

**A STUDY ON RECRUITMENT METHODS AMONG
MANUFACTURING AND SERVICE SECTORS IN MALAYSIA**

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MASTER OF HUMAN RESOURCE MANAGEMENT

UNIVERSITI UTARA MALAYSIA

JANUARY 2015

**A STUDY ON RECRUITMENT METHODS AMONG
MANUFACTURING AND SERVICE SECTORS IN MALAYSIA**

By

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**Research Paper Submitted to
Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
In Partial Fulfilment of the Requirement for the Master of Human
Resource Management**

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Abstract

This qualitative study was conducted to explore the kind of recruitment methods employed by organizations in Malaysia. Also, to explore the potential benefits and challenges associated with each of the recruitment methods used. Data for this study was collected through semi-structured interview with 10 respondents. The present findings indicate that majority of companies under study used combination of several recruitment method with banner was frequently used. In terms of cost of recruitment, respondents claimed that using referral and internal recruitment did not incur any cost. However, when respondents were asked about ability of their recruitment method in filling the job vacancy and attracting quality of applicant, mixed results were obtained. Apart from that, those who used job boards and agent services have reported of having low retention rate as compared to other method of recruitment. Not surprisingly, a more advanced method of recruitment like job boards were able to reach local and international candidates. When asked about the effectiveness of the recruitment method, each of the respondents claimed that the current method is effective in getting the potential applicants. Finally, only few of the respondents interviewed indicate that they plan to change their current recruitment method..

Keywords: Recruitment method; Internal recruitment; External recruitment; Online-recruitment; Social media

Abstrak

Kajian kualitatif ini dijalankan untuk meneroka kaedah perekrutan yang digunakan oleh organisasi di Malaysia. Juga, untuk meneroka faedah dan cabaran yang dihadapi untuk setiap kaedah perekrutan yang digunakan. Data untuk kajian ini diperolehi melalui temubual semi-struktur bersama 10 orang responden. Dapatan kajian menunjukkan bahawa majoriti organisasi yang dikaji menggunakan gabungan beberapa kaedah perekrutan dengan baner yang paling kerap digunakan. Dari segi kos perekrutan pula, responden menyatakan penggunaan rujukan dan perekrutan dalam tidak melibatkan apa-apa kos. Walaubagaimanapun, apabila responden ditanya tentang keupayaan kaedah perekrutan dalam mengisi kekosongan jawatan dan menarik pemohon yang berkualiti, jawapan yang pelbagai diterima. Selain daripada itu, bagi yang menggunakan “*job boards*” dan perkhidmatan agen, mereka melaporkan kadar pengekalan yang rendah berbanding dengan kaedah lain. Adalah tidak memmeranjatkan apabila kaedah perekrutan yang lebih canggih seperti “*job boards*” berupaya untuk mendapatkan pemohon tempatan dan luar negara. Apabila ditanya tentang keberkesanan kaedah perekrutan yang digunakan, setiap responden mengakui bahawa kaedah yang digunakan masa kini berupaya untuk mendapatkan pemohon yang berpontensi. Terakhir, hanya sedikit sahaja responden yang mempunyai perancangan untuk menukar kaedah perekrutan yang sedia ada.

Kata kunci: Kaedah perekrutan; Perekrutan dalaman; Perekrutan luaran; Perekrutan atas talian; Media sosial

Acknowledgement

This thesis arose in part of the final requirement for Master in Human Resource Management. Along the way I have worked with a number of great people who are inspiring. It is a pleasure to convey my gratitude to them all in my humble acknowledgement. I would never have been able to finish my research paper without their help to the very least of their existence throughout the years.

I would like to express my deepest gratitude to my supervisor, Dr Siti Zubaidah Othman. Her excellent guidance, caring, patience, had provides me with an excellent atmosphere for doing the research. Above all and at the most needed, she provided me unflinching encouragement and support in various ways. I am indebted to her more than she knows.

Many thanks also go to my college mates for invaluable discussions during classes. Though we do not always come to census but those indifferences have made me more of a thinker than a doer.

I gratefully would like to thank Letchumi a/p Shanmugam, who is not just a friend but more of an angel sent above, who has been there, encouraging and supporting me all the way and helping me to find companies.

An extension of gratitude also goes to my lovely mother, father and brother, who are the backbone to my continuous enhancement in my life. A strong parent who believes that education is human best friend.

Lastly, yet importantly, I would like to express my gratitude to all respondents from various manufacturing and services companies in Muar and Rembau for their involvement in this study. Without their sincere participations, this study will not be as successful as today.

Table of Contents

Permission to Use	i
Abstract.....	ii
Abstrak.....	iii
Acknowledgement	iv
Table of Contents.....	v
List of Tables	vii
List of Appendices	viii
CHAPTER 1	1
INTRODUCTION	1
1.1 Background of the study	1
1.2 Problem Statement	1
1.3 Research Questions	3
1.4 Research Objectives	3
1.5 Significance of Study	4
1.6 Scope of Study	4
1.7 Organizations of Chapters.....	5
CHAPTER 2	6
LITERATURE.....	6
2.1 Introduction	6
2.2 Definition of Recruitment	6
2.3 Methods of Recruitment.....	7
2.4 Previous studies of Effectiveness of Recruitment Methods.....	12
2.5 Conclusions	15
CHAPTER 3	16
METHOD	16
3.1 Introduction	16
3.2 Research Design.....	16
3.3 Sampling Frame and the Participants.....	17
3.4 Interview Protocols	18
3.5 The Interview Process	18

3.6	Technique of Data Analysis	19
3.7	Conclusions	21
CHAPTER 4		22
RESULTS AND DISCUSSIONS		22
4.1	Introduction	22
4.2	Demographic Characteristics of the Participants	22
4.3	Recruitment Method Employed by the Participant Organizations.....	24
4.4	Most Utilized Recruitment Methods	25
4.5	The Impact of Recruitment Method on Recruitment Objectives	28
4.5.1	Impact on Cost of Filling the Job Opening	28
4.5.2	Impact on Speed of Filling Job Vacancy	32
4.5.3	Impact on Retention Rate.....	34
4.5.4	Impact on Attracting Quality of Applicants.....	35
4.5.5	Impact on Ability to Reach a More Diverse Pool of Applicants	36
4.6	The Most Effective Recruitment Method.....	37
4.7	Future Recruitment Method Planned	38
4.8	Conclusions	39
CHAPTER 5		40
CONCLUSIONS AND RECOMMENDATIONS		40
5.1	Introduction	40
5.2	Summary of Research	40
5.3	Implication for Practice	41
5.4	Limitations and Direction of Future Research	41
5.5	Conclusions	43
REFERENCES		44

List of Tables

Table 4.1	Demographic characteristics of the participants (n=10)	23
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List of Appendices

Appendix A	Sample of Interview Protocol	48
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CHAPTER 1

INTRODUCTION

1.1 Background of the study

Employees are the important asset for any organization as business cannot run unless someone is doing the work. But to the good employees are needed. Thus, hiring the right person with the right skill has become the main agenda when recruiting candidate. Having bad employees not only affected the organizations in terms of profits, but can cost the organization with unwanted expenses due to negligence and low work performance.

But to attract the right person to come and work with the organization is not an easy task. Besides, there is no one-size-fits-all approach to recruitment. The organization need to plan and design their own recruitment process that based on the type of business and the type of people the organization wants to recruit. Thus, it is important for organization to establish the right strategy to recruit in order to search for good quality of candidates.

1.2 Problem Statement

Recruitment is the essential part of the significant activities of the Human Resource management: such as gaining new workers, development and workers rewards. Recruitment is the activities that happened between employers and job seekers.

According to Edwin (1984), recruitment is the procedure of finding new workers for working and make them exciting for apply jobs in the organization. The recruitment procedure begins when the recruiters are trying to find new workers and finishes when their applications are given to the organization.

Though in the literature various method of recruitment have been proposed, its effectiveness is still limitedly known. If there is study conducted on un-covering the effectiveness of the available recruitment method, the findings are still not conclusive in the sense that some organizations may have positive experience and some may not. For example, there are arguments among researchers with regard to the methods of recruitment. From the perspective of Richardson (2012), using internal techniques, organizations are able to find quality workers and involve low cost. However, in some extent, it is hard to search a right candidate. Whereas, by using external methods such as social media, online recruitment, college recruiting and print advertising are indicated as low cost of impact (Broughton et al., 2013; Richardson, 2012; Abel, 2011; Easton, 2007) but, the issue arise is about to attract quality of diverse candidates (Richardson, 2012; Easton, 2007). Based on this discussion, this research attempts to explore method used by Malaysian organizations in recruiting candidate. Apart from that, this research also interested to investigate the effectiveness of each of the recruitment employed by the organizations.

1.3 Research Questions

As there is limited knowledge and understanding on the recruitment methods utilized by companies in Malaysia, this study will capture on the recruitment practices and their impact on the recruitment objectives. Therefore, the following research questions are constructed:

- What are the recruitment methods popularly employed by companies in Malaysia?
- In what ways the recruitment methods utilized benefit the companies?
- What is the impact of recruitment methods on the recruitment objectives such as cost of filling the job opening, speed of filling job vacancy, employee satisfaction, retention rate, attracting quality of applicants, and ability to reach a more diverse pool of applicants?

1.4 Research Objectives

The objectives of this study are:

- to explore recruitment methods employed by companies; and
- to examine the potential benefits and challenges experienced by the companies in utilizing various methods of recruitment;

1.5 Significance of Study

Acknowledging the fact that there is still limited study investigating the recruitment method utilized by the companies in Malaysia, it is hope that the findings from this study will benefits both the scholars and practitioners. The findings will not only contribute to the body of knowledge on recruitment, it can also make effective contribution of the best way to plan for recruiting candidates for the organizations. Also, through the current study, management of the organizations would have some knowledge on the pros and cons for each of the recruitment method employed through learning from others' experience. Though the study was conducted on small number of industries, the contribution of this study extends beyond the Malaysian context.

1.6 Scope of Study

This study is exploratory. Given the need to explore the range of views regarding the recruitment methods employed by companies in Malaysia, the study used semi-structured interview with all the respondents. A face-to-face interview with 10 recruitment officers from companies located at Muar and Negeri Sembilan industrial estates was conducted to get an overview of the companies experience with the current recruitment methods.

1.7 Organizations of Chapters

This is the first of five chapters in this research paper. Chapter 2 gives general review of the literature on recruitment methods and past empirical findings on the effectiveness of those methods.

Chapter 3 describes the method for the study, namely the research design and procedure for data collection. The chapter also reports the sampling frame, and the development of interview protocol for the research. Chapter 3 ends with a brief description of the strategies and procedures that were used to analyze data collected from the interview.

Chapter 4 reports the results from the interview. Chapter 5, the final chapter, presents the summary of the study. The chapter ends with a discussion on limitations of the study, their implications for both researchers and practitioners, and some suggestions for future research.

CHAPTER 2

LITERATURE

2.1 Introduction

Chapter 2 sets out issues related to recruitment method utilized by the companies. These issues are reviewed to provide theoretical foundation for the research. Discussions in Chapter 2 begin by describing the concept of recruitment. The discussions continue with potential benefits and disadvantages of the available recruitment methods. The chapter concludes with a discussion on past empirical findings on company's experience with various recruitment methods.

2.2 Definition of Recruitment

In the literature, many authors refer recruitment as a process of inviting candidates to fill a specific position in the organization (Deillon, 2014; Ibrahim et al., 2006; Pin, Laorden & Diez, 2001). It is the first stage in hiring process which provides the job applicants with organizations characteristics which can influence the job applicants on whether to take the employment opportunities or not (Barber, 1998). Poorangi, Khin and Rahmani (2011) argued that recruitment is about a process of finding new workers, filter out the suitable candidates, and choosing the right applicants for a job at an organization to fill job vacancy.

In the following sections, various methods in recruiting job applicants employed by company are discussed.

2.3 Methods of Recruitment

Recruitment process can be done either internally or externally. Internal recruitment detects and attracts the right candidates from individuals who are already holding job in the same organization. The purpose of conducting internal recruitment is either for promotion, transfer, upgrading or demotion. Normally, internal recruitment is done through 5 steps, namely 1) internal recruitment planning; 2) strategy development to determine where, how and when to search qualified candidates; 3) finding for internal applicants, and this includes the communication and medium for announcement about job vacancy; 4) developing a system to make shift to select the job candidates; and 5) consideration about the legal issues such as bona fide seniority system, glass ceiling and regulation of affirmative action programs.

Transfer is known to be the most common internal source to recruit. The organization normally transfers employees from one department to another based on the employees' work performance and working experience in the organization within selective time period (Shodganga, 2003). Apart from transfer, promotion is another internal source to recruit where employees are given more welfares and great responsibilities as way to appreciate for their good performance. This method able to enhance employees' work

performance and this ensure them to aspire for long working experience (Shodganga, 2003).

Another internal source for recruit is upgrading the current employees who have shown good performance. However, they will be facing demotion if their performance is at the worst level (Shodganga, 2003). Internal referral is also widely used to recruit internally. According to Easton (2007), the method offer internal promotion using referral from co-workers or trusted associates. It is frequently the smallest expensive method to finding new executive. Many companies provide monetary fees in the form of incentives to the referee. Therefore, large corporations and government organizations normally used this method.

On the other hand, external recruitment is the assessment of an available pool of job candidates, other than existing staff, to see if there are any sufficiently skilled or qualified to fill and perform existing job vacancies. It is the process of searching outside of the current employee pool to fill open positions in an organization (Gigli, 2003). Richardson (2012) has divided external recruitment to formal and informal method of recruitment. Informal method is one of the rehiring methods where small and medium enterprises prefer the informal method of recruitment which includes walk-in and referrals. On the other hand, formal methods are often used to searching new candidates who are not linked with any working experience by labour market (Richardson, 2014). This method include with traditional method such as newspaper advertising, magazine advertising,

journal advertising, use of employment agencies like labour department, executive search firms and college recruitment. Below are examples of external method of recruitment.

1. Print advertising

Print advertising is the general medium for job advertising. Brochures, pamphlets, newspaper advertisement, billboard and business card are all example of print advertising (Easton, 2007). Even though many organizations have reduced the usage of print advertisement for recruiting, there still is a place for print advertisement depending on the organization staffing goals. There are people who still wish to look for new jobs especially for part time and entry-level positions in the organizations. For people who do not have opportunity to access to the internet, they will read to the local newspaper.

2. College Recruiting

According to Richardson (2014), college recruiting is about filtering out the suitable candidates from the graduating students. College recruitment helps the recruiters to select the suitable and potential candidates with positive work moral and code, strong personal skills, good leadership capability and ability to hard work well in a team work.

3. Job Fair

Job fairs bring individuals who are interested in finding new jobs into the companies while at the same time those companies are searching for new capability of applicants. Through job fairs employers can promote what the new jobs can offer to new applicants in selected companies. Also, to help the job seekers to make the right decision in choosing for suitable job and company. This is one of the most effective ways for job seekers to find new jobs. At the job fair, employers can attract more qualified candidates, while job seekers also have the chance to select suitable jobs based on the requirements and qualifications.

4. Posters

Poster is one of the external recruitment methods where they are posted in local areas such as shopping mall. According to Krusche, Rohr, Muse, Duggan, Crane and Williams (2014), when job seekers see the poster, they can automatically contact the company and collect the information about the job vacancy from the responsible employers.

5. Social Media

Social media is an electronic based application that builds on the technology to exchange of produced content. Example of social media includes Facebook, Blog, Google, LinkedIn, Myspace, Twitter, Podcast, YouTube, Wikipedia and Yahoo.

6. Job Boards

Today, many companies have started using recruiting sites like job boards such as monster.com, careerbuilder.com, hotjobs.com, naukri.com and timejobs.com. Through job boards, job seekers can post their resumes online and companies can also search for qualified applicants that suit the jobs they offer (Jepsen, Haly and Townsend, 2014). Job boards provide many products and services like recruitment advertising in 30 days, hot vacancies, job gallery, best places to work, top employers, listing according to categories, access to resume store, response to management and campaigns for employers and recruitment consultants. Monster Worldwide is among the highest 20 most visited sites on the Internet.

7. Employer Website

According to Jepsen, Haly and Townsend (2014), employer websites enable organizations to actively seek talented candidates, to increase speediness in the recruitment process, to increase the talent pool and to develop or highlight a strong product within the market. Corporate websites help companies to promote their job vacancies directly. Small and medium enterprises can only list job vacancies that are available and job descriptions but big companies can provide suitable stores to collect the applicants' resumes and online resume forms. This allows job seekers to submit their resumes online.

Online job postings provide more information about the jobs vacancy and the applicants can restructure or update their resumes more easily and regularly. Through online resume forms, organization can screen out job applicants automatically by the education qualifications and working experience.

2.4 Previous studies of Effectiveness of Recruitment Methods

Studies concerning the effectiveness of online recruitment or e-recruiting have shown mixed results. While cost and efficiency are among the advantages reported in using online recruitment, the quality of the applicant pool has been seen as a potential disadvantage. In a study conducted by Jatuso and Sinar's (2003) the use of e-recruiting was found able to attract candidates with high levels of drive, previous achievement and work experience. In terms of cost, results from two case studies have shown how organizations that used an automated recruiting and screening system reported substantial cost savings from reducing turnover, staffing cost and increasing hiring process efficiencies (Buckley et al., 2004). Barber (2006) in his study found that online recruitment reduced hiring time. In another study conducted by Parry and Tyson (2008) where data collected over a six-year period (December 1999 – June 2006) within the UK also found not only that online recruitment reduced costs through reducing the use of papers and reducing agency costs, but also reduced the time taken to hire employees.

Even though e-recruiting is able to attract more applicants from a larger geographical area, Chapman and Webster (2003) found that they are not always of higher quality.

McManus and Ferguson (2003) and Easton (2007) also found a similar outcome, where candidates recruited through the internet are found to have less favorable background characteristics than candidates recruited through traditional methods, particularly with respect to employment stability (candidates are frequent job hoppers). Parry and Tyson (2008) also reported similar findings where organizations that used online recruitment did receive very large numbers of applications, but a high proportion of them were not suitable for the position advertised.

In terms of the ability of online recruitment to reach a more diverse population, studies have shown mixed feelings from the users. Though McManus and Ferguson (2003) and Barber (2006) did not find any difference between using online recruitment and traditional methods, other studies have shown opposite results. Respondents who were surveyed and interviewed in Galanaki's (2002) study reported feeling doubtful about the potential of online recruitment to reach the "passive seeker". Similar results were also shown in Parry and Tyson's (2008) study where users reported feeling doubtful about the ability of online recruitment to get the kind of candidates that the organization required, to target the passive job seekers, and to reach a diverse population. Apart from recruitment, organizations also report mixed success in acquiring and implementing technologies that support the application, screening and selection process (Chapman & Webster, 2003). Surprisingly, Chapman and Webster found larger organizations report having less success than smaller ones.

In terms of print advertising, study conducted by Easton (2007) found that this recruitment method enable for reduced recruitment cost but it took longer time to find

talented applicants, and getting response from the applicants. As for referral, though this method able to reach passive applicants, it can be biased especially one that referred by spouse or siblings.

Posting job vacancy through social media can bring many benefits to the organizations. Study conducted by Broughton, Foley, Ledermaier, and Cox (2013) found that social media helps to decrease recruitment cost, prevent companies from hiring unsuitable candidates, increase company image, able to conduct online communication and provide with many information about job vacancy. However, using social media reduce the diversity of applicants and the accuracy of information posted.

Companies that using employment agency reported of having talent that match the job advertised, able to communicate face-to-face with potential candidates, and fast in getting the candidate (Richardson, 2012). For college recruiting method, companies can reduced recruitment cost but difficult to get the right candidates with the right experience as they do not have working experience (Richardson, 2012).

Finally, hiring internally helps the company to reduce cost of recruitment and training and able to motivate the existing employees (Richardson, 2012). However, the companies won't be able to get candidates with new ideas and way of doing task.

2.5 Conclusions

This chapter has discussed about the concept of recruitment, method in recruitment and the effectiveness of each of the recruitment method used. Reviewing the literature indicate that each of recruitment has its' own advantages and disadvantages, with different organizations have different experience in using such methods. In the next chapter, Chapter 3, method of the study is discussed.

CHAPTER 3

METHOD

3.1 Introduction

Chapter 3 describes the method for the study. In this chapter, the research design, development of interview protocols, procedure for collecting data and the research measures are described. The chapter ends with strategies for analyzing the data.

3.2 Research Design

Qualitative research design is used in this study. Qualitative research design allows researcher to obtain a more detail responses or observations from the respondents (Sekaran & Bougie, 2010). Apart from that, researcher also can get a clear explanation from individuals based on their experience, study people's behavior and their beliefs, and get more information from the interview (Sekaran & Bougie, 2010; Moriarty, 2011; Harrell, & Bradley, 2009; Daniel, & Turner, 2010). In addition, the qualitative design also help to explore the topic or explain the topic or explain more about the interest issues among the population and actively describe about the difficulties in the research (Moriarty, 2011).

A semi-structured interview was utilized as a data collection method. In this study, a face to face interview was conducted with the HR officers who are involved with the recruitment process. According to several authors, face to face interview would allowed

the researcher to pick up nonverbal clues from the respondents (Sekaran & Bougie,2010); freely explore the issue (Pathak & Intratat, 2012); interview can offer complexity of information because of researcher has chance for asking question face-to-face and have chance to express their view and experience in individual (Harrell & Bradley, 2009); provide more useful information from face-to-face communication between interviewer and respondents and provide more useful data when sample size is small (Alvarez & Urla, 2002).

3.3 Sampling Frame and the Participants

The potential respondents were selected from manufacturing and industrial services companies of varying sizes located in the southern part of Peninsular Malaysia (Negeri Sembilan, Melaka and Johor). There are 33 manufacturing and industrial services located in these three industrial estates.

Out of 78 HR officers or their representatives from the organizations contacted, 10 of them agreed to participate in the survey, 38 declined to participate and 30 cannot be contacted as the telephone number was no longer in service. Those who declined to participate gave reasons such as being too busy with the year end budgeting, planning and bonus payments; it was against their company's policy to entertain any studies; they had just joined the company where the recruitment method adopted already existed in the company; and the company was undergoing major restructuring.

Among the industries that participated in this study were metal, electric and electronic products, transportation services, soap and detergent, machinery components, food and beverage and textiles.

3.4 Interview Protocols

The interview protocol for this study was developed based on the research objectives and previous studies such as Plessis and Frederick (2012), Deillon (2014), Shahila and Vijayalakshmi (2013), Sharma (2010), Krushe et., al (2014), Zide, Elman and Shahani-Denning (2014), Baum and Kabst (2014), Abel (2011), Mareschal and Rudin (2011), Roychowdhury and Srimannarayana (2013).

The interview protocol consists of two parts. Part one consists of six open-ended questions related to the recruitment method adopted by the respondents and part two is the demographic profile of the respondents. All the interview protocol materials were prepared in English as professional-level workers in Malaysia can and often do work in English.

3.5 The Interview Process

Prior to actual fieldwork, a pilot study was conducted with 2 HR representatives on 30 September 2014 to assess the practicality of using the semi-structured interview technique for the study. During the pilot study, participants were asked to comment on

structured questions and asked to make suggestions for improvement. The aim is to develop an interview guide that is clear and make sense to participants.

The actual interview process was conducted by first contacted the potential respondents personally by telephone. Through the initial telephone conversation, the researcher introduced herself, explained the purpose of the call and asked for an appointment with the person involved with the recruitment, to conduct the interview. Once the respondent agreed to participate in the study on behalf of the firm, a date was fixed at the respondent's convenience.

During the interview sessions, the researcher briefed the respondents about the purpose and the nature of the interview. Respondents were assured that all the information given will remain confidential at all times and will be used for the study only. Each interview session lasted between one hour and one hour an half. There were also respondents who preferred to be interviewed through telephone rather than face-to-face meeting.

3.6 Technique of Data Analysis

In this study, data collected from the interview were analyzed using descriptive statistics and content analysis. Descriptive analysis was used to describe the respondents' demographic background. The process is crucial to ensure that the respondents obtain in this study represent all the demographic characteristic of the population. In this study, the demographic characteristics of respondent such as age, gender, academic

qualifications, marital status, nature of employment, length of services with the organization, position, total number of years with current position and total number of employees were described by using frequency and percentage.

For the data collected through interview, content analysis method is employed. Content analysis is “any method for making conclusions by systematically and finding the characteristic of the message” (Holsti, 1968, p. 608). The objective of content analysis is to convey the message before the real data analysis were done (Mayring, 2014). Also, content analysis makes available a method for gaining the good words of the text (Glassner & Loughlin, 1987). This offers a chance for researcher to learn about how the issues of the text can be understood by the social world.

Though in the literature, Hsieh and Shannon (2005) have divided content analysis into 3 categories (conventional content analysis, directed content analysis and summative content analysis), this study employed conventional content analysis as face to face interview was conducted with the respondents. Conventional content analysis normally used to describe the phenomenon of the respondents emotional response. The analysis begins by reading all the data again and again to reach total involvement with the issues under study. Then, the data were read word by word to determination codes by firstly underlining the particular words from scripts to capture main ideas. Next, the researcher created transcripts and the process continued with code labeling. These coding that come straight from the text turns into opening coding scheme.

3.7 Conclusions

This chapter has explained the research method and strategy for the study. It described how the selection of the respondents, development of the interview protocol, and the data collection procedure. This chapter also briefly explains the method of data analyses. The results of the study are reported in Chapter 4.

CHAPTER 4

RESULTS AND DISCUSSIONS

4.1 Introduction

The previous chapter had addressed the research method employed in this study. The discussion in this chapter will focus on the recruitment methods and their impact on the recruitment objectives. The organization of the discussion followed the organization of the questions asked during the interview session.

4.2 Demographic Characteristics of the Participants

Table 4.1 presents the detailed descriptive statistics of the participants' demographic characteristics. It is noted that 50% of the 10 participants in this interview were females. On average, the respondents were 39 years old. Out of 10 interviewees, 70% were married. With regards to highest academic qualification, most of the interviewees (30%) were holding either SPM or a degree. Majority of the participants (60%) received a salary of RM2001 and above. In terms of types of industry, 80% is manufacturing companies. Out of 10 interviewees, 50% had been with the organization more than 7 years and majority of the participants (60%) had been with their current positions for more than 4 years. The companies interviewed had on average 213 employees.

Table 4.1
Demographic characteristics of the participants (n=10)

Descriptive	Frequencies	(%)	Mean	Std. Deviation	Min.	Max.
Gender						
Male	5	50.0				
Female	5	50.0				
Age						
Total	10	100.0	39.3	10.9	24.0	56.0
Marital Status						
Single	3	30.0				
Married	7	70.0				
Divorce/ Separated	0	0				
Qualification						
SPM	3	30.0				
STPM	2	20.0				
Certificate	0	0.0				
Diploma	1	10.0				
Degree	3	30.0				
Master	1	10.0				
Salary						
RM1001- RM 2000	4	40.0				
RM2001 and Above	6	60.0				
Types of industry						
Manufacturing	8	80.0				
Services	2	20.0				
Years With Current Organization						

Less than a year	2	20.0
1-3 Years	3	30.0
4-7 Years	0	0.0
More than 7 Years	5	50.0
Years with current position		
Less than a year	2	20.0
1-3 Years	2	20.0
4-7 Years	3	30.0
More than 7 Years	3	30.0

4.3 Recruitment Method Employed by the Participant Organizations

During the interview sessions, respondents were asked about the recruitment method that their companies utilized. Majority of the respondents interviewed (9 respondents) indicate that they did not use single recruitment method but more of combination of several methods, internal and external, in recruiting the candidates. These include banner, referral, college recruitment, hiring agency, online job portal, company's memos and employees' email. In the words of one male respondent:

This company used 3 types of recruitment methods such as banner, referral and college recruitment [R7, Male, Age 35 years old]

Furthermore, there appeared to be different recruitment method for different kind of candidates. In other words, recruitment method used to recruit local candidate is not the same as method used in recruiting foreign candidates. One example of this claim can be inferred from the words of this young male respondent who said:

We only used agent to recruit foreign workers and referral to recruit the locals [R4, Male, Age 24 years old]

Different recruitment methods were also used to recruit candidate for different positions. A male respondent firmly stated that:

This company used online job portals to recruit new employees for management position and expatriate from other countries [R6, Male, Age 33 years old]

In short, most of the respondents in this interview indicate that they are not relied on only one method of recruitment. Different methods were used for advertising different positions and for attracting different kind of candidates (local or foreign candidates).

4.4 Most Utilized Recruitment Methods

Since majority of the respondents interviewed indicate that they used combination of several recruitment methods, they were further asked about the method that they mostly utilized. Answers given by the respondents vary as reasons for utilizing such method also varies.

Out of 10 respondents, 3 of them indicate that banner was the most frequently used when recruiting candidate. Banner was popularly used a mean of recruiting new candidate because most of the time, the company only need production workers and lorry's driver. Another reason given by the respondents for using banner is cost. As stated by one older female respondent:

This is a small and medium company. The company cannot spend a large amount of money for recruitment. Banner only cost us RM50 [R1, Female, Age 54 years old]

Apart from cost, respondents interviewed in this study also claim that using banner is easy, more visible and the fastest way to get new employees. They normally hang the banner outside of the company premise and interested job seekers can walk-in at any time to apply for the advertised vacancy. Commenting on this matter, one male respondent in his thirties shared his experience:

This company mostly used banner because we can get new workers faster and can save recruitment cost [R8, Male, Age 35 years old]

Another female respondents in her forties also shared similar experience:

This company can save cost and can easily get new employees without any charge like using newspaper or agent [R2, Female, Age 42 years old]

Besides banner, one respondent claimed that she used newspaper to advertised job vacancy. In her opinion, advertised in newspaper is cheaper compared to using job boards and agent. Apart from that, through her experience using newspaper has able her to get high response from job seekers as she believed that people normally read newspaper every day. Her opinion regarding the usage of newspaper is reflected as below:

At this company, we mostly used newspaper such as Metro, New Strait Times and Mandarin newspaper because we received lots of response from applicants and can also save money compared to using job boards and agent [R2, Female, Age 42 years old]

Through the interviews, there are also respondents who prefer to use referral method. One young male respondent firmly stated:

Now, our company only used referral method [R7, Male, Age 24 years old]

Among the reasons given by the respondents for using referral is due to cost and it is a quick way of getting new employees. As shared by one of the male respondent:

The company used referral as a recruitment method because the company is a small and medium enterprise. So, the company need to save cost and cannot spend so much money [R9, Male, Age 34 years old]

Apart from that, the respondents also believed that using referral will able them to get a loyal, sincere and hardworking candidate. Normally, they used referral method for position such as lorry drivers. The company will pay the employee RM50 for each candidate that they bring in as an incentive, but with one condition, the new candidate need stay with the company for at least three months.

One male respondent in his thirties revealed that his company preferred to use internal recruitment only like using employees' email, memo posted on the notice board and the company's portal. One of the reasons given was the existing employees already know about the company rules and culture and possess the necessary qualifications needed by the company. Thus, training is not required. Apart from getting quick response to fill in the vacancy, recruiting internally will also reduce the issues of turnover among the employees.

In summary, the recruitment method that mostly used by company varies, depending on reasons like cost, easiness to obtain candidate, position offered and the company policies.

4.5 The Impact of Recruitment Method on Recruitment Objectives

4.5.1 Impact on Cost of Filling the Job Opening

One of the questions asked to the respondents is regarding the impact of recruitment method employed by the company on the cost of filling the job opening. A good recruitment method is the one that is able to minimize the cost of filling job openings.

Based on the interview, the majority of respondents (7 out of 10) agreed that using banner as method of recruitment save the company's money. One of the respondents shared her experience in using banner and how it saved the company cost on recruitment.

The cost that this company spent on banner is very low and more money can be saved for recruitment. The company just spends RM50 for a banner and if the banner's size is smaller, the cost will be less than RM50 [R1, Female, Age 54 years old]

This further supported by another respondent:

For banner, the cost spend by this company is not high. Though the cost for banner is not fixed and depended on the size, the company normally spends between RM50 to RM150 only [R5, Female, Age 50 years old]

For those who used newspaper as a mean for recruitment, mixed feelings were shared. Though the amount spend on newspaper advertisement vary from one respondent to the other, all agrees that using newspaper is more costly as compared to using banner. One female respondent shared:

The cost of newspaper advertisement depends on days. The cost that the company needs to spend for three days is RM700. If during weekend, the rate would be higher [R2, Female, Age 42 years old]

Sharing similar views, a female in her thirties shared:

The newspaper advertisement normally depends on number of days and type of newspaper. For 3 days advertisement, the company needs to pay RM700. But for weekend, the rate can be up to RM1000 [R3, Female, Age 37 years old]

Respondents who used referral as method of recruitment shared a satisfaction feelings with regards to cost. Some of them even claimed that they didn't have to spend a single cent when using this method. As shared by one respondent:

Using referral can save money as it is free of charge. In this company, employees are encourage to bring in their family's members and friends to join the company when there is a job vacancy [R4, Male, Age 24 years old]

Another male respondent also gave a very firm statement when asked about cost of using referral.

Referral method is free of charge because older workers would bring new employees to work here [R9, Male, 34 years old]

Most respondents who used job portals expressed unsatisfied feeling when come to cost. They agreed that using job portals are very costly. In the words of this female respondent:

For online job portals, the company need to pay more than RM6000, depending on the amount of job vacancy posted. Normally, for 5 job vacancies posted online, the need to pay RM6000 [R3, Female, 37 years old]

Another respondent shared his experience using job portal:

The cost depends on how many post the company want. The cost not always fixed. For maximum 5 posts, the company had to pay more than RM7000 [R6, Male, Age 33 years]

As for those who used the agent to recruit, they feel that cost that they need to pay is high. As one female respondent shared:

When the company needs to use agent service, the company needs to pay up to RM1300 as tax per head [R7, Female, Age 28 years old]

Similar to using referral method, respondents who use internal recruitment method claimed that there is no cost incur. Through the words of one male respondent:

The cost for internal sources is normally free as we only use employee's email, company portals or memo posted on notice board. These methods did not require money [R6, Male, Age 33 years old]

To conclude, different recruitment methods come with different cost. Using referral and internal sources did not require any cost, but using job portals or agent required the company to spend more money.

4.5.2 Impact on Speed of Filling Job Vacancy

In terms of speed of filling the job vacancy, mixed experience was obtained. For some respondents, using banner has able them to get the vacancy filled within a day. But for some, they need to wait for a week before the vacancy can finally be filled. To quote one of the respondents:

Using banner, new employees can be obtained within a day because immediately after seeing the advertisement, candidate can walk-in for interview [R2, Female, Age 42 years old]

Similarly, for those who are using newspaper, there are respondents who managed to get respondent within a day and some need to wait more than a month before the vacancy can finally filled. As shared by one of male respondent:

With newspaper advertisement, the company needs to wait for longer time before getting new employees where sometime we need to wait until a month before we receive an application [R9, Male, Age 34 years old]

For those who used referral method, the number of days taken to fill in the vacancy was within 1 to 2 weeks. These two quotes reflect the statement given:

If using referral, the company can get new workers in one day [R4, Male, Age 24 years old]

By using referral, within 2 weeks, the company can get new employees [R9, Male, Age 34 years old]

Respondents who used job portals have agreed that the method is very fast in filling the job vacancy. As stated by one female respondent:

When using job portal like job street, the company can get many applications within a day. Third partly normally will help in filtering the applications according to requirement of posted post [R7, Female, Age 28 years old]

Mixed experience was also experience when using agent. One respondent shared her opinion and experience in using agent compared to other method;

By using banner, the job vacancy can be filled within a week as compared to using newspaper agent where more than a week is taken. But using agent, you need to wait for a month or more before you are able to get new employees [R5, Female, Age 50 years old]

4.5.3 Impact on Retention Rate

Half of the respondents interviewed indicate that their method of recruitment is able to retain the employees as the turnover rate is very low. One of the respondents interviewed claimed:

This year, the company has reach a very low turnover rate. Overall, we felt that the employees employed through banner has low turnover rate [R1, Female, Age 54 years]

Those who used internal recruitment also indicate a low turnover rate among their employees as compare to using external recruitment method. This is confirmed by one male respondent:

When the company used external sources such as job boards and agent services, many employees tend to leave for other organization as compared to using internal sources of recruitment [R6, Male, Age 33 years old]

Similar experience was also obtained from one female respondent when using job boards and agent services. Her statement:

Every month, two or three new employees employed through job boards or agent services will quit their job [R7, female, 28 years old]

In short, companies that using internal recruitment method and banner are reporting of having higher retention rate as compared to companies using job boards and agent services.

4.5.4 Impact on Attracting Quality of Applicants

In terms of the ability of the recruiting method in attracting quality of applicants, those who use banner and referral indicate that the method attracts average applicants. A word from one of the male respondent:

Using banner and referral methods in this company only attract applicant with average qualification [R8, Male, Age 35 years old]

Those who employed job boards have mixed experience. Sometime, they are able to get good quality of applicants, and at other time, the applicants who applied did not meet the criteria set by the organization. One of the respondents emphasized on this in the following words:

Normally, for managerial position, the company needs a good quality of applicants. Using job board, the company would be able to attract such applicants. But, there are times when we received unqualified candidate. They would be rejected during the interview session [R7, Female, Age 28 years old]

However, there are respondents who claim of able to attract quality applicant for certain position when using job portals and newspaper. One female respondent shared:

normally, workers who are recruited through job portals and newspaper advertisement for position like technician, engineer, supervisor and managerial met the company requirement as compared to low skill level like operators [R3, Female, 37 years old]

In summary, no conclusive findings were obtained in terms of types of recruitment method and quality of applicants. Some respondents indicate positive experience, while others experience the opposite.

4.5.5 Impact on Ability to Reach a More Diverse Pool of Applicants

When respondents were asked about the impact of their recruitment method in reaching a diverse pool of applicants, those who are uses more advance method claimed to achieve this objective. A quote from one of the respondents:

This company is able to access candidates from Malaysia and outside of Malaysia by using job portals and newspaper advertisement. Everybody can access our job vacancy that was posted on the job portals and through the newspaper advertisement [R3, Female, Age 37 years old]

The rest of the respondents who used more traditional method of recruitment such as banner claimed that they only able to recruit locals who lived near the company premise.

Therefore, the ability to recruit a more diverse workforce is depending on the area where the company is located. If the area comprise of the three main races, then they will be able to recruit all the three races.

4.6 The Most Effective Recruitment Method

During the interview, respondents were also asked about their opinion regarding which recruitment method is the most effective. Answers vary depending on their experience using the method. Four respondents agreed that banner would be the best method for recruitment after taking into consideration of cost involved and the speed of getting applicants. As stated by one of the respondents:

Based on my experience, banner is very effective recruitment method. This is because the company could save money and time [R1, Female, Age 54 years old]

The rest of the respondents regard their current method is the most effective to recruit new employees. For example, one respondent feels that agent and newspaper advertisement are most effective. Quoting his word:

Based on my working experience, using agent and newspaper advertisement are the most effective method of recruitment. Agent can get foreign worker within time whereas, newspaper advertisement able to get fast response from the candidate [R2, Female, Age 42 years old]

In short, there is no consensus in terms of which recruitment method is actually the most effective method to utilize. Each respondent claimed that their method is the most effective.

4.7 Future Recruitment Method Planned

The final question asked during the interview is their recruitment plan for the future. Based on the responses given, majority of the respondent did not have any plan to change their current recruitment method to a new method of recruitment. Among the reason given is that the current method used able them to save recruitment cost and get the suitable candidate that they want. As one of the respondents said:

Currently, we do not have any plan to change our method of recruitment. When consider about the cost, banner seems more cost effective and able to get new employees within short period of time [R1, Female, Age 54 years old]

However, three respondents interviewed have intention to seek other method of recruitments in the near future. As shared by one of the respondents:

We have plan to change to a new method of recruitment instead of depending on only referral method. Maybe we would consider of using job boards such as job street or corporate website. I believe this method would help us to get more applicants in a short period of time [R4, Male, Age 24 years old]

4.8 Conclusions

This chapter has discussed the findings from the interviewed conducted with 10 companies. In the next chapter, Chapter 5, implication for practice, limitation and direction for future research are discussed.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarized the findings presented in Chapter 4. Implications of the study and limitation and direction for future studies are also discussed.

5.2 Summary of Research

The main aim of this qualitative study is to explore the kind of recruitment methods employed by companies in Malaysia. Also, to explore the potential benefits and challenges associated with each of the recruitment methods used. The current study employed qualitative approach where data was collected through semi-structured interview. The present findings indicate that companies under studies tend to use combination of recruitment method with banner was frequently used. In terms of cost of recruitment, respondents claimed that using referral and internal recruitment did not incur any cost. The findings also show mixed results when respondents were asked about the ability of their recruitment method in filling the job vacancy and in attracting quality of applicant. Those who used job boards and agent services have reported of having low retention rate as compared to other method of recruitment. Nor surprising, a more advanced method of recruitment like job boards able to reach local and international candidates. When respondents were asked about the effectiveness of the recruitment

method, each of them claimed that their current method has been effective in getting the potential applicants. Lastly, only few of the respondents indicate that they have intention to change their recruitment method, while majority of the respondents are comfortable with the current approach.

5.3 Implication for Practice

The present findings have several implications for management of the organizations. The research results revealed that banner was considered the most popular and most frequently used as a method of recruitment. Though, banner is known for its low cost approach, the management need to consider other method of recruitment as the usage of banner tend to limit the process of attracting a more diverse and quality pool of talent. Apart from that, the management need to focus on a more advance method of recruitment if they would like to reach a more diverse workforce. As indicate by this study, using banner only reached a small pool of applicant and limited to those who live near the company premise.

5.4 Limitations and Direction of Future Research

The potential limitations with qualitative research are addressed in much of the contemporary research literature (Crotty, 1998; Denzin & Lincoln, 2003; Liamputtong & Ezzy, 2005; Minichiello, Aroni, Timewell & Alexander, 1995; Punch, 2004). These limitations are generally associated with factors such as generalizability of findings.

Though these limitations are identified in this study, suggestion for possible research will also be offered.

The sampling and procedures employed in this study set some limits on the generalizability of the findings. The study was aimed at understanding the recruitment method that commonly employed by companies in Malaysia, but the study was conducted on only 10 small and medium companies (8 manufacturing and 2 services) located in the area of Muar and Negeri Sembilan. The study does not include large companies or MNC in other geographical areas. Thus, the findings only captured practices from small and medium companies located in these two locations. Since the current study was exploratory in nature, it was intended to serve as leading ways for further investigations and future testing about the recruitment method in the companies in Malaysia. Thus, future research needs to extend the exploration of the recruitment method on other companies' types and sizes in other locations which might offers greater understanding on the issues of recruitment. Conducting the study in different sectors with different sizes might lead to different results as issues relating to recruitment might be different in these settings.

In short, despite the limitations in the approach used here and given the exploratory nature of the study, the results provide useful findings that should be of interest both researchers and practitioners.

5.5 Conclusions

This qualitative study explored on the kind of recruitment method employed by companies in Malaysia. To capture the experience of companies in the method used, a semi-structured interview was conducted. The current findings show that most of companies in this study employed combination of recruitment methods with banner be the most frequent means way of recruiting new employees. Referral and internal recruitment were found to be the most cost effective method of recruitment. It is hoped that the findings from this study would shed some lights on the potential benefits and challenges related to existing recruitment methods.

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