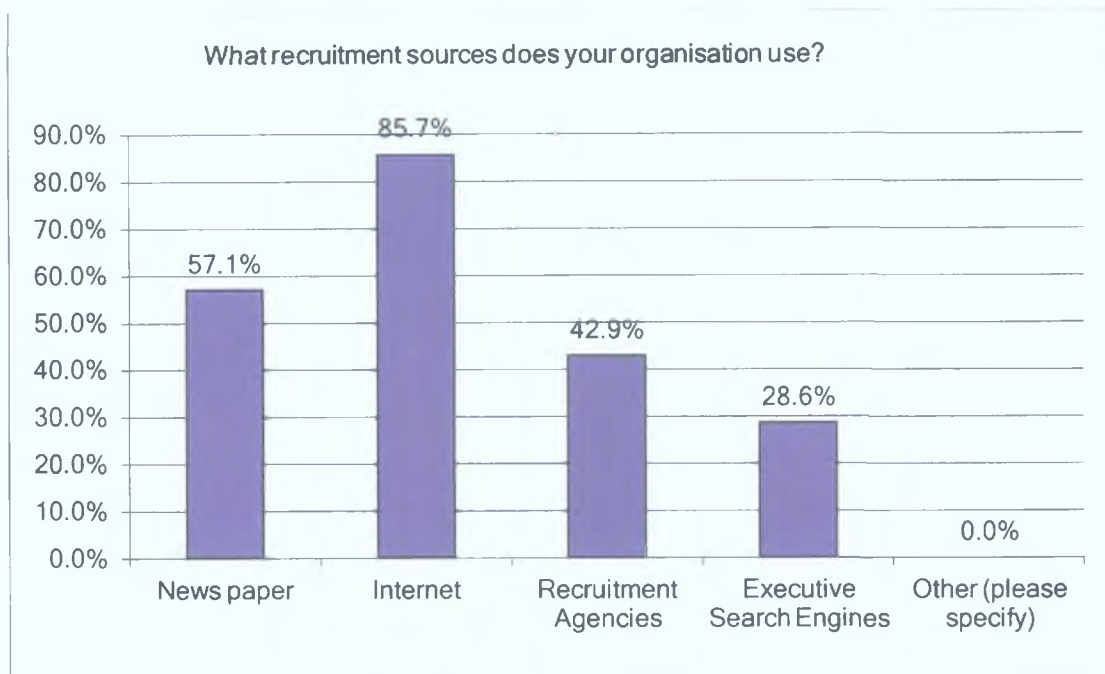In the second section of the survey it analysed the current recruitment practices and strategies of Irish Organisations and show how Human Resource Managers e-valuate e-recruitment tools This section was also completed by the HR Manager of each of the companies who participated in the study The survey results helped to further define the aims of research point 2 This point was to evaluate the changes that e-recruitment tools are bringing about in Irish organisations recruitment strategies and practices The response to the questions were analysed in order to identify whether common themes which supported the recurring themes in the literature review Questions related to the recruitment source used by organisations, the types of positions advertised, and how applicants obtained additional information about the job and organisation The questions also focused on what types of internet recruitment the organisation used, the perceived advantages and disadvantages of using the internet as a recruitment source Would organisations stop using other recruitment sources and focus only on e-recruitment, and overall do they believe e-recruitment adds values to the recruitment process

2.0 What recruitment sources does your organisation use?

What recruitment sources does your organisation use?

Source	Percentage
News paper	57.1%
Internet	85.7%
Recruitment Agencies	42.9%
Executive Search Engines	28.6%
Other (please specify)	0.0%

According to the results 85.7% use the internet as their main recruitment source. While the internet reduces the need for newspaper ads, it does not outright replace them. 51.5% are still using news paper ads followed by 42.9% used recruitment agencies and 28.6% use executive search engines. iLogos, (1998) cites that news paper ads are gradually moving away from providing detailed information about specific jobs and generally advertising opportunities within the company. These ads now advertise to readers that detailed information is available at the website.

2.1   Are you currently using e- Recruitment?

Are you currently using e- Recruitment?

57.1%

■ Yes
■ No
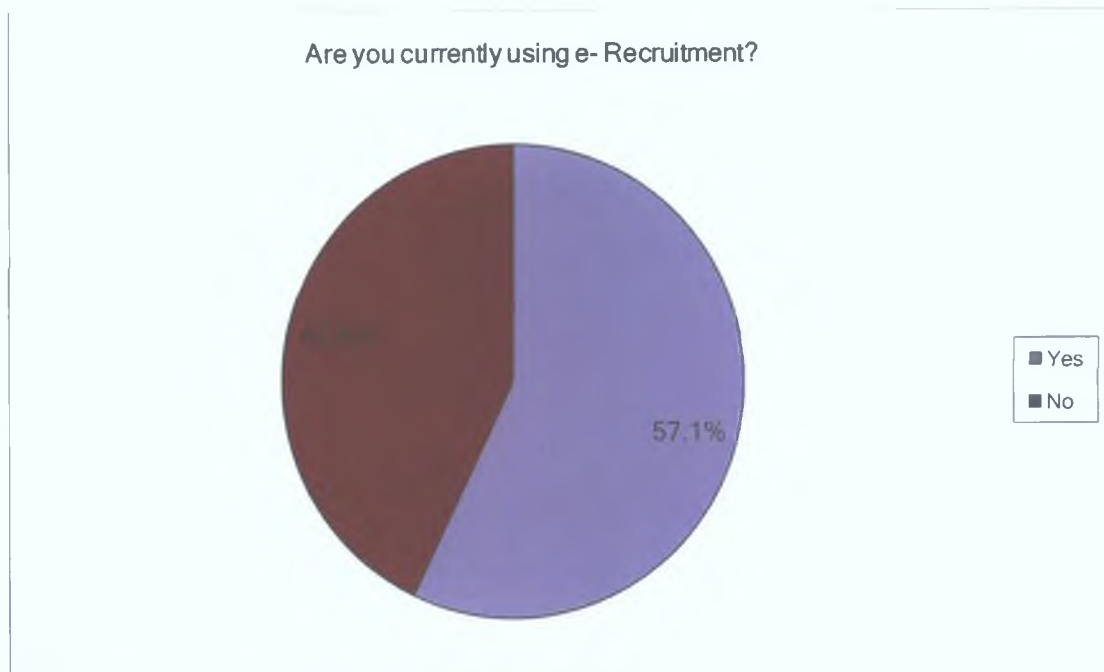
According to the results there is over half 57.1% of the participants using e-recruitment methods but the results show that 42.9% are not using e- recruitment methods. The author questions the validity of this question as you go through the other questions and answers from the questionnaire you can see that most organisations have a corporate website which they advertise their open positions which indicates the majority do you some form of e-recruitment methods.

2.2   Are you still using traditional methods of recruitment?
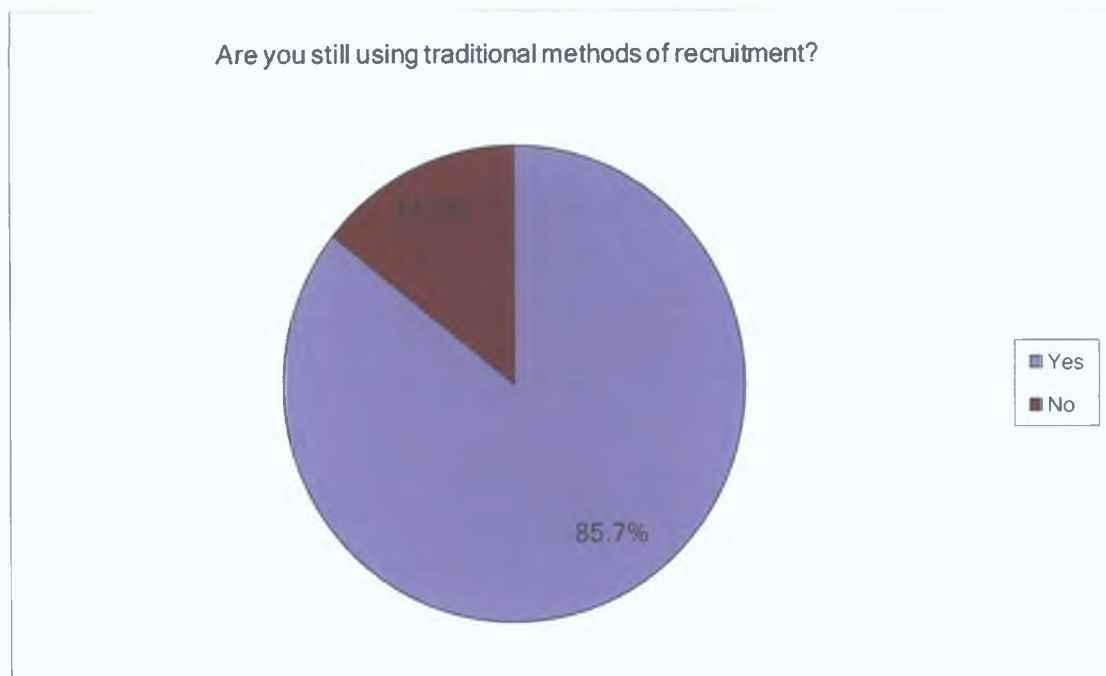
The majority of participants still use traditional recruitment methods which in turn would suggest from the other data gathered that traditional methods and recruitment methods run parallel and both play a significant role in the overall recruitment strategy.

2.3 What methods have your organisation used for recruitment in the last year? Please use the following to order your choices.

What methods have your organisation used for recruitment in the last year? Please use the following to order your choices.
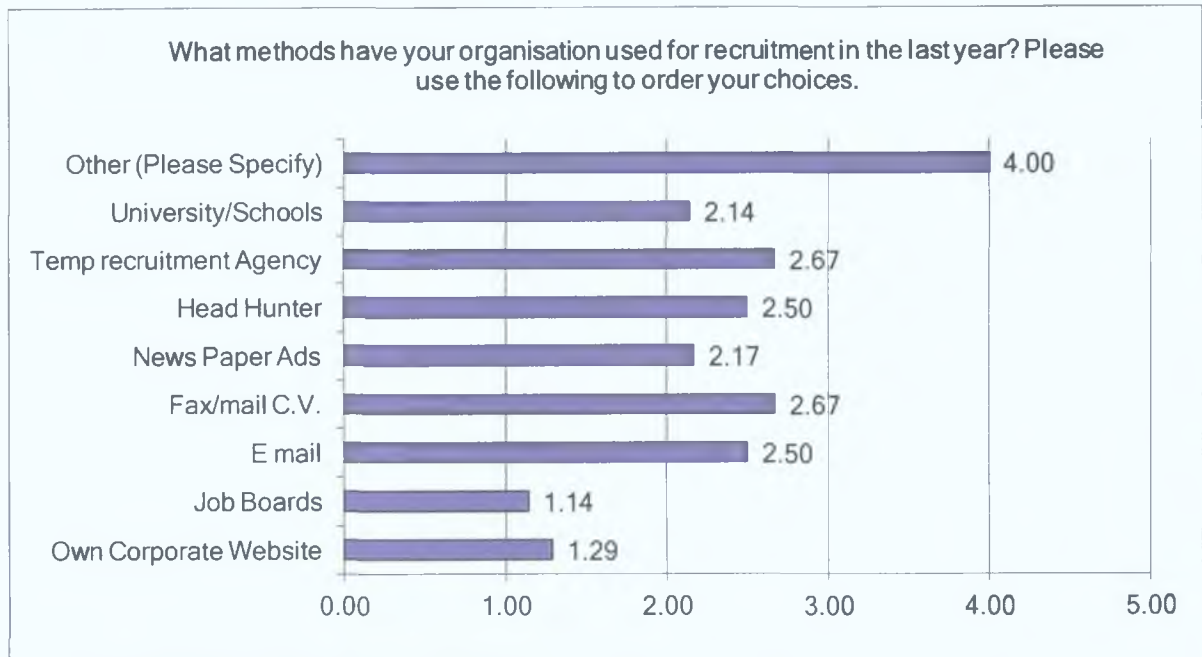
Reading this graph the author chose to discount the section "other (please specify)" part of the question as participants wrote NA in this section and the data was recorded as a response. According to the other results recording the recruitment methods used in the order of preference are as follows:

Temporary recruitment Agency	2.67
Fax/Mail C.V's	2.67
Head Hunters	2.50
Email	2.50
News Paper Ads	2.17
University/School	2.14
Own Corporate	1.29
Job Boards	1.14

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The author believes the use of Temporary recruitment agencies was not a reflection on the use of e recruitment as a tool, more over it is an indication of the economic downturn and that companies are not hiring for full time positions Due to economic downturn HR departments are trying to lower their spending costs one area where they can achieve this is in recruitment and reviewing the above the recruitment methods for 2010 were methods that were inexpensive After reviewing the literature on e- recruitment and the author agrees there will always be a place for head hunters regardless of e-recruitment The reason being the level of confidentiality the internet cannot provide right now Due to the public nature of the internet companies on occasion may have advertise for so called "sensitive hires" anonymous advertisements rarely attract the right person so sensitive hires will more often than not require head hunters Therefore this means that traditional methods recruitment agencies still have a major role to play in the future of online and traditional recruitment

2 4   How many candidates contracted through the Internet have you effectively hired over the last year?

Participant	Number of candidates hired
1	30
2	2
3	0
4	3
5	10
6	4
7	NA
8	1

These results were taking from the detailed results of the survey 8 participants responded to this question and 6 of the responds hired using the internet Participant 1 and 5 had the most hires using the internet Both these companies are pharmaceutical and are not as impacted as

much with the economic down turn as others for example participant number 3 is in the construction area.

2.5   How many through job sites/corporate web site?

Job Sites   **Corporate website**

How many through job sites/corporate web site?

Category	Percentage
Job Sites	~86%
Corporate website	~100%
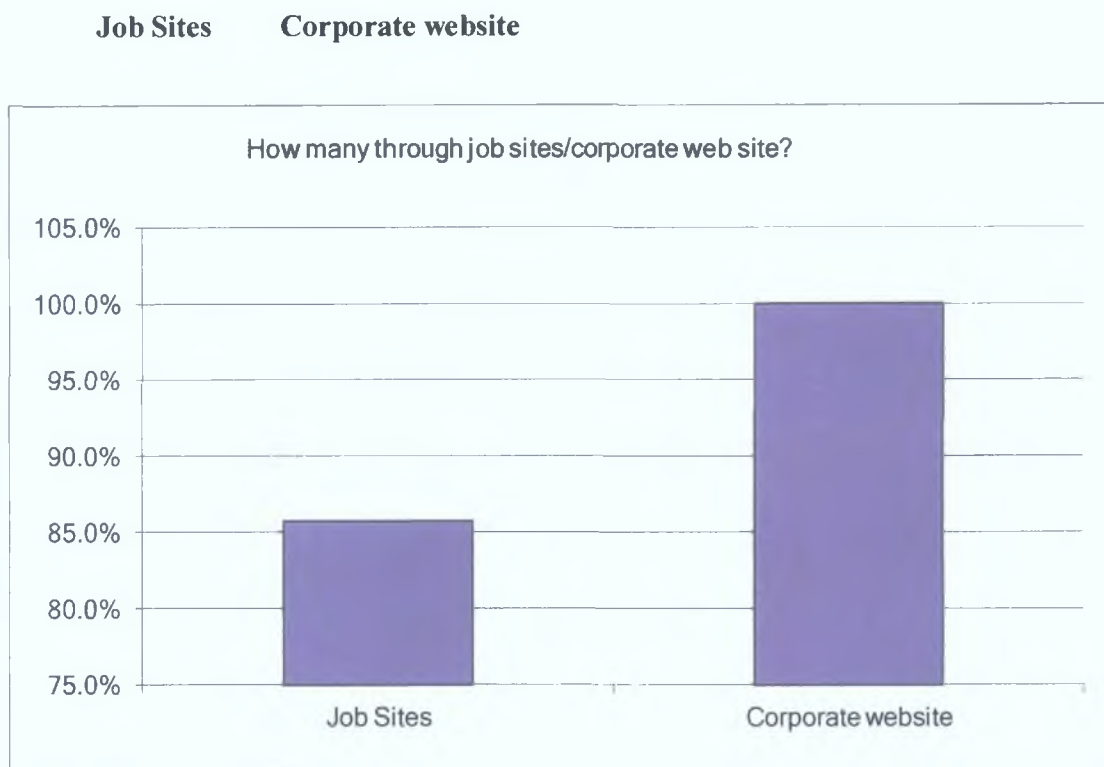
The majority of hires according to the participants for 2010 where through the company's Corporate website.

2.6   How many have you hired in the same period using traditional methods?

How many candidates have you effectivley hired in the last 12 months using traditional methods?
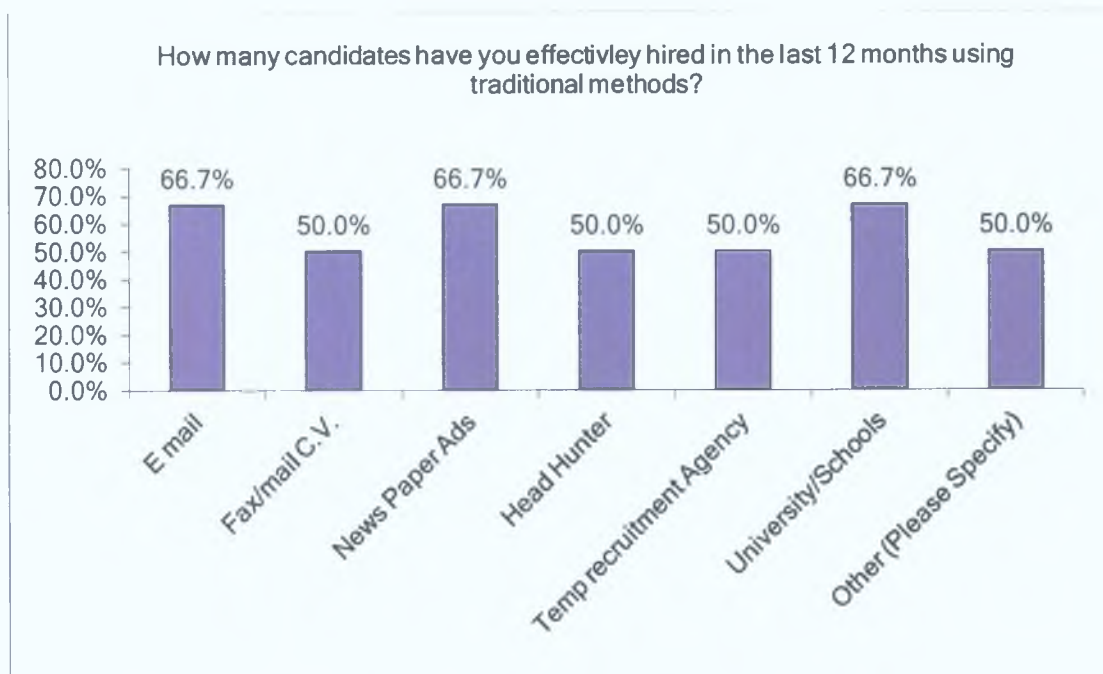
According to the participant in 2010 the majority hired using traditional methods where in this order at 66.7% email, newspaper ads and university/schools and 50% fax/mail, head-hunters and temporary recruitment agencies.

2.7   Do you see E-recruitment as being more effective for certain positions? Please order your preference?

Do you see E-recruitment as being more effective for certain positions? Please order your preference?		
Junior Positions	Senior Positions	Top Management
Very Effective	Suitable	Not suitable
Suitable	Suitable	Not suitable
Suitable	Suitable	Not suitable
Suitable	Suitable	Not suitable
Suitable	Suitable	Not suitable
Very effective	Suitable	Not suitable
Suitable	Very Effective	Not suitable
Suitable	Suitable	Not suitable

The author decided to provide a table to analyse these results. The results were taking from

the detailed survey. The formation of this question in the questionnaire did not correlate the

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data as required in turn did not correctly analyse the results as inputted by the participants. According to the participants the internet is more suitable for hiring junior and senior positions within the organisation but it was the opinion of the majority of participants that the internet was not suitable for hiring Top Management positions. This question would support that the internet is not a suitable recruitment tool when it comes to hiring for Top Management positions this is mainly due to their sensitivity and the confidentially these positions normally require for an organisation and at this time the internet is very public tool.

2.8   Why would you choose e recruitment instead of traditional methods? Please mark your 3 main reasons.

Why would you choose on-line recruiting instead of the traditional methods. Please mark your 3 main reasons.
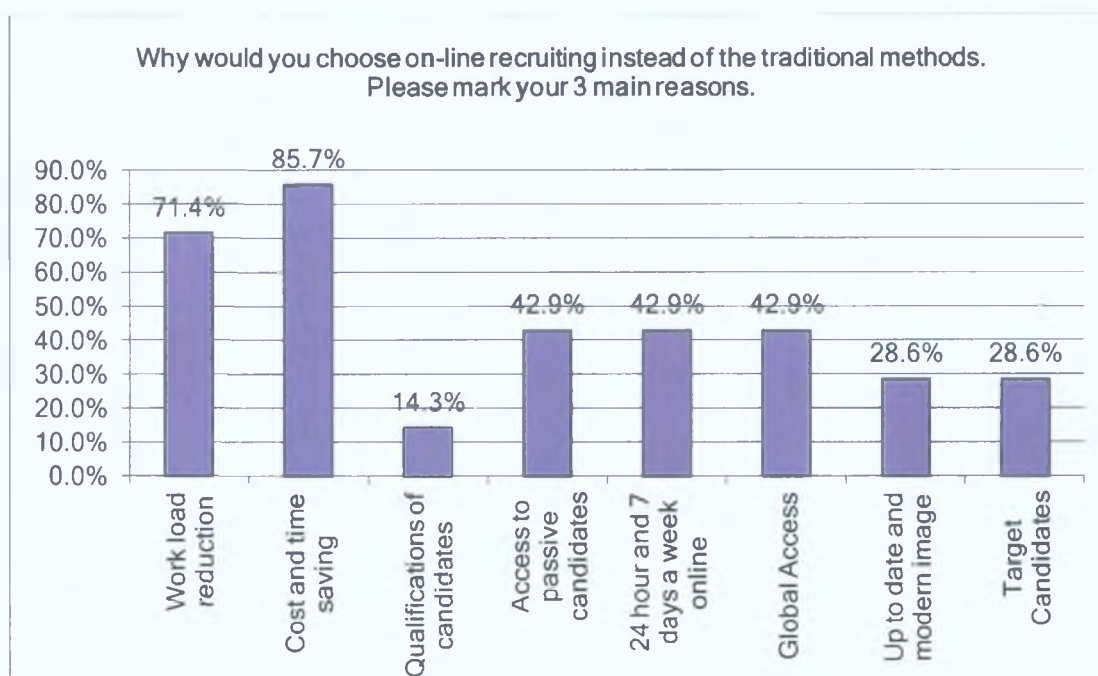
According to the survey results analysed the main reason why organisations have choosing to turn to e-recruitment methods is Time saving in the recruitment process. 85.7% of those who participated stated that this was the number one reason. This is in line with research in the literature and the results have always shown that time saving is the most direct effect of e-

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recruitment. The second reason at 71.4% is work load reduction in relation to recruitment process for the HR Department and the third reason for choosing on line recruiting by the participants was at 42.9% access to passive candidates, it was in operation 24 hours a day 7 days a week which in turn opened it out to the global market.

2.9   Do you think e recruitment is more effective than other ways of recruiting?

Do you think e-recruitment is more effective than other ways of recruiting?

85.7%

■ Yes
■ No
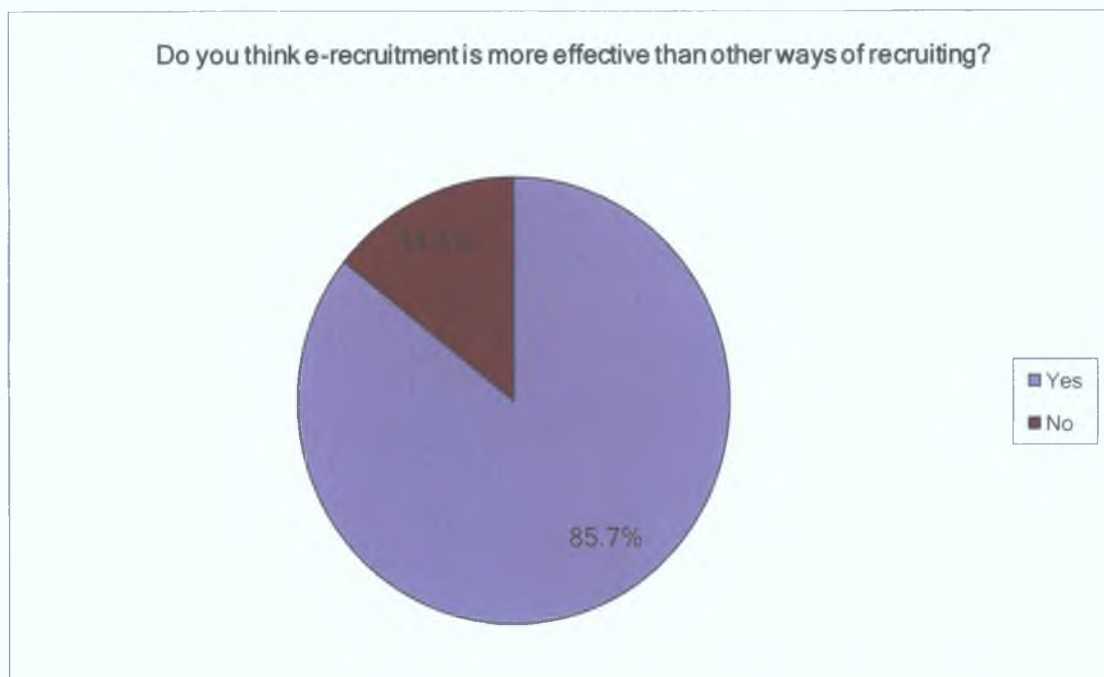
According to the survey 85.7% of the participants think e- recruitment is more effective than traditional methods of recruitment.

2.10 If you were looking for a job would you use the internet?

If you were looking for a job would you use the internet?

Yes
No
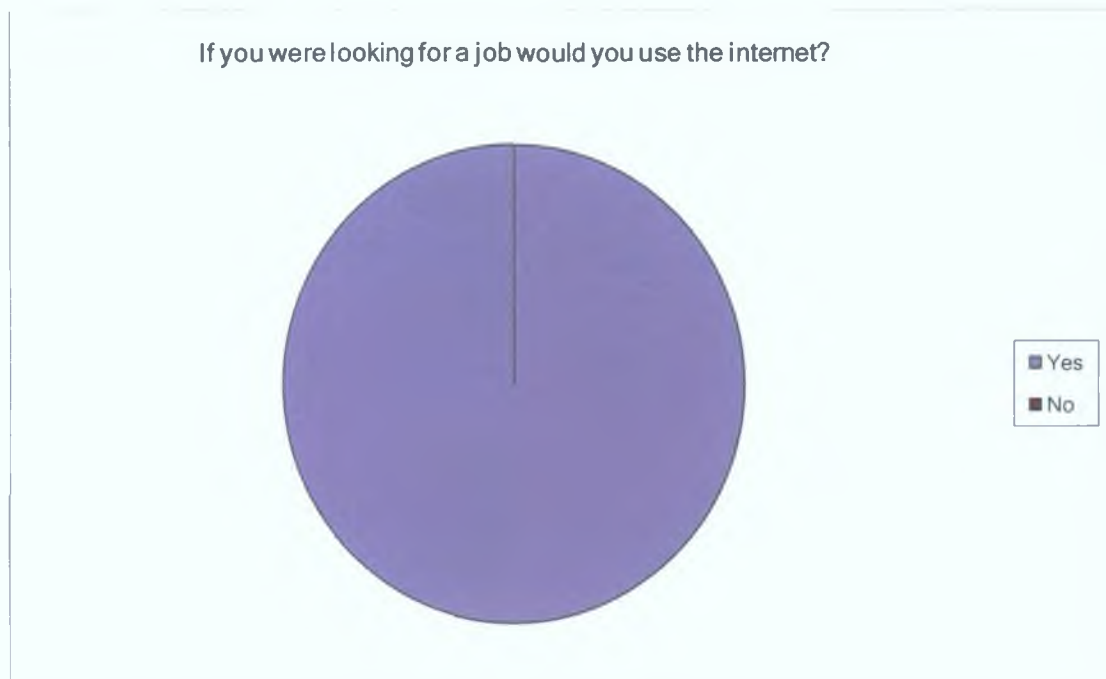
This question was asked to get a broad view to see if those who participated in the study would search the internet for a job and all participants responded as "yes". This would demonstrate to the author that very much so the internet has made it place as a recruitment tool for organisations and plays a big part for job seekers.

2.11 Please mark 1 reason for not using the internet as a tool for recruiting?

Please mark 1 reason for not using the internet as a tool for recruiting?

0.0%

42.9%

0.0%

- ▣ Transparency of the data
- ■ Lack of human contact
- ☐ Discrimination against non internet users
- ☐ The Overwhelming with online applicants
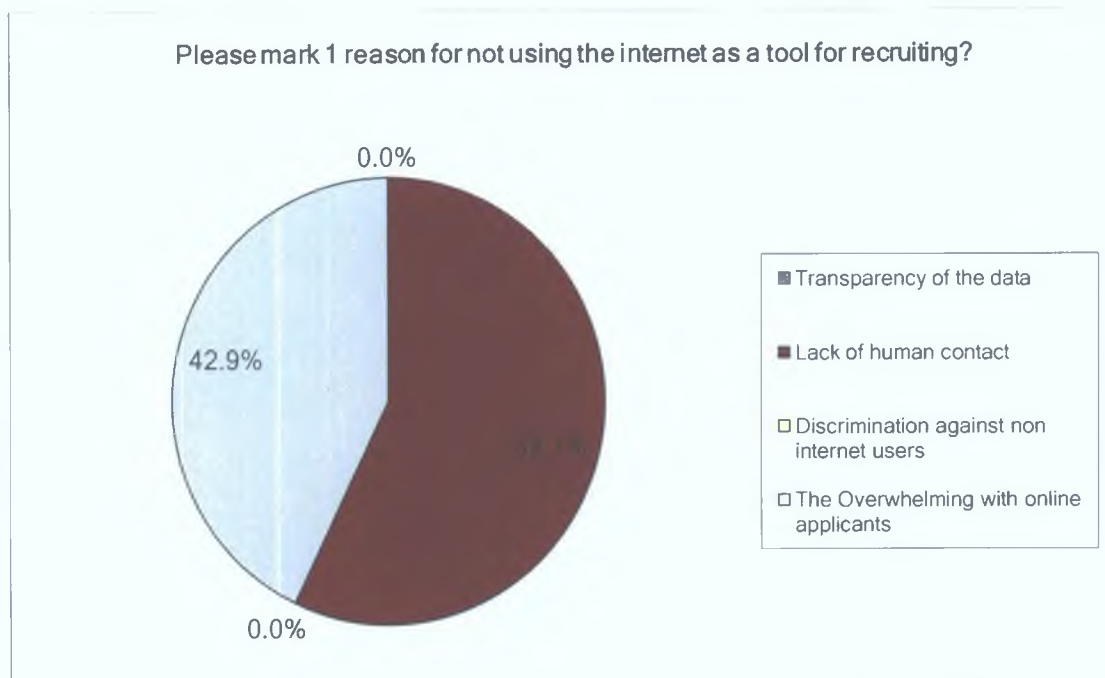
The biggest reason for the those who participated in the study believe that one of the major reasons why they may not consider using the internet as a recruitment tool is because of the lack of human contact with the potential candidate followed closely at 42.9% the overwhelming of online applications.

2.12 Please mark 3 reasons what you believe are the main disadvantages of using the internet as recruitment source as opposed to other sources?

Please mark three of the following reasons for not using the internet as a tool for recruiting.
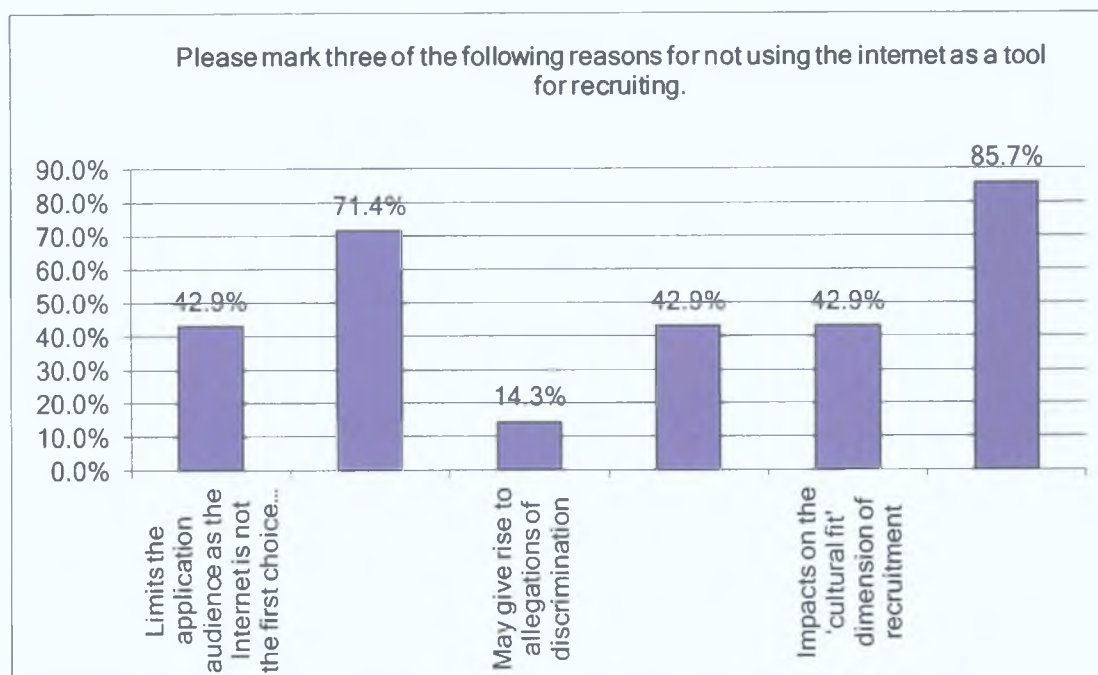
Limits the application audience as the Internet is not the first choice for all job seekers	42.9%
Applications overload or inappropriate applications	71.4%
May give rise to allegations of discrimination	14.3%
Makes the process impersonal, which may be off-putting for some candidates	42.9%
Impacts on the 'cultural fit' dimension of recruitment	42.9%
Turns-off candidates, particularly if the website is badly designed or technical difficulties are encountered	85.7%

The number one disadvantage at 85.5% to e- recruitment to those who responded was that it may turn off candidates, particularly if the website is poorly designed or technical issues occur. The author was surprised that this was one of the major concerns with those who responded. When the author reviewed the results in more detailed and looked at the profile of the companies who responded they were small Irish companies who may have felt they did

not have the expertise or appropriate knowledge when it came to on- line recruitment and job applications

The second disadvantage according to the respondents was applications overload or inappropriate applications Due to the broad access provided by the internet it is nearly impossible to match every job opening with the appropriate job applicant Which in turn may leave out many qualified candidates for the position and many less qualified candidates may occupy too much space on the data base even though they are less qualified To solve this problem organisation need to make better use of the sorting tools that is available online so that the sorting process of potential applicants can be conducted quickly without losing good applicants

Jointly the lack of human touch and discrimination are another disadvantage according to the participants both at 42 9% **Lack of human touch** – Maybe this is because too much time is spent trying to find the potential candidates and not enough time spent developing relationships with candidates The result being that many potential and suitably qualified candidates slip away (Peter Cappelli, "Making the most of Online recruiting", Harvard Business Review, March 2001) recommends that recruiters spend one hour online and the rest of their time contacting applicants and closing out deals As we have seen in the literature review not all phases of the recruitment process can be carried online The human touch is required at several stages of the hiring process and in order to optimise the hiring process personable contact is a must if the process is to be cost effective and provide the organisation with results **Discrimination** – Those who responded claimed that discrimination against not users was a risk in on line recruitment Using on line recruitment to source and screen applicants make the whole hiring process more automated and increases the risk of using in

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appropriate or discriminative issues. It is imperative that employers are up to date in employment law and if the HR department decide to use a third party vendor should work closely with the vendor and screen all tests used by the vendor. Employers should look at screening cautiously and review all criteria to ensure impartiality. Limits the application audience as the internet is not the first choice for job application for all job seekers this concern would be addressed under discrimination. To avoid this many organisations chose to use traditional methods in parallel with e recruitment. Along with advertising the position online accepting online applications the employer would chose possible advertising in a newspaper and accepting C.V.'s by post/fax.

2.13 Please mark the top 3 reasons what you believe are the main advantages of using the internet as recruitment source as opposed to other sources?
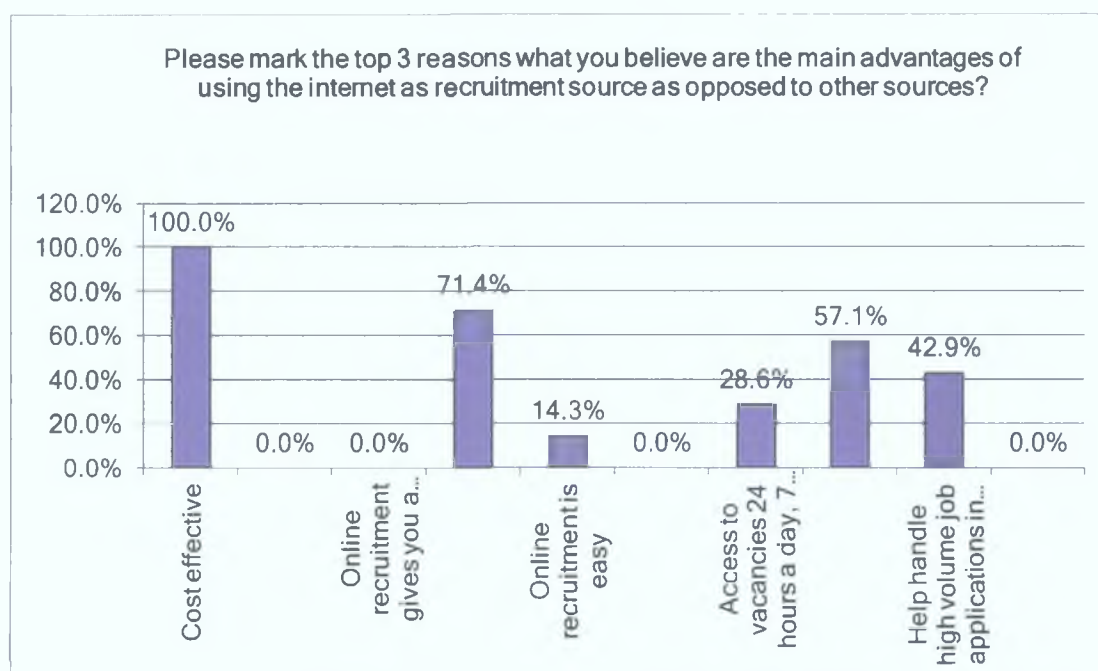
Please mark the top 3 reasons what you believe are the main advantages of using the internet as recruitment source as opposed to other sources?

Answer Options	Response Percent
Cost effective	100.0%
Online recruitment is quick	0.0%
Online recruitment gives you a better chance of success	0.0%
Online recruitment gives you a bigger audience	71.4%
Online recruitment is easy	14.3%
Provide the image of an up-to-date organisation.	0.0%
Access to vacancies 24 hours a day, 7 days a week reaching a global audience	28.6%
Cost effective way to build a talent bank for future vacancies	57.1%
Help handle high volume job applications in a consistent way	42.9%
Provide more tailored information to the post and organisation e.g. case histories of the 'day in the life' or self-assessment questionnaire or quiz to assess fit with role	0.0%

According to the survey the main advantage to e-recruitment at 100% is that e-recruitment is very cost effective in comparison to traditional methods. Estimates show that is only about one tenth of the cost to recruit some online compared to hiring using traditional methods Peter Cappelli (2001). On analysing the results the author was concerned that none of the participants marked time saving as a major benefit to e-recruitment. On reflection the author feels that maybe it was not clear in the answer options instead the author gave the option for time saving as online recruitment is quick instead maybe phrasing this option differently possibly to read as "Time Saving". Very much so time and cost savings are directly related due to the automatically data processing of the internet. The internet allows for enormous amount information to be handled very quickly and effectively once the proper tools are in place.

According to the participants the second advantage of online recruitment at 71.4% online recruitment gives you access to a bigger audience. The internet gives access to a global audience.

The third major advantage at for those who participated in the study is that e-recruitment provides a cost effective way to build a talent bank for future vacancies. The internet provides access to a limitless pool of talent in an efficient manner. It gives access to passive candidates which are considered a major advantage. As it was explained in the literature a passive job seeker is someone who is currently in employment but will apply if they see another job of interest. It is considered that passive candidates are of higher quality to active job seekers. It is thought that passive employees are employed and content while active job seekers you may be dealing with a dissatisfied employee.

2.14   Overall, do you think the internet has added value to you recruitment process for both an employer and a candidate perspective?

Does your company have a Corporate Web Site?

■ Yes
■ No
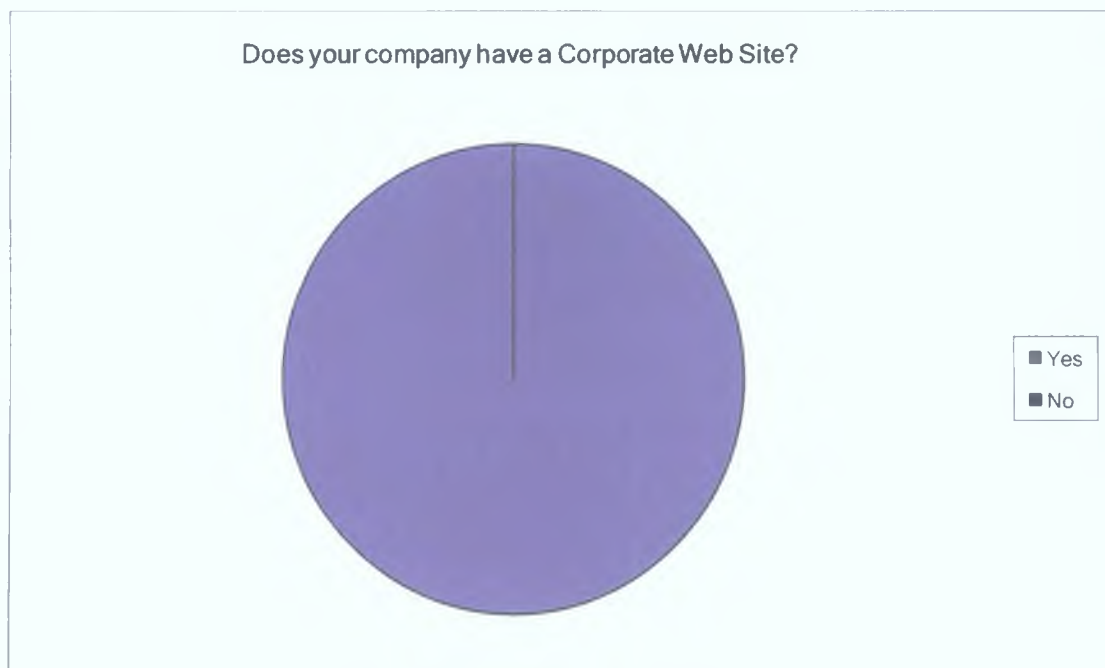
Yes all those who participated in the study have their own corporate website. Nowadays most if not all organisations have a corporate website of some level. Some have a website that is not very functional or user friendly just to have a presences on the internet while others have a fully operational website that advertise and allow potential candidates to apply for open positions within the or organisation online.

2.15   Can job seekers directly apply for jobs through your corporate Website?

Can job seekers directly apply for jobs through your corporate Website?

83.3%

■ Yes
■ No
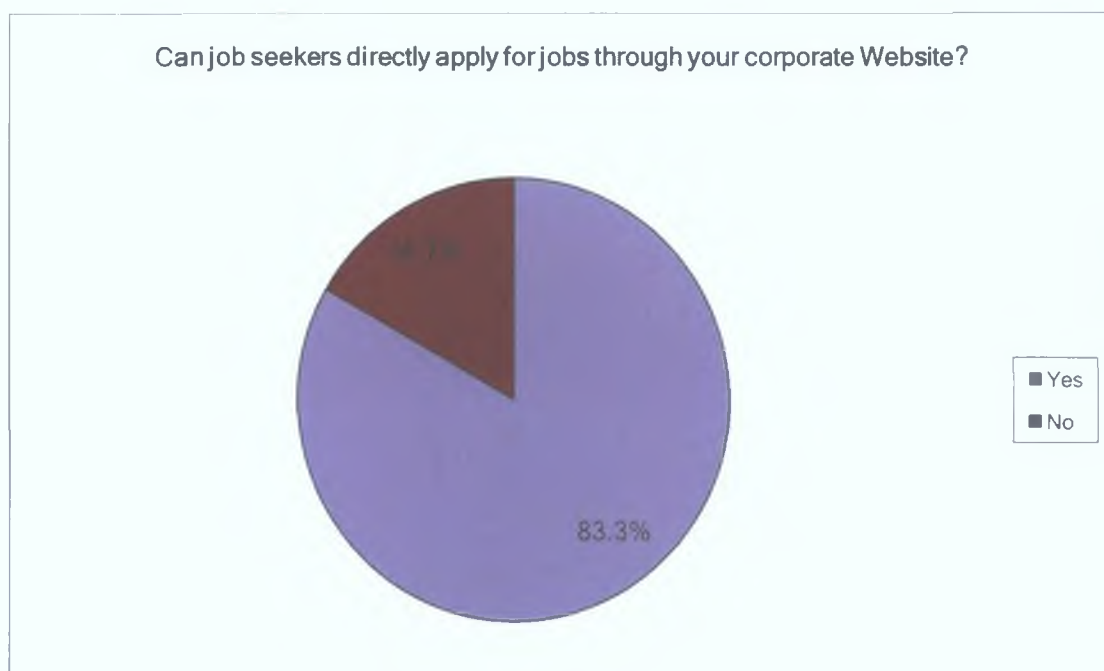
83.3% of respondent's corporate webpage allows jobseekers to apply online. While 16.7% of those who responded who have previously answered and stated they had a corporate webpage but their corporate does not allow job seekers to apply for open vacancies online or it is also possibility that they not advertise open positions on the company's website.

2.16   How many unique visits on your corporate Web site are due to job seeking?

How many unique visits on your corporate Web site are due to job seeking?

- 0.0%
- 16.7%
- 33.3%

Legend:
- 1-10%
- 10-30%
- 30-60%
- 60-100%

Please mark three main ways you use to encourage jobseekers to visit you Web site?

Please mark three main ways you use to encourage jobseekers to visit you Web site?

Category	Value
Banners in other job banks and recruitment sites	16.7%
Adding an attractive "career section" to your website	83.3%
Including job openings on your homepage	83.3%
Using referral buttons "send this to a friend"	50.0%
Links to your company through job board sites	83.3%
Announcing your Web site address on printed marketing material	0.0%

2.18 Which recruitment tool is more effective, your corporate Website or third party website?

Which recruitment tool is more effective, your corporate Website or third party website?

28,6%

■ Corporate Web site
■ Third party Web site

The majority of participants at 71.4% were of the opinion that third party websites were more effective than the corporate website. In the literature it has been said that it is only those companies with well know branding who can rely heavily on the corporate website to advertise open positions. There a lot of small and medium companies out there that are not known to everyone and would rely on third party website to advertise open positions on their behalf. Also a lot of companies would use third party websites to fill positions they might find hard to fill internally.

19   Would you ever stop using other recruitment sources and just use the internet to source applicants? Why or why not?

RESPONSE
Yes
No There is more chance of success with both
NA
NA
NO –Volume of applicants managed through Candidate Manager system
NO, keep options open
NA
No

This question was poorly answered but the respondents I can only comment on those who answered and also provided a reason   Two participants answered no they would not stop using other traditional methods of recruitment and solely rely on the internet for the recruitment process   They reason they gave is that you have better success if you use both i e traditional recruitment methods and online recruitment methods in parallel   This view is also reflected in the literature review

2.20   Overall, do you think the internet has added value to your recruitment process for both an employer and a candidate perspective?

Overall, do you think the internet has added value to your recruitment process for both an employer and a candidate perspective?

■ Yes
■ No

It was agreed by all participants that overall the internet has added value to their recruitment process.

2.21 What improvements should be made in using e-recruiting tools? Please, mark three options.
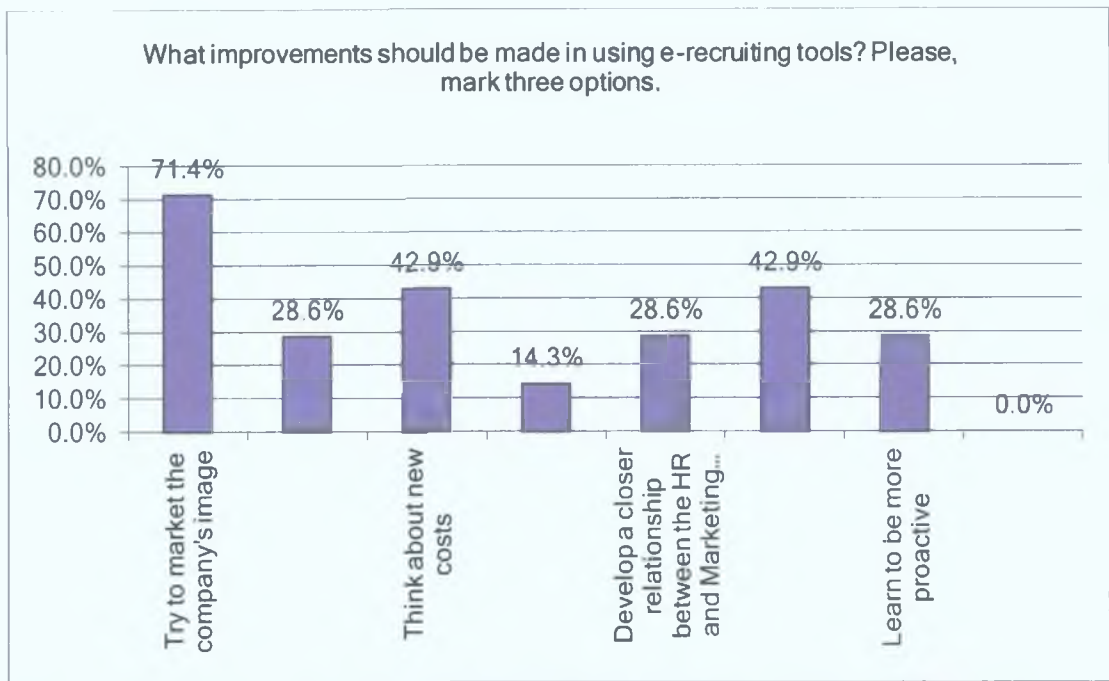
What improvements should be made in using e-recruiting tools? Please, mark three options.

Answer Options	Response Percent	Response Count
Try to market the company's image	71.4%	5
Implement a strong Internet recruitment plan, with the same analysis and research as a basic marketing plan	28.6%	2
Think about new costs	42.9%	3
Develop strategies to reach target candidates with e-Recruitment	14.3%	1
Develop a closer relationship between the HR and Marketing Department of your company.	28.6%	2
Think of recruiting as a competitiveness tool	42.9%	3
Learn to be more proactive	28.6%	2
Think about the possibility of outsourcing your recruitment department (e-Recruiting consultants)	0.0%	0

CHAPTER 5

DISCUSSION AND CONCLUSIONS

5 1   Discussion - Social Networking Sites

In this section the author's intent in performing this study was to determine to what extent employers are using social networking sites information in their hiring decisions From these companies sampled, 50% of them used some form of social networking sites such as Facebook to look up potential candidates This percentage is also supported by other previous studies performed A study conducted by CNN, reports that approx 43% of employers admit running background checks on potential employees using the internet including social networking sites such as Facebook and MySpace (McIntosh, 2006) A second study according to (Palank, 2006) that 26 9% of employers surveyed do use social networking sites such as Google and other social networking sites to perform background checks on potential job applicants Ccareerbuilder com conducted a study showed a lower percentage than the above results They surveyed that 12% of Human Resource Managers have used social networking sites to screen potential employees Employers are becoming more aware of social networking sites and the above findings provide evidence that they have begun to utilizing the resource as part of their hiring process

The results showed there will be an increase in the use of social networking sites such as LinkedIn and Face book in the future The majority of these surveyed, who do not use social networking sites haven't done so because it has not been necessary to use it, others feel that the information on social networking sites is not trustworthy Furthermore, from those who do not use social networking sites 16 7% responded feel that it is unethical to use social

networking to search or look up potential employees It also worth noting, that those who responded and who have not used social networking social networking site, 75% responded that they would consider using social networking site

The majority of companies in this study considered background checks are a very important part of the hiring process and more often than not perform these checks The majority of those surveyed believed employment verification is the most important check followed by personnel verification, education verification than criminal background It is worth noting that those surveyed always performed these important background checks excluding criminal background this does not always get performed

50% of those surveyed used social networking sites as a background checking tool in their recruitment process Two previous studied performed (Executive Net, 2006) surveyed 100 executive recruiters and they found that 77% of those use social networking sites such as Google and Yahoo to learn more about a potential candidates

A further part of the study focused on the concept of "lifestyle" and the role it may play in access potential employees The term "lifestyle" in this questionnaire refers to the manner in which a person behaves outside of work 50% of the participants in the study felt that a potential employee's "lifestyle" is taken into account during the hiring process 12 5% were undecided while the other 25% felt that it had no role to play Over 62 5% felt that it is important to match a potential employee's "lifestyle" with that of the company The majority surveyed agreed that if an employee's "lifestyle" goes against that of the company, it would affect whether that person is hired or not Social networking sites have now become a tool for employers to obtain information on the behaviours of potential candidates The majority of

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those who participated in the study felt that the information available on social networking sites fall under "public" and not "private" information

After analysing a comment on the results the author is of the opinion that the questionnaire could have been composed of other supplementary questions to uncover more meaningful data It would have been helpful to know if companies felt that social networking sites either had a negative influence or any influence as all Also of the information from a social networking site profile positively influences an employer's perception Also if the author had left out the undecided option for certain questions it may have given a better sense of the participant's true perceptions, leaving less leeway Overall, the author is of the opinion that they achieved the goal in answering the proposed research question

Conclusions

In conclusion, employers are aware of social networking sites and are using these sites as a screening tool It is important that potential candidates who are social networking site users are aware that their information is not private it is very much public and accessible to the world As employer's are determined to make the right fit first time, they are increasingly using social networking sites to access and perform background checks on potential candidates "lifestyle" or behaviours Social networking sites are becoming and will continue to be an integral screening tool for employers and recruiters There is no doubt that social networking sites provide a good source to companies in relation to providing recruitment information It is imperative that companies use these sites responsibly and legally when using them to research a potential employee HR Departments should view social networking sites as a forum for building a talent pool of potential candidates, advertising job opening and

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employer branding rather that a research tool to evaluate candidates Companies should implement a strategic approach when it comes to using social networking sites and this will assist the business to attract the right candidates by default and legally

5 3 Discussion E-Recruitment

A variety of questions were employed to explore the use of e- recruitment and also to look at the perceived advantages and disadvantages of e-recruitment as a recruitment tool The questions were designed to reflect on comments and findings within the literature review on e-recruitment Questions related to the recruitment sources used by those who participated in the study, and to what extent are they using e-recruitment methods, also look at their use of traditional recruitment methods, how do potential candidates obtain additional information about the job and the organization The effectiveness of e-recruitment whether the organizations would stop using other recruitment sources and focuses only on e-recruitment and whether they believe the internet adds value to their recruitment process

Results from the questionnaire indicated the majority of those surveyed 85 7% use the internet to advertise for open position Another key finding is that the majority of participants have a corporate website on which they advertise their open positions and supplement this with alternative sources such as job boards and also traditional recruitment methods such as newspapers It was a general consensus across all participants of the survey that positions least likely to be appointed through the internet were senior executives Reviewing the results there is substantial reliance on and use of the internet as a recruitment tool According to the results 85 5% of Human Resource Managers still use traditional methods of recruitment these would include newspaper advertisements and third party recruitment agencies Analysing the

results in line with literature review there is a general agreement that e-recruitment compliments other recruitment methods such as traditional recruitment methods Another key finding from the survey is that 100% of HR Managers who participated in the survey would look at the internet if looking for a job This would suggest that the internet had made it place as a recruitment tool and plays a big part for potential job seekers

Traditional recruitment processes for example - newspaper advertisements, recruitment agencies, Temporary recruitment agencies, University Career Centres and Head-hunters Experts in this field feel that the traditional recruitment methods have become stagnant if not declined with the introduction of online recruitment Reviewing the results it would show that traditional recruitment methods are more commonly used that e-recruitment methods e g email, online job boards and corporate websites According to the results Temporary work agencies and mail C V 's/Fax is the most common method for hiring candidates The author is of the opinion the reason for this is due to current economic downturn Organisations are recruiting temporary staff instead of full time positions The majority of these methods used by those surveyed were traditional methods The internet reduces the need for newspaper ads but it does not replace them Most companies still rely on newspaper advertisements Employers are moving away from providing detailed ads on open vacancies instead they provide general information within the company (iLogos, 1998) These ads advise readers that detailed information is available on the website

The majority of hires according to the participants were through the company's corporate website The survey shows that email is the most commonly used internet tool 66 7% E-mail would not be considered a recruitment tool but is rather seen as a means of speeding up communication between the employers with the potential candidate Another point to consider

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is that job boards used email as a means of contact between the employer/jobsite and job seeker

With regard to the survey 50% of HR managers surveyed stated that they had replied that the amount of unique visits to their corporate website in search of employment was somewhere between 10-30% If using this information it is the conclusion if an employer can attract job seekers to its corporate website and that job vacancies are presented in an attractive way to potential candidates then its strategy will increase the recruitment statistic The next question therefore is how these companies encourage job seekers to visit their website The results from the survey show that the top 3 ways to attract potential job seekers to the corporate website are as follows

1 83 3% adding an attractive "Career Section" on the corporate website is encouraging when the icon appears on the homepage

2 83 3% including job openings on the homepage this is a very common option for companies who advertise open positions through corporate website If a potential candidate finds out only to click once or twice to find out job openings with the company this more attractive and more "user friendly"

3 83 3% Advertise job openings on job sites

The findings in relation to the usage of the new e-recruitment tool such as email, corporate website and job boards The results from the survey email were found to be the most used recruitment tool followed by corporate website followed by job sites It is advised that jobsites should be combined with corporate websites Job boards are more than just bulletin boards where companies go to add C V's or to put up their job vacancy Jobsites add

additional value services for both the company advertising and the job seeker HR experts employed through the job boards offer expert advice on how to prepare for job interviews including providing information on training and courses through the internet

Perceive Advantage

This question was to investigate HR Managers perceptions on the value of the internet as a recruitment source The main advantage identified in the results at a 100% of those surveyed agreed that it was the cost effectiveness or e-recruitment and secondly 71 4% believe online recruitment gives greater access to a bigger audience and thirdly 57 1% that the internet provides a cost effective way to build a talent bank for future vacancies On analysing the results the author was concerned that none of the participants marked time saving as a major benefit to e-recruitment The author is of the opinion that the option given was not clearly written rather than using the wording "online recruitment is quick" it should have read "Time saving that online recruitment brings" If you compare the results to other similar research papers the results have always been the same showing the most perceived advantage with e-recruitment is the cost effectiveness it brings to organisations and time saving that it brings The primary theme from the survey is in relation to the perceived cost effectiveness on the internet As most organisations have corporate websites, then the expense of creating a career page within the corporate website I minimal in the long term if not negligent The other cost benefits would be minimal cost in posting an advertisement on the internet compared to the unlimited audience of this source as being a major advantage this is cited by authors in the literature review (Cober et al, 2002, Bussler et al, 2001-2002) Cost involved in advertisement via other sources such as print media are high (Galanki, 2002) The results to this research question support the key advantages of e-recruitment and the useful recruitment

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to a wider audience Overall, the perception of e-recruitment from an organisational perceptive is that yes e-recruitment as a source adds value to the recruitment process

Perceived Disadvantages

According to the survey the number one disadvantages is "the turn off of candidates particularly if the website is poorly designed" The author was surprised this was the main disadvantage according to those surveyed The author reviewed the results and company profiles in more detailed in relation to this question A possible reason to explain the result is that maybe the companies who responded to the survey were small to medium size Irish organizations and who have felt that they don't have as yet the confidence, expertise or knowledge for e-recruitment

The second disadvantage 71 4% according to the survey is application overload or inappropriate applications The internet can overwhelm organizations with C V's and many of those applications could be from applicants who are not suitably qualified for the position advertised The internet may speed up the recruitment process but if used in the wrong way and may actually slow the process down The overload of C V 's can slow down the process if organizations do not have appropriate screening tools in place it can lead to a large volume of candidates who are not suitable qualified for the job or the employer may lose suitable candidates for the position been advertised In order to prevent this from happening employers must improve and make better use of the available screening tools and place a bigger emphasis on setting up strict criteria on the skills required for the vacancy position 42 9% of those surveyed claimed that discrimination against non users of the internet was a big risks with associated with using online recruitment Using the internet can automate a lot of the

hiring process but this maybe a disadvantage as it runs the risk of possibly using discriminatory criteria To avoid the risk of discrimination employees must make sure that the criteria set for a certain position that the screening process will be able to predict performance of a specific job to be filled Employers should approach screening cautiously and design valid selection tests to ensure impartiality (Peter Cappelli, Making the most of online recruiting, Harvard Business Review, March 2001) Lack of Human touch is another disadvantage according to the HR Manager surveyed and also the question previous to this asked the participants to give one reason why they would not use the internet as a recruitment tool and the number one reason was at 57 1% "lack of human contact" One of the possible reasons for this is that maybe recruiters spend too much time trying to find candidates and not enough time developing relationships with potential candidates which results in losing out on many qualified candidates The 'human touch" is indispensible at several stages of the hiring process

The final question on the survey asked those who participated what improvements should be made when using e- recruitment methods as a hiring tool? This question was asked to see what they would recommend possibly to others who might be considering to use e-recruitment is as a hiring tool According to 71 4% of those surveyed it was to enhance the corporate website which would encourage potential job applicants to be attracted to their company 42 9% "think about e-recruitment as a competiveness tool" The internet allows the user to broader their reach globally to potential candidates Organisations have to remember that these recruitment tools are also available to other organizations So companies have to invest time to learn and master the art of online recruitment In relation to the same question 42% of those surveyed when considering e-recruitment one should think about the new costs

this will incur E-Recruitment certainly reduces the hiring cost in the long term If an organization is implementing e-recruitment into their hiring process initially there is going to e a series of costs incurred Job sites charge a fee to organizations who what to avail of their services and there is a cost in setting up a corporate website

5 4 Conclusions E-recruitment

The results provided complementary findings to support some claims about e-recruitment in literature and to support research theories on the effectiveness of e-recruitment Overall the findings suggest that the internet as a recruitment tool is considered useful and cost-effective source for organizations The paper has shown that Irish organisations are using e-recruitment methods as a recruitment tool but relatively less than traditional recruitment methods The most common e-recruitment tools used are the organizations corporate web page and jobsites this in turn has changed the way potential candidates apply for open positions Hr Managers must start taking e-recruitment serious and make it an integral part of the corporate strategy if they are to compete for talent The author is off the opinion that Irish companies will make better use of e-recruitment as a hiring tool The most revealing answer of all from the survey was when all those surveyed admitted that they would use the internet if they were looking for a job E-recruitment has numerous advantages and these common advantages were cited in numerous literatures on e-recruitment (Galanki, 2002, Smith et al 2004) Organisations will need to address the issue of the overwhelming of applicants received online Hr Managers are going to demand higher service level, a will require quick delivery to satisfy their needs this is a real opportunity for specialised Job Sites that focus on a "niche" market possibly specific industries or geographical areas

Online technology and management systems are a must to all organisations competing There will be greater development in online recruitment It is essential that organisations review their corporate website and access not for a communication or marketing standpoint but from a recruitment perspective Corporate webpage is the first place a job seeker will look when evaluating a company A company who uses their corporate website effectively to recruit online have made their corporate webpage an anchor for their recruitment strategy It should also be recognised HR Managers, recruiters will need to improve their technical skills Today successful recruiters should be a master in interviewing, C V reviewer, assessor of capabilities, a technical integrator, and researcher on the internet and proactive in relation to competiveness Therefore it is necessary then that organizations have professional recruiters to contribute the true added value to the hiring process

It is clear that e-recruitment is not suitable for recruiting top management but is effective for recruiting top management but is effective for recruiting either senior management or junior positions The reason for this is because top management do like to reveal personal information on the internet also the lack of confidentiality the internet does not provide

Not all of the phase of the hiring process can be done using the internet it is useful for attracting, sorting and contacting candidates, but the human interaction is still crucial in many parts of the process

E-recruitment may become the pre-selection base for recruitment yet the traditional recruitment methods will still play a vital role in the hiring process in which e-recruitment will never be able to achieve It is imperative organizations wish to compete for the best talent

should design a recruitment procedure which is coherent with the organisations global

strategy

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Dear Sir/Madame

My name is Oonagh Leonard and I am currently studying at the National College of Ireland I am writing to invite you to participate in a research study in the form of a questionnaire

My research project is entitled "The effectiveness of the Internet as a recruitment tool"

The questionnaire should take about 5 minutes to complete and is available online using SurveyMonkey com Please answer the questions honestly and without bias

This is a confidential questionnaire Al l the data will be dealt with confidentially and no individual or organisation taking part will be identified Completion of the questionnaire is voluntary Participation would be greatly appreciated

Hopefully, you will find time in your busy schedule to participate in the study Thank you for your time and participation

Link to the questionnaire

Yours sincerely

_____

Oonagh Leonard

SECTION 1   SOCIAL NETWORKING SITES

Please read the following questions carefully and answer truthfully and completely

1 1   Select the Number of employees the best fit your organisation

        Under 50

        50 to 500

        500 to 900

        Over 1000

1 2   Does your Company Provide Background Checks on potential employees?

                Yes   No

1 3   How important is each type of background check during the recruitment Process?

                                Very Important   Important   Not Important

        Criminal Background

        Employment Verification

        Educational Verification

        Personnel Reference

        Sex Offender Registry

        Online Search Engine

        Other (Please specify)

1 4   How often would you perform each type of Background check?

                                Always   Occasionally   Never

        Criminal Background

        Employment Verification

        Educational Verification

        Personnel Reference

Sex Offender Registry

Online Search Engine

Other (Please specify)

1 5 **Potential Employees lifestyle is taken into account during the recruitment process?**

Strongly Agree   Agree   Undecided   Disagree   Strongly Disagree

1 6 **Is it important to match a potential employee's lifestyle with that of your organisation?**

Strongly Agree   Agree   Undecided   Disagree   Strongly Disagree

1 7 **If you were aware of a potential employee's lifestyle that went against your company's ethos, it would play a role in hiring that person?**

Strongly Agree   Agree   Undecided   Disagree   Strongly Disagree

1 8 **Have you used Social networks such as Facebook, LinkedIn to search or look up potential employees?**

Yes   No

1 9 **Select a reason or reasons to why you haven't use social networking sites to search or look up potential employees**

It's unethical

It's not useful

Not trustworthy

Unfamiliar with social networking sites

Has not been necessary to use social networking sites

Other (Please Specify), _____

1 10 **How often would you social networking sites to research a potential employee?**

Always   Occasional   Never

1 11 **What category do you think the user's information on Social Networking Sites falls under?**

Private   Public

1 12 **Do you think Social Networking sites can be used as a background checking tool?**

Strongly Agree   Agree   Undecided   Disagree   Strongly Disagree

SECTION 2   E -RECRUITMENT

2 0   What recruitment sources does your organisation use?

News paper

Internet

Recruitment Agencies

Executive Search Engines

Other (Please Specify)

2 1   Are you currently using e- Recruitment?

Yes   No

2 2   Are you still using traditional methods of recruitment?

Yes   No

2 3 What methods have your organisation used for recruitment in the last year? Please use the following to order your choices

1   Always   2 Sometimes   3 Hardly ever/never   4 NA

Own Corporate Website

Job Boards

E mail

Fax/mail C V

News Paper Ads

Head Hunter

Temp recruitment Agency

University/Schools

Other (Please Specify)

2 4 How many candidates contracted through the Internet have you effectively hired over the last year?

2 5   How many through job sites/corporate web site?

Job Sites   Corporate website

2 6   How many have you hired in the same period using traditional methods?

E mail

Fax/mail C V

News Paper Ads

Head Hunter

Temp recruitment Agency

University/Schools

Other (Please Specify)

2 7   Do you see E-recruitment as being more effective for certain positions? Please order your preference?

1 Very Effective   2 Suitable   3 Not suitable

Junior positions

Senior Positions

Top Management

2 8   Why would you choose e recruitment instead of traditional methods Please mark your 3 main reasons

Work load reduction

Cost and time saving

Qualifications of candidates

Access to passive candidates

24 hour and 7 days a week online

Global Access

Up to date and modern image

Target Candidates

2 9   Do you think e recruitment is more effective than other ways of recruiting?

Yes   No

2 10   If you were looking for a job would you use the internet?

Yes   No

2 11   Please mark 3 reasons for not using the internet as a tool for recruiting?

Transparency of the data

Lack of human contact

Discrimination against non internet users

The Overwhelming with online applicants

2 12   Please mark 3 reasons what you believe are the main disadvantages of using the internet as recruitment source as opposed to other sources?

- Limits the application audience as the Internet is not the first choice for all job seekers
- Applications overload or inappropriate applications
- Give rise to allegations of discrimination
- Make the process impersonal, which may be off-putting for some candidates
- impact on the 'cultural fit' dimension of recruitment
- 'Turns-off' candidates, particularly if the website is badly designed or technical difficulties are encountered

2 13   Please mark the top 3 reasons what you believe are the main advantages of using the internet as recruitment source as opposed to other sources?

- Cost effective
- Online recruitment is quick
- Online recruitment gives you a better chance of success
- Online recruitment gives you a bigger audience
- Online recruitment is easy
- Provide the image of an up-to-date organisation
- Access to vacancies 24 hours a day, 7 days a week reaching a global audience
- Cost effective way to build a talent bank for future vacancies
- Help handle high volume job applications in a consistent way

- Provide more tailored information to the post and organisation e g case histories of the 'day in the life' or self-assessment questionnaire or quiz to assess fit with role

Overall, do you think the internet has added value to you recruitment process for both an employer and a candidate perspective?
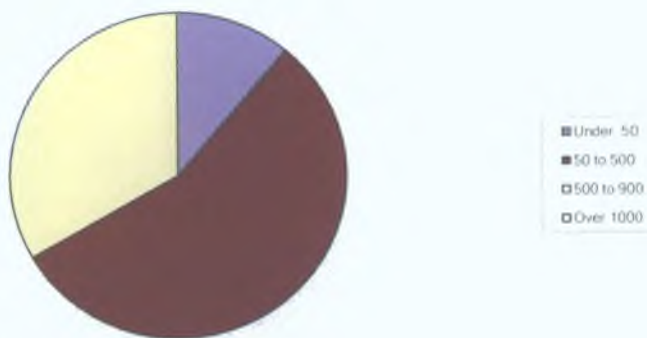
Yes   No

E-RECRUITMENT

Select the number of employees that best fit your company?

Answer Options	Response Percent	Response Count
Under 50	11.1%	1
50 to 500	55.6%	5
500 to 900	33.3%	3
Over 1000	0.0%	0
	answered question	9
	skipped question	0

Select the number of employees that best fit your company?

- Under 50
- 50 to 500
- 500 to 900
- Over 1000

E-RECRUITMENT

Does your Company provide background checks on potential employees?

Answer Options	Response Percent	Response Count
Yes	88.9%	8
No	11.1%	1
	answered question	9
	skipped question	0

Does your Company provide background checks on potential employees?

- Yes
- No

E-RECRUITMENT

How important is each type of background check during the recruitment process?

Answer Options	Very Important	Important	Not	Response Count
Criminal Background	5	1	2	8
Employment Verification	7	1	1	9
Educational Verification	5	4	0	9
Personnel Reference	6	3	0	9
Sex Offender Registry	2	1	4	7
Online Search Engine	0	2	4	6
Other (Please specify):	0	1	2	3
			answered question	9
			skipped question	0

How important is each type of background check during the recruitment process?
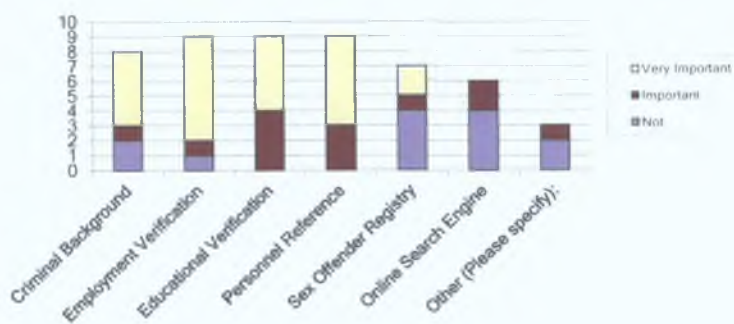
E-RECRUITMENT

How often would you perform each type of background check?

Answer Options	Always	Occasionally	Never	Response Count
Criminal Background	0	3	4	7
Employment Verification	6	1	1	8
Educational Verification	6	1	1	8
Personnel Reference	6	2	0	8
Sex Offender Registry	0	2	4	6
Online Search Engine	0	2	4	6
Other (Please specify):	0	0	3	3
			answered question	8
			skipped question	1

How often would you perform each type of background check?
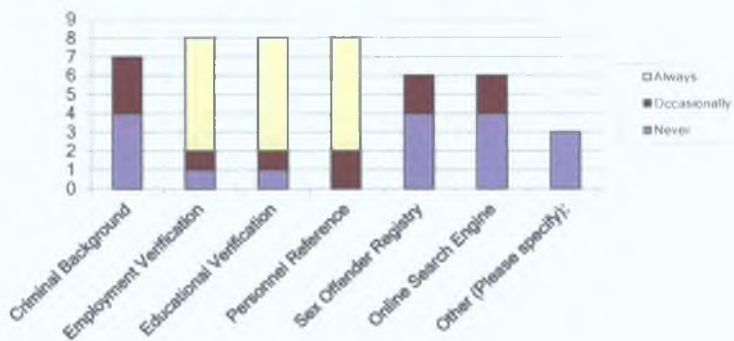
E-RECRUITMENT

Potential Employees "lifestyle" is taken into account during the recruitment process? (The term "Lifestyle" in this questionnaire refers to the manner in which a person

Answer Options	Response Percent	Response Count
Strongly Agree	12.5%	1
Agree	37.5%	3
Undecided	12.5%	1
Disagree	25.0%	2
Strongly Disagree	12.5%	1
	answered question	8
	skipped question	1

Potential Employees "lifestyle" is taken into account during the recruitment process? (The term "Lifestyle" in this questionnaire refers to the manner in which a person behaves outside of work)

- Strongly Agree
- Agree
- Undecided
- Disagree
- Strongly Disagree

E-RECRUITMENT

Is it important to match a potential employee's lifestyle with that of your organisation?

Answer Options	Response Percent	Response Count
Strongly Agree	0.0%	0
Agree	62.5%	5
Undecided	0.0%	0
Disagree	25.0%	2
Strongly Disagree	12.5%	1
	answered question	8
	skipped question	1

Is it important to match a potential employee's lifestyle with that of your organisation?

- Strongly Agree
- Agree
- Undecided
- Disagree
- Strongly Disagree

E-RECRUITMENT

If you were aware of a potential employee's lifestyle that went against your company's ethos, it would play a role in hiring that person?

Answer Options	Response Percent	Response Count
Strongly Agree	25.0%	2
Agree	50.0%	4
Undecided	12.5%	1
Disagree	0.0%	0
Strongly Disagree	12.5%	1
	answered question	8
	skipped question	1

If you were aware of a potential employee's lifestyle that went against your company's ethos, it would play a role in hiring that person?

- Strongly Agree
- Agree
- Undecided
- Disagree
- Strongly Disagree
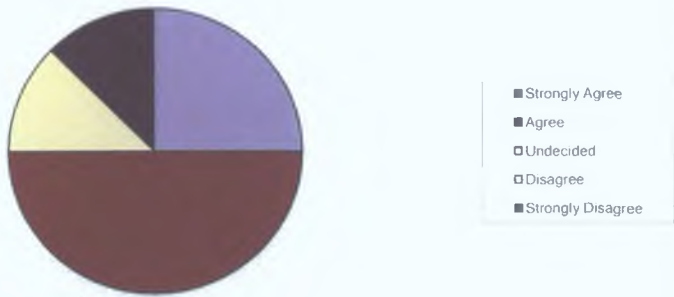
E-RECRUITMENT

Have you used social networks such as Facebook, LinkedIn to search or look up potential employees?
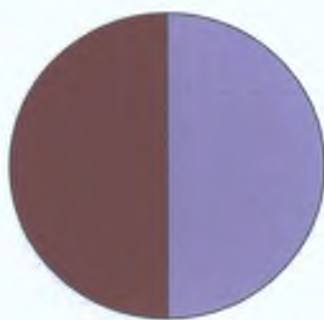
Answer Options	Response Percent	Response Count
Yes	50.0%	4
No	50.0%	4
	answered question	8
	skipped question	1

Have you used social networks such as Facebook, Linkedin to search or look up
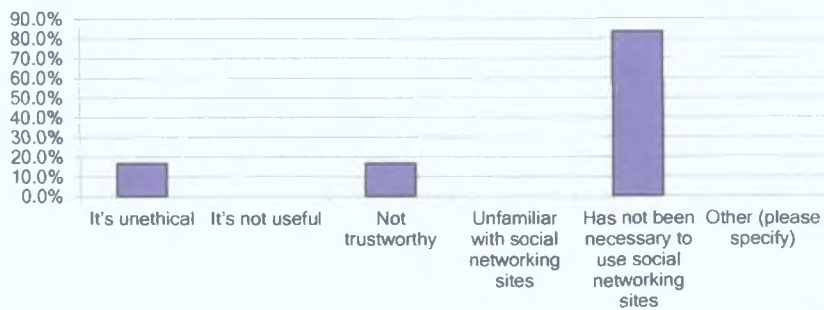potential employees?

Yes
No

E-RECRUITMENT

Select a reason or reasons as to why you haven't use social networking sites to search or look up potential employees.

Answer Options	Response Percent	Response Count
It's unethical	16.7%	1
It's not useful	0.0%	0
Not trustworthy	16.7%	1
Unfamiliar with social networking sites	0.0%	0
Has not been necessary to use social networking sites	83.3%	5
Other (please specify)	0.0%	0
	answered question	6
	skipped question	3

Select a reason or reasons as to why you haven't use social networking sites to search or look up potential employees.

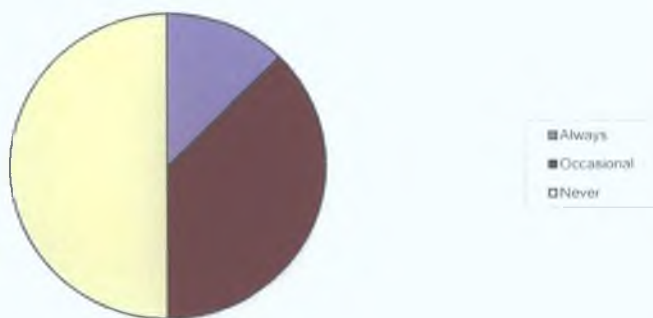## E-RECRUITMENT

How often would you social networking sites to research a potential employee?

Answer Options	Response Percent	Response Count
Always	12.5%	1
Occasional	37.5%	3
Never	50.0%	4
	answered question	8
	skipped question	1

How often would you social networking sites to research a potential employee?

■Always
■Occasional
□Never

E-RECRUITMENT

What category do you think the user's Information on Social Networking Sites falls under?

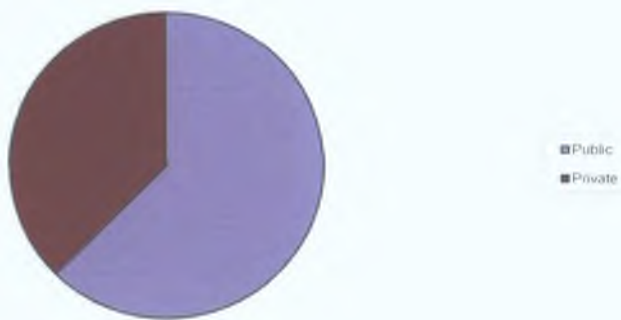| Answer Options	Response Percent	Response Count
Public	62.5%	5
Private	37.5%	3
	answered question	8
	skipped question	1

What category do you think the user's information on Social Networking Sites falls under?

■ Public
■ Private

E-RECRUITMENT

Do you think Social Networking sites can be used as a background checking tool?

Answer Options	Response Percent	Response Count
Strongly Agree	0.0%	0
Agree	75.0%	6
Undecided	12.5%	1
Disagree	12.5%	1
Strongly Disagree	0.0%	0
	answered question	8
	skipped question	1

Do you think Social Networking sites can be used as a background checking tool?

- Strongly Agree
- Agree
- Undecided
- Disagree
- Strongly Disagree

E-RECRUITMENT

What recruitment sources does your organisation use?

Answer Options	Response Percent	Response Count
News paper	57.1%	4
Internet	85.7%	6
Recruitment Agencies	42.9%	3
Executive Search Engines	28.6%	2
Other (please specify)	0.0%	0
	answered question	7
	skipped question	2

What recruitment sources does your organisation use?

90.0%	
80.0%	
70.0%	
60.0%	
50.0%	
40.0%	
30.0%	
20.0%	
10.0%	
0.0%	News paper Internet Recruitment Agencies Executive Search Engines Other (please specify)
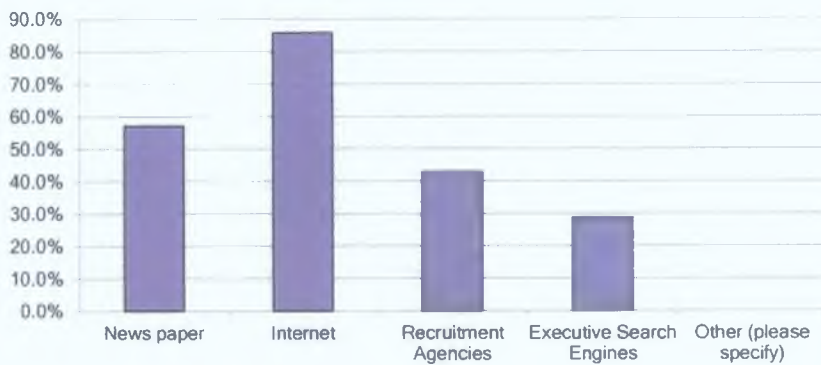
E-RECRUITMENT

Are you currently using e- Recruitment?

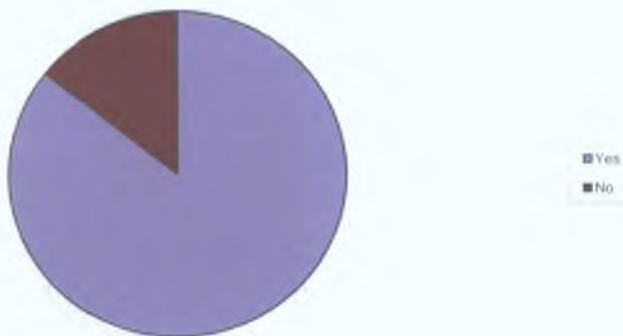| Answer Options	Response Percent	Response Count
Yes	57.1%	4
No	42.9%	3
	answered question	7
	skipped question	2

Are you currently using e- Recruitment?

Yes
No
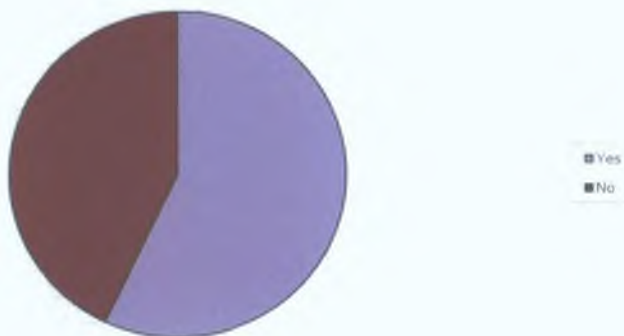
E-RECRUITMENT

Are you still using traditional methods of recruitment?

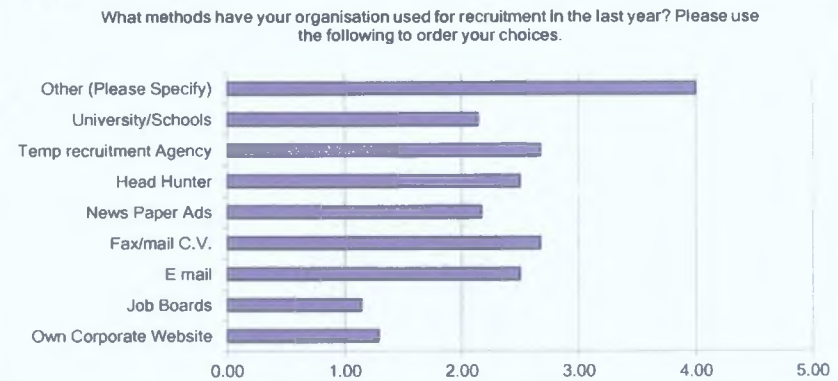| Answer Options	Response Percent	Response Count
Yes	85.7%	6
No	14.3%	1
	answered question	7
	skipped question	2

Are you still using traditional methods of recruitment?

Yes
No

E-RECRUITMENT

What methods have your organisation used for recruitment in the last year? Please use the following to order your choices.

Answer Options	1. Always	2. Sometimes	3. Hardly ever/never	4.N/A	Rating Average	Response Count
Own Corporate Website	5	2	0	0	1.29	7
Job Boards	6	1	0	0	1.14	7
E mail	1	2	2	1	2.50	6
Fax/mail C.V.	1	1	3	1	2.67	6
News Paper Ads	1	3	2	0		
Head Hunter	1	2	2	1		
Temp recruitment Agency	0	3	2	1		
University/Schools	1	5	0	1		
Other (Please Specify)	0	0	0	2		

What methods have your organisation used for recruitment in the last year? Please use the following to order your choices.

E-RECRUITMENT

How many candidates through the Internet have you effectively hired over the last year?

Answer Options	Response Count
	7
answered question	7
skipped question	2

E-RECRUITMENT

How many through job sites/corporate web site?

Answer Options	Response Percent	Response Count
Job Sites	85.7%	6
Corporate website	100.0%	7
	answered question	7
	skipped question	2

How many through job sites/corporate web site?
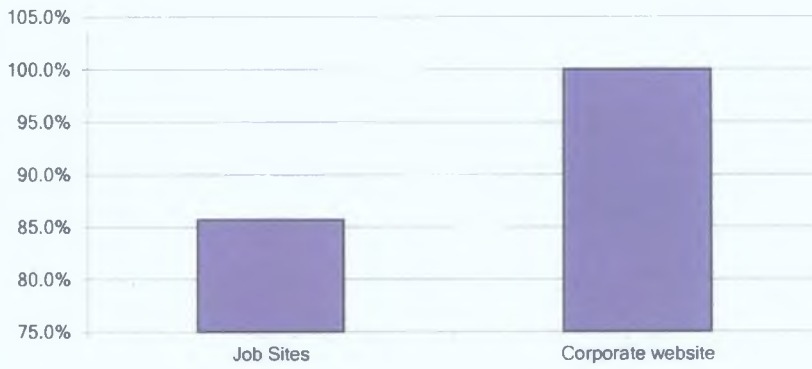
E-RECRUITMENT

How many candidates have you effectivley hired in the last 12 months using traditional methods?

Answer Options	Response Percent	Response Count
E mail	66.7%	4
Fax/mail C.V.	50.0%	3
News Paper Ads	66.7%	4
Head Hunter	50.0%	3
Temp recruitment Agency	50.0%	3
University/Schools	66.7%	4
Other (Please Specify)	50.0%	3
	answered question	6
	skipped question	3

How many candidates have you effectivley hired in the last 12 months using traditional methods?
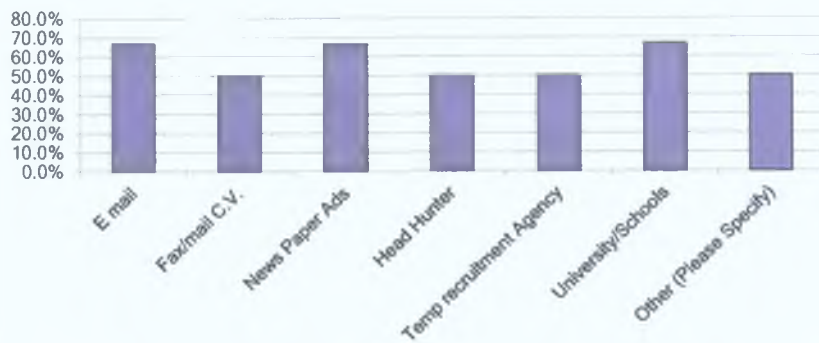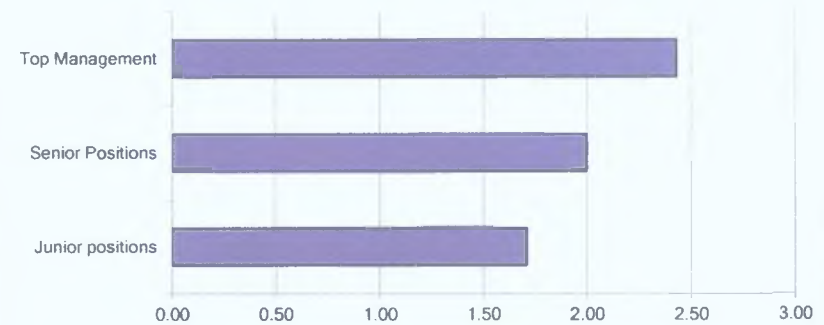
E-RECRUITMENT

Do you see E-recruitment as being more effective for certain positions? Please order your preference?

Answer Options	1. Very Effective	2. Suitable	3. Not Suitable	Rating Average	Response Count
Junior positions	2	5	0	1.71	7
Senior Positions	1	5	1	2.00	7
Top Management	1	2	4	2.43	7
				answered question	7
				skipped question	

Do you see E-recruitment as being more effective for certain positions? Please order your preference?

E-RECRUITMENT

Why would you choose on-line recruiting instead of the traditional methods. Please mark your 3 main reasons.

Answer Options	Response Percent	Response Count
Work load reduction	71.4%	5
Cost and time saving	85.7%	6
Qualifications of candidates	14.3%	1
Access to passive candidates	42.9%	3
24 hour and 7 days a week online	42.9%	3
Global Access	42.9%	3
Up to date and modern image	28.6%	2
Target Candidates	28.6%	2
	answered question	7
	skipped question	2

Why would you choose on-line recruiting instead of the traditional methods. Please mark your 3 main reasons.
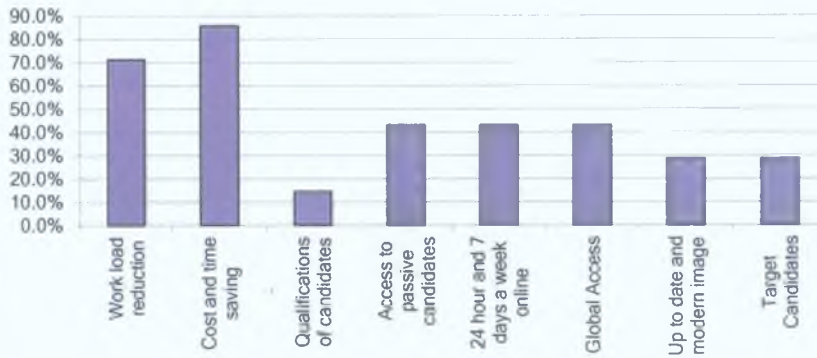
E-RECRUITMENT

Do you think e-recruitment is more effective than other ways of recruiting?

Answer Options	Response Percent	Response Count
Yes	85.7%	6
No	14.3%	1
answered question		7
skipped question		2

Do you think e-recruitment is more effective than other ways of recruiting?

Yes
No

E-RECRUITMENT

If you were looking for a job would you use the internet?

Answer Options	Response Percent	Response Count
Yes	100.0%	7
No	0.0%	0
	answered question	7
	skipped question	2

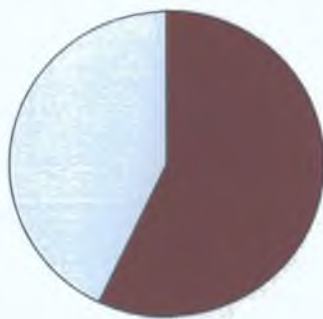If you were looking for a job would you use the internet?

- Yes
- No

E-RECRUITMENT

Please mark 1 reason for not using the internet as a tool for recruiting?

Answer Options	Response Percent	Response Count	
Transparency of the data	0.0%	0	
Lack of human contact	57.1%	4	
Discrimination against non internet users	0.0%	0	
The Overwhelming with online applicants	42.9%	3	
	answered question		7
	skipped question		2

Please mark 1 reason for not using the internet as a tool for recruiting?

- Transparency of the data
- Lack of human contact
- Discrimination against non internet users
- The Overwhelming with online applicants

E-RECRUITMENT

Please mark three of the following reasons for not using the internet as a tool for recruiting.

Answer Options	Response Percent	Response Count
Limits the application audience as the Internet is not the	42.9%	3
Applications overload or inappropriate applications	71.4%	5
May give rise to allegations of discrimination	14.3%	1
Makes the process impersonal, which may be off-putting	42.9%	3
Impacts on the 'cultural fit' dimension of recruitment	42.9%	3
Turns-off candidates, particularly if the website is badly	85.7%	6
answered question		7
skipped question		2

Please mark three of the following reasons for not using the internet as a tool for recruiting.
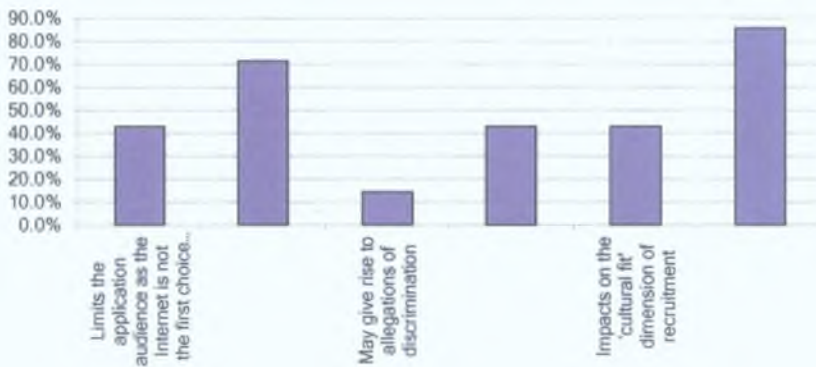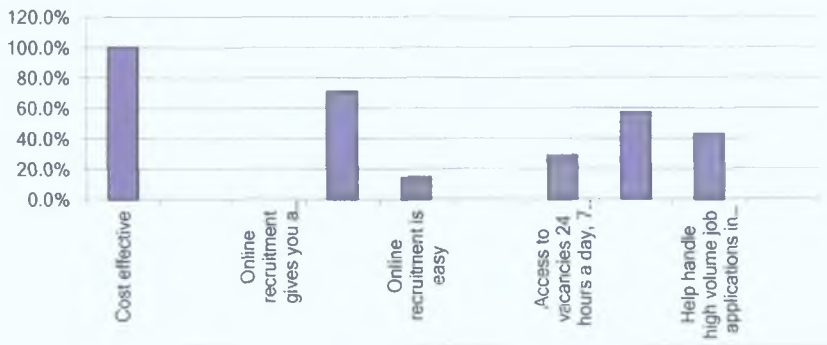
E-RECRUITMENT

Please mark the top 3 reasons what you believe are the main advantages of using the internet as recruitment source as opposed to other sources?

Answer Options	Response Percent	Response Count
Cost effective	100.0%	7
Online recruitment is quick	0.0%	0
Online recruitment gives you a better chance of success	0.0%	0
Online recruitment gives you a bigger audience	71.4%	5
Online recruitment is easy	14.3%	1
Provide the image of an up-to-date organisation.	0.0%	0
Access to vacancies 24 hours a day, 7 days a week	28.6%	2
Cost effective way to build a talent bank for future	57.1%	4
Help handle high volume job applications in a consistent	42.9%	3
Provide more tailored information to the post and	0.0%	0
	answered question	7
	skipped question	2

Please mark the top 3 reasons what you believe are the main advantages of using the internet as recruitment source as opposed to other sources?

E-RECRUITMENT

Does your company have a Corporate Web Site?

Answer Options	Response Percent	Response Count
Yes	100.0%	7
No	0.0%	0
	answered question	7
	skipped question	2

Does your company have a Corporate Web Site?

Yes
No

E-RECRUITMENT

Can job seekers directly apply for jobs through your corporate Website?

Answer Options	Response Percent	Response Count
Yes	83.3%	5
No	16.7%	1
	answered question	6
	skipped question	3

Can job seekers directly apply for jobs through your corporate Website?
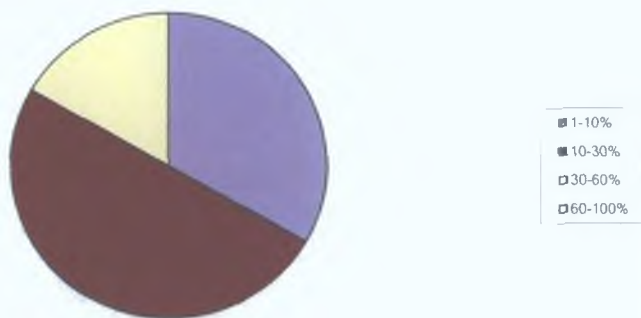

Yes
No

E-RECRUITMENT

How many unique visits on your corporate Web site are due to job seeking?

Answer Options	Response Percent	Response Count
1-10%	33.3%	2
10-30%	50.0%	3
30-60%	16.7%	1
60-100%	0.0%	0
	answered question	6
	skipped question	3

How many unique visits on your corporate Web site are due to job seeking?

Legend:
- 1-10%
- 10-30%
- 30-60%
- 60-100%

E-RECRUITMENT

Please mark three main ways you use to encourage jobseekers to visit you Web site?

Answer Options	Response Percent	Response Count
Banners in other job banks and recruitment sites	16.7%	1
Adding an attractive "career section" to your website	83.3%	5
Including job openings on your homepage	83.3%	5
Using referral buttons "send this to a friend"	50.0%	3
Links to your company through job board sites	83.3%	5
Announcing your Web site address on printed marketing	0.0%	0
answered question		6
skipped question		3

Please mark three main ways you use to encourage jobseekers to visit you Web site?
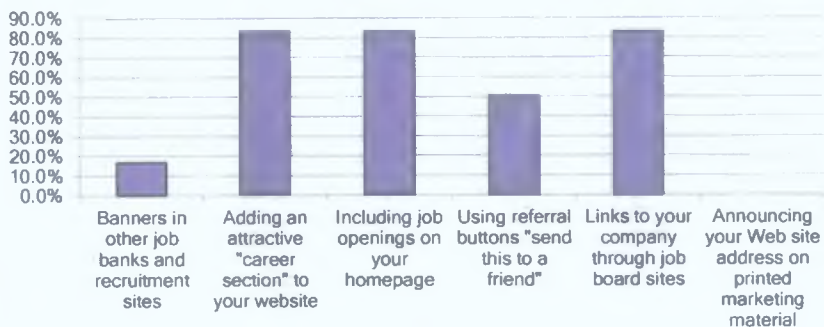
E-RECRUITMENT

Which recruitment websites do you use, if any?	
Answer Options	Response Count
	7
answered question	7
skipped question	2

E-RECRUITMENT

Which recruitment tool is more effective, your corporate Website or third party website?

Answer Options	Response Percent	Response Count
Corporate Web site	28.6%	2
Third party Web site	71.4%	5
	answered question	7
	skipped question	2

Which recruitment tool is more effective, your corporate Website or third party website?

- Corporate Web site
- Third party Web site

E-RECRUITMENT

Would you ever stop using other recruitment sources and just use the internet to source applicants? Why or why not?

Answer Options	Response Count
	5
answered question	5
skipped question	4

E-RECRUITMENT

Have you heard of the term "passive candidates"? Do you source them? If so, how?

Answer Options	Response Count
	5
answered question	5
skipped question	4

E-RECRUITMENT

Overall, do you think the internet has added value to your recruitment process for both an employer and a candidate perspective?

Answer Options	Response Percent	Response Count
Yes	100.0%	7
No	0.0%	0
	answered question	7
	skipped question	2

Overall, do you think the internet has added value to your recruitment process
for both an employer and a candidate perspective?

■ Yes
■ No

E-RECRUITMENT

What improvements should be made in using e-recruiting tools? Please, mark three options.

Answer Options	Response Percent	Response Count
Try to market the company's image	71.4%	5
Implement a strong Internet recruitment plan, with the	28.6%	2
Think about new costs	42.9%	3
Develop strategies to reach target candidates with e-	14.3%	1
Develop a closer relationship between the HR and	28.6%	2
Think of recruiting as a competitiveness tool	42.9%	3
Learn to be more proactive	28.6%	2
Think about the possibility of outsourcing your	0.0%	0
	answered question	7
	skipped question	2

What improvements should be made in using e-recruiting tools? Please, mark three options.
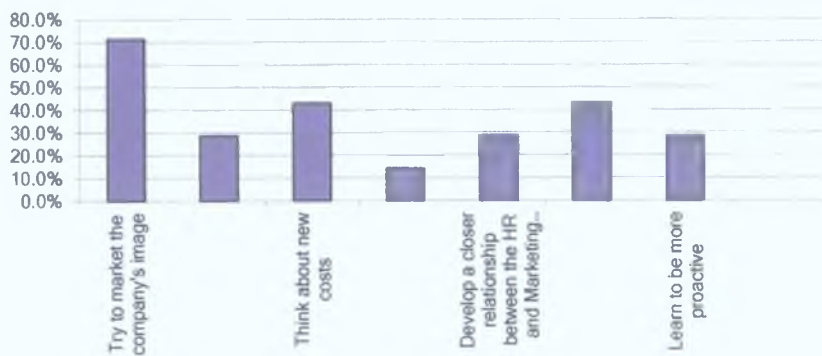
E-RECRUITMENT

Comments	
Answer Options	**Response Count**
	1
answered question	1
skipped question	8