"Effectiveness of Online Recruitment System: Evidence from Augere Wireless Broadband Bangladesh Limited (QUBEE)"

BRAC UNIVERSITY

Submitted to:

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Mr. Jabir Al Mursalin
Assistant Professor
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Subject: Submission of Internship Report

Dear Sir

It is a great pleasure that you have given me an opportunity to submit the report on *"*Effectiveness of Online Recruitment System- Evidence from Augere Wireless Broadband Bangladesh Limited (QUBEE)*"* which is a partial requirement of the Internship Program a prerequisite for the completion of the MBA degree.

QUBEE is the brand name of Augere Wireless Broadband Bangladesh Limited, a subsidiary of Augere Holdings (Netherlands) B.V. having its global head office in London, UK. In Bangladesh the company has acquired BWA license from Bangladesh Telecommunication Regulatory Commission (BTRC) and has started Broadband Internet services through Wimax technology. QUBEE is one of the leading broadband internet service providers in Bangladesh with full operations in Dhaka, Chittagong & Sylhet. It is constantly supporting its customers to discover more with a strong believe that the technology can bring delight to everyday life.

I have tried at my best to have a pragmatic comparison with the theoretical study and implications in reality. I have noted the significant findings along with recommendations.

I would once again like to thank you in advance for your kind attention in scrutinizing the study report and shaping it for finalization.

Best Regards

Nusrat Haque
ID: 12164046
Major in Human Resource Management
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Acknowledgement

The Internship Report on 'Effectiveness of Online Recruitment System- Evidence from Augere Wireless Broadband Bangladesh Limited (QUBEE)' has been prepared on the basis of employment in Augere Wireless Broadband Bangladesh Limited by the method of observation and peer discussion.

All praise to the Almighty Allah, and the Merciful. Without His blessing and endorsement this report would not have been accomplished. I express my deepest gratitude to Mr. Shah Mohammad Ibrahim and Mr. Mainul Huda, without their co-operation I would I could not have come along this far and prepare this report.

Then, I would like to take the opportunity to express my profound gratitude to my respected supervisor, Mr. Jabir Al Mursalin, for giving me the required guidance and help to prepare this report.

Lastly, I am grateful to all my colleagues of HR & Admin department especially Ms. Munira Tabassum as she helped me out in discussions for bringing out the findings.

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Executive Summary

Augere was established in September 2007 by an experienced team of global telecoms executives with the vision of delivering 'broadband for all'. Augere's first commercial network launched in Pakistan in July 2009 and was closely followed by the Bangladesh network in October 2009 under the brand name QUBEE. Working as a HR Executive for QUBEE, I have enriched my knowledge and skills and have got the opportunity to submit a report on "Effectiveness of Online Recruitment System: Evidence from Augere Wireless Broadband Bangladesh Limited" as assigned by my academic supervisor during my internship period. The purpose of a hiring event is to reach out to prospective employees and bring the specific kind of skills and experiences in the organization especially those which cannot be built from within. For external recruitment QUBEE posts job advertisement in the BDJOBS website and recruits the best possible candidate from the pool of applicants who applied for the position. BDJOBS online recruitment system can shortlist the application forms according to years of experience, skills, and educational attainment relevant to the job vacancy. Besides this, QUBEE also offers the contractual employees a chance to face the interview if their qualification and job match is similar to the position applied. Also other external referral candidates may apply through employees of our company. In such cases, the line managers send the resumes to the HR department for shortlisting. Then channels of interview are conducted before making the final selection. This report makes a comparison of BDJOBS online recruitment system with the internal recruitment system of QUBEE. The effectiveness of online job recruitment system is based on Performance, Reliability, Security and Cost-effectiveness. Speaking about the performance of BDJOBS software, it could facilitate efficient filtering of qualified candidates and could provide a well-matched shortlist of qualified applicants compared to the manual process of Internal Recruitment. In terms of Reliability, BDJOBS system could produce the required results with precision and could filter out applicants' forms without anomalies and any form of discrimination while internal recruitment also provides correct results but with more expenditure of time and effort. BDJOBS had the mechanism to protect and control programs and data, and it provided its users passwords as security against unauthorized users while the internal recruitment system of QUBEE is not capable to control any kind of mechanism. Recruitment through BDJOBS requires certain amount money to be paid for each job posting no matter the desired candidates has been hired or not. Lastly, it can be said that online recruitment is more efficient compared to internal recruitment. Online Recruitment is capable of reaching potential employees at a shorter span of time. It is recommended that QUBEE should develop online recruitment system through their own web portal which is more cost effective and also it can build our own talent pool to source for future job opportunities.

Part 1: Introduction:

1.1 Introduction:

I have been working for Augere Wireless Broadband Bangladesh Limited (AWBBL), popularly known as QUBEE since October 2012. I am assigned to the Human Resources department and have enriched by learning a lot during my continuing tenure with the company. From the very beginning all the personnel of QUBEE extended me their sincere assistance and cooperation. As part of the Internship Program of Masters of Business Administration at BRAC Business School, BRAC University, I proposed to do my internship here where my organizational supervisor was Mr. Mainul Huda (Financial Controller & Head of HR). My project was on "Effectiveness of Online Recruitment System: Evidence from Augere Wireless Broadband Bangladesh Limited" which was given by my academic supervisor Mr. Jabir Al Mursalin, Assistant Professor, BRAC Business School, BRAC University.

1.2 Origin of the report:

MBA is a professional degree which requires achieving practical experience with relation to the theory. For this reason MBA students require to undergo internship program where they match practical knowledge with that of theoretical knowledge which the acquired throughout the degree. The degree doesn't complete unless a written report is submitted to the faculty which is based on what have the students have learned through the internship program. Being a student of MBA (Major in Human Resources) in BRAC University, I had the opportunity to submit a report based on my employment at QUBEE with the Human Resources department. This report is prepared based on observation and peer discussion during my internship period of my employment tenure. The report epitomizes analysis, findings and recommendation for Online Recruitment System in QUBEE.

1.3 Objective of the report:

The objective of this report is stated as below:

1.3.1. Primary Objective: To discuss the effectiveness of online recruitment system taking evidence from Augere Wireless Broadband Bangladesh Limited.

1.3.2 Secondary Objective: To complete the fulfillment of MBA degree of BRAC University.

1.4 Scope of report:

The report discusses about recruitment system in QUBEE where online recruitment system is emphasized and compared with other internal recruitment systems like e-mail, print media, others, etc.

1.5 Methodology

This report has been prepared on the basis of experience gathered during my employment tenure. Both the primary as well as the secondary form of information was used to prepare the report, which are as follows:

1.5.1 Primary Sources:
- Face to face conversation with peer
- Observation Method

1.5.2 Secondary Sources:
- Company website
- BDJOBS website
- Books
- Journals.

1.6 Limitation

While preparing this report, some limitations were found. The insufficiency of data collection is the main constraint of this report. The main findings were based on only peer discussion and observation. If questionnaire was prepared for online recruitment system and as a sample some managers of our company was asked to fill up the form, a sample test could be done to make findings more precise but due to time limitations of internship report submission this was not possible.

Part 2: Company Overview

2.1 Historical Background

Augere was established in September 2007 by an experienced team of global telecoms executives with the vision of delivering 'broadband for all'. It is committed to achieving this through the delivery of fast, reliable broadband internet services in emerging markets using Wimax technology. Augere has an established leadership team in place with over 150 years' experience in the telecommunications industry. The Company successfully raised $125m in a first round of investment from France Telecom, New Silk Route and Vedanta. The acquisition of spectrum and licences is well underway. Augere currently has access to spectrum in Pakistan, Bangladesh and Uganda. Licences are also being actively pursued in countries across Africa, South and South East Asia. Augere's first commercial network launched in Pakistan in July 2009 and was closely followed by the Bangladesh network in October 2009 under the brand name QUBEE. QUBEE is dedicated to provide fast and reliable broadband internet services to residential and business customers across Bangladesh. QUBEE believes that everyone should be able to enjoy trouble-free access to the internet and the world of opportunities that it brings. The company's aim is to make a magical internet experience available to everyone, everyday, without exception. QUBEE is the creation of a group of global telecoms professionals who saw that a new technology called WiMAX could really change the internet experience for millions of people worldwide. WiMAX means that you don't need telephone lines or cable to get connected: all you need is to live close enough to a transmitter to receive the internet wirelessly. Currently the company is busy building a network of base stations to offer their brand of internet access right across Bangladesh. QUBEE has more than 150,000 users' consumers over 20% of total bandwidth in Bangladesh. Initially QUBEE started in Dhaka, but QUBEE network is now available in Barisal, Bogra, Chandpur, Chittagong, Comilla, Dinajpur, Feni, Joypurhat, Khulna, Laxmipur, Naogaon, Narayanganj, Natore, Noakhali, Pabna, Rajshahi, Rangpur, Savar, Sirajganj and Sylhet. To build a network like this, right incumbents needs to be recruited. So the company gathered a highly talented team right here in Bangladesh to build a company that's determined to improve the internet experience for millions of people – not just here, but ultimately all over the world. [1]

2.2 Vision & Mission of QUBEE:

2.2.1 Vision: The internet is one of the most liberating, exciting features of life in the 21st century. Whatever you're into – music, news, views, video, information, chat, contact and

research for business, pleasure or education – we think you should be able to enjoy uninterrupted access to it, wherever you are, whenever you want. [1]

2.2.2 Mission: We are just not making the internet work; we're making it work beautifully. And now it can be yours to enjoy. [1]

2.3 Equity Shareholder:

The following is the table for the equity shareholders' of QUBEE:

Shareholders	Percent
Augere Holdings Limited	60%
Aamra Networks Ltd.	10%
Teleport	30%
Total	100%

2.4 Company Organogram:
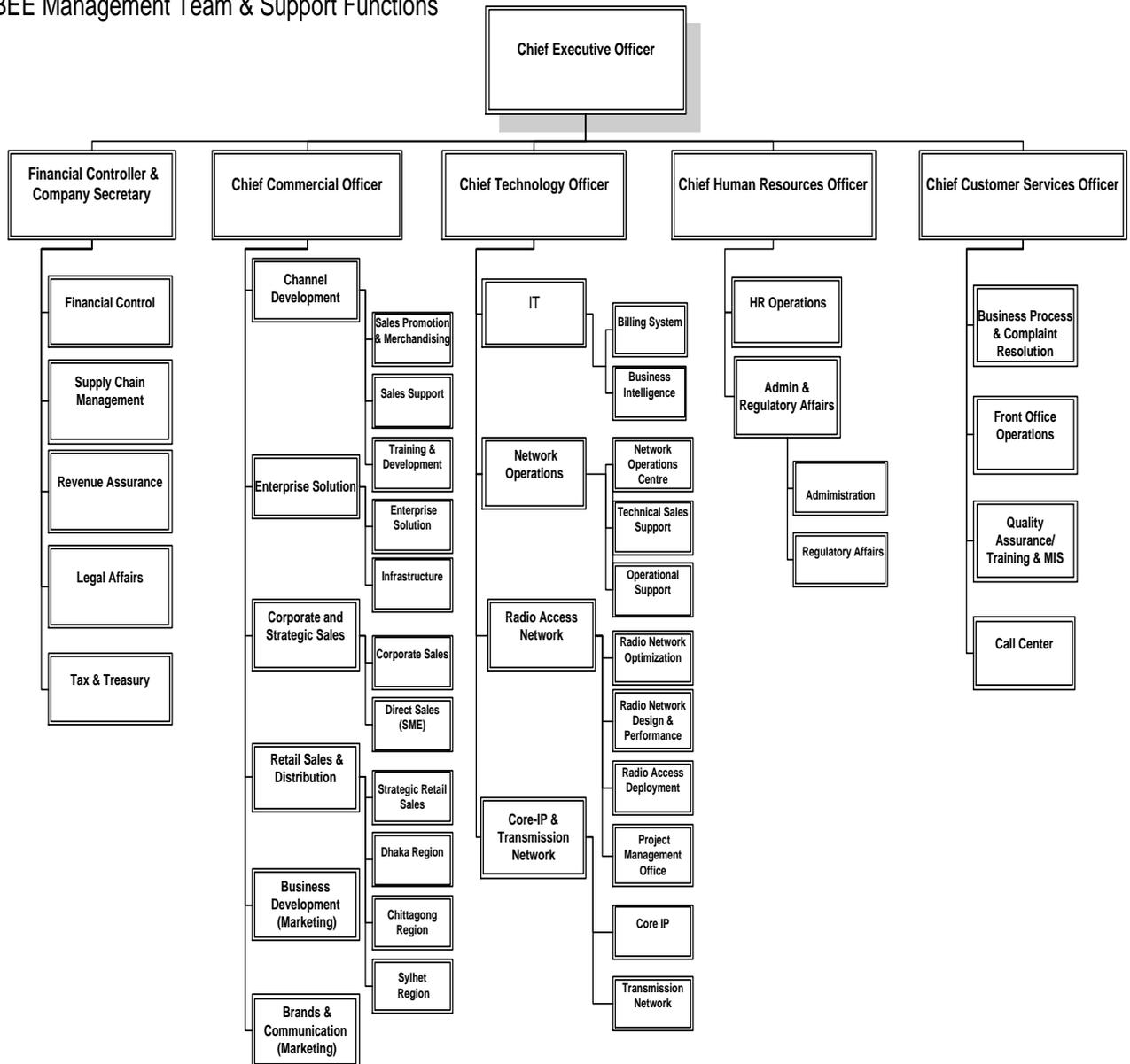
QUBEE Management Team & Support Functions

Fig 1: QUBEE Management Team & Support Functions

2.5 Products:

QUBEE introduced different types of modems over the period. Based on customer demand QUBEE tried to acquaint with various modems. Few are mentioned below with their recent market price:

- **Gigaset**: It is a dynamic device mainly used in indoor. It is more often used as office internet connection.
  Price: BDT 3,500 (Monthly packages)
  BDT 4,500 (Prepay)

- **Shuttle**: The shuttle is a plug and play device and does not require any external power source. The device has a high signal gain to move around with the laptop within the QUBEE network.
  Price: BDT 2,000 (Monthly packages)
  BDT 2,500 (Prepay)

- **Dongle**: It is an ideal playmate on the go. It can be connected and roam within the QUBEE network with 4G connectivity.
  Price: BDT 2,000 (Monthly packages)
  BDT 2,500 (Prepay)

- **Pocket WiFi**: The pocket WiFi is a device which gives all the flexibility of being mobile with a high speed internet connection. From a palm size device a powerful WiFi connectivity can be get wherever it is taken.
  Price: BDT 6,500 (Monthly packages)
  BDT 6,500 (Prepay)

- **Tower**: This modem is used to connect with as many devices as necessary on a wireless network.
  Price: BDT 5,000 (Monthly packages)
  BDT 6,000 (Prepay)

- **Pocket pebble**: This is portable WiFi device with high speed internet connection which can connect multiple devices at the same time.
  - ✓ Connect up to 8 users simultaneously
  - ✓ Up to 4 hours of usage upon full charge

  Price: BDT 3,275 including VAT

- **Rover**: QUBEE introduced new super light portable 4G modem compatible with all operating system (Windows, iOS, Linux).
  Price: BDT 2,000 (Monthly packages)
  BDT 3,000 (Prepay)

2.6 SWOT Analysis

2.6.1 Strengths

- Innovative Culture: As innovative culture helps QUBEE to produce unique products and services that meet their customer needs.
- Technology: Superior technology allows QUBEE to better meet the needs of their customers in ways that competitors cost imitate.
- Brand name: A strong brand name is a major strength of QUBEE. That gives QUBEE the authority to charge higher prices for their products because customers place additional value in the brand.

2.6.2 Weaknesses

- High Staff Turnover: High staff turnover can hurt QUBEE's ability to compete because replacing valuable staff is expensive.
- Work Inefficiencies: An inefficient working environment means that QUBEE's goods and services are not being utilized properly.
- High debt burden: A high debt burden increases the risk that QUBEE goes bankrupt if they make poor business decision. Increasing risks can increase QUBEE's debt interest payment.
- Lack of scale: A lack of scale means QUBEE's cost per unit of output is very high. Increasing volume while maintain quality would help reduce those costs.

2.6.3 Opportunities

- New Products & Service: New products and services help QUBEE to better meet their customers need. These services can expand QUBEE's business and diversify their customer base.
- Emerging Markets: Emerging markets are fast growing regions of the world that enable entrepreneurs to do business in new markets.
- Innovation: Greater innovation can help QUBEE to produce unique products services that meet customers' needs.
- Online Market: The online market offers QUBEE the ability to greater expand their business. QUBEE can enter to a much wider audience for relatively little expense.
- New Technology: New technology helps QUBEE to better meet their customers' needs with new and improved products and services. Technology also builds competitive barriers against rivals.

- Loosening Regulations: Loosening regulations allow QUBEE to perform in a way that most advantage for them and their customer.

2.6.4 Threats

- Bad economy: A bad economy can hurt QUBEE's business by decreasing the no of potential customers.
- International Competition (QUBEE): International competition are numerous and different to combat because they have competitive advantage that give them an advantage over QUBEE.
- Intense competition; Intense competition can lower QUBEEe's profits because competitors can entice customers away with superior products. At present Banglalion is QUBEE's biggest competitor.
- Mature market: Mature markets are competitive. In order for QUBEE to grow in a mature market it has increase market share which is difficult and expensive.
- Change in taste: Consumers can change their taste very quickly. QUBEE depends on knowing which goods and prices consumer wants.
- Government regulations: Changes to government rules and regulations can negatively affect QUBEE.
- Volatile revenue: Volatile revenue makes planning difficult, which could delay key investments in QUBEE's business.

Part 3: Job Experience

3.1 Job Description

1. Manages employee requisitions and helps line managers in executing their recruitment plan as per the manpower plan. On top of that provide professional support and advice on recruitment to line and departmental managers, and advice managers on best practice recruitment and selection.

2. Coordinates, negotiates and liaises with employment and advertising agents on service fee, advertisement recruitment and interview schedules.

3. Execute Management entry (on time completion of all processes i.e. medical test, reference test, personal information, ID card, bank accounts etc) and exit formalities as well as documentation process ensuring compliance to all policies & procedures.

4. Coordinate of all management movement, keep track of different organizational changes and ensures proper filing in HR records to ensure minimum disruption to business activities.

5. Improve systems and work processes within HR department to drive productivity and efficiency.

6. Respond to enquiries from candidates, managers and external recruitment agencies about the organization's recruitment activities and about the status of job vacancies so that interested parties are kept informed without compromising the organization's standard of privacy and confidentiality.

7. Provide information support to HR and all relevant stakeholders for Salary processing, Manpower Budget and other relevant HR related issues.

8. Work with Head of HR in managing the Compensation & Benefits portfolio of the Company.

9. Act as the focal point for managing the payroll.

10. Other tasks as directed by the Head of HR.

3.2 Observation & Recommendation:

3.2.1 The Company itself:

Dhaka, along with its metropolitan area, has a population of over 16 million, making it the largest city in Bangladesh. So, as a location analysis QUBEE choose Dhaka city to start their

operation to capture the potential customers. QUBEE started mainly as a start in Gulshan, Banani, Dhanmondi and Motijheel areas to cover the major areas of Dhaka city and eventually expended their business to all the cities of Dhaka city and even outside Dhaka. Dhaka allows QUBEE to access market more favorably than any other cities. The city celebrates a variety of cultural programs and festivals which gives QUBEE the opportunity to use their promotional activities during those festivals. Bangladesh government has announced the country to be digitalized within 2021. To accomplish this target QUBEE is using this opportunity to become more success. The low tariff rate leads QUBEE to lower their prices on the packages and modems. QUBEE maintains all the rules and regulations that are imposed by the Bangladesh government. In the basis of economic condition of Bangladesh, QUBEE is providing low cost products and services. Decreasing the unemployment and helping the government by providing tax. In this modern world QUBEE is using their advance technologies to fulfill the customers' demands. QUBEE is changing the life style of the younger generation. QUBEE is making people more concern by participating in the social activities. It is also creating opportunities for more employment and providing better job environment. QUBEE also provide 24/7 online helpline to support customer queries to bring the 4G technology in the Bangladesh.

3.2.2 Personal Experiences:

The journey so far in QUBEE has been exciting. I had the opportunity to directly report to the Chief Human Resources Officer (CHRO) and hence had a great learning scope in HR aspects of QUBEE and that is what I found the most admiring. QUBEE has indeed a good working environment. The employees here are helping hands to each other and hence work as a team. It is a pleasure to work with a team like this. A few months back, after the resignation of the CHRO, I am now reporting to the Financial Controller & Company Secretary who has taken over HR function as an additional responsibility. In this transition phase too, I get to learn other aspects of professional life from my new boss. The time which I have spent with the HR team has led me to understand a lot of HR issues which managers and top level management has to deal with all the time and ways to solve them by creating and effective guideline. The entire experience is very insightful and I am learning a lot from my experience during my tenure.

Part 4: Project

4.1 Summary of the Project

The purpose of a hiring event is to reach out to prospective employees and bring the specific kind of skills and experiences in the organization especially those which cannot be built from within. For external recruitment QUBEE posts job advertisement in the BDJOBS website and recruits the best possible candidate from the pool of applicants who applied for the position. BDJOBS online recruitment system can shortlist the application forms according to years of experience, skills, and educational attainment relevant to the job vacancy. Besides this, QUBEE also offers the contractual employees a chance to face the interview if their qualification and job match fits the position. In such cases, the line managers send the resumes to the HR department for shortlisting. Then channels of interview are conducted before making the final selection. This report makes a comparison of BDJOBS online recruitment system with the internal recruitment system of QUBEE. The effectiveness of online job recruitment system is based on Performance, Reliability, Security and Cost-effectiveness. Speaking about the performance of BDJOBS software, it could facilitate efficient filtering of qualified candidates and could provide a well-matched shortlist of qualified applicants compared to the manual process of Internal Recruitment. In terms of Reliability, BDJOBS system could produce the required results with precision and could filter out applicants' forms without anomalies and any form of discrimination while internal recruitment also provides correct results but with more expenditure of time and effort. BDJOBS had the mechanism to protect and control programs and data, and it provided its users passwords as security against unauthorized users while the internal recruitment system of QUBEE is not capable to control any kind of mechanism. Recruitment through BDJOBS requires certain amount money to be paid for each job posting no matter the desired candidates has been hired or not. Hence online recruitment is more an appropriate technique to hire candidates in today's competitive world.

4.2 Recruitment at QUBEE

In QUBEE, the overall responsibility and management of the recruitment and selection process rests with the HR Department. The HR Department will ensure that the correct procedures are followed with set timelines. The HR Department is responsible for providing advice and guidance to Line Managers with regard to the recruitment and selection process.

HR Department must be informed about any recruitment. In particular, if an External Agency is engaged to assist with the recruitment and selection process, the HR Department must be the liaison point in conjunction with the relevant Function/Department Manager.

During the interview process, a member of the HR Department must be a member of the interview panel. The HR Department will be responsible for ensuring that all relevant documentation including approvals is completed by the Department Manager and/or the HR

Department. Final selection of the applicant is the responsibility of the Line Function in consultation with HR. At the end of the process, the HR Department will file the relevant documentation and complete the appointment and on-boarding formalities.

Recruitment/selection activities are the primary responsibility of Department/Line Manager. The HR Department will assist and work in conjunction with the Line Management during the recruitment and selection process and will provide advice and guidance as required. It is the Line Management's responsibility to ensure that HR are involved in the recruitment process at the onset and are informed on any issues and the progress towards making a selection decision.

Prior to initiating any recruitment and selection activity, the Recruitment Requisition Form must be initiated and completed by the Department Manager, approved by the Function Head and Chief Executive Officer or his/her designates. Employment Requisition Form must contain a job description and job specifications/requirements of the position. The recruitment process will not be commenced by the HR Department until the Recruitment Requisition Form is completed and authorized.

Recruitment may be from the internal source (within the organization) or from the external job market.

Recruitment from the internal source will be through Promotion or delegating individuals with new assignments. In the case of internal sourcing HR along with the concerned Department may identify prospective candidates on the basis of Individual Capability matching with Competency/Role Profile and will conduct appropriate tests to select the most suited person. Internal placements can also be through approved succession plans.

Vacancies can also be filled through internal vacancy circulation (subject to the agreement of HR and Function Head) wherein the internal employees can pursue career development opportunities within the Company. In such cases, if the employee believe that the vacancy match their education, skill and experience level, they can apply but prior to apply must discuss the issue with the reporting manager and submit application along with the approval of the line function.

Recruitment from external sources will be through Executive search or through external advertisements. Executive search through head-hunters should be used only for Senior Management position subject to agreement of HR and the Function Head and must be approved by the Chief Executive Officer pre-fact along with probable cost implications.

In the case of external sourcing advertisements will be posted on the job hunting website as approved by company, at present it is BDJOBS. Advertisement texts must be in the prescribed format and endorsed by HR and the Line Manager. The text will be taken from Job specifications/ requirements provided in the Employment Requisition Form or as available in the standard job description.

The HR Department will arrange for the vacancy to be advertised. Line Managers must note that specified timeframes exist for placing advertising with various media outlets. These

details will be highlighted in the recruitment and selection planning meeting with the HR Department.

When advertising internally, the HR Department will place the advertisement on the notice boards in the company.

When an external recruitment agency is used the HR department makes the initial contact and provides a brief to the agency. The brief will include an updated role profile, any other relevant information pertaining to the vacancy, the requirements to be fulfilled by the agency and a timeframe to complete the requirements. The external Recruiting Agency if required will place an advertisement in various media outlets including their Company website as well as conduct a database search for suitably qualified applicants if necessary. The agencies will then interview relevant applicants and provide with a short list of the most suitable from that process for final interview by the Company.

Following publication of Job Vacancy, concerned Department Manager and HR will scrutinize the applications and short list candidates for inviting to oral interviews or written tests where applicable.

HR in conjunction with Line Management will decide the selection criteria and methodology. However, aptitude tests, oral structured competency based interview or assessment centers, as appropriate for the position can be used.

In case of aptitude/written test, HR and the Concerned Department Manager will shortlist candidates who are to be called on for appearing in the test, which will also act as the 2nd level screening prior to oral interview.

For the oral interview, Competency Based Structured Interview will be conducted. The standard Interview Assessment Form along with probing questions will be provided by the HR. Position specific structured interview with necessary probing questions & assessment form may be customized depending on the position and required competency.

The oral interview may take place in different phases according to the decision of HR and Concerned Department and on the basis of the position.

Preliminary interview: conducted by the respective Immediate Manager and HR.

Second interview: either by a penal with the next level Manager or by the next level manager alone.

If the recruitment is for the position reporting to the Function Head, final interview of minimum 2 candidates must be conducted by his/her next level Manager (one-over-one principle).

If the HR Department is not involved in the initial interviewing process until this stage of the recruitment process, they must be involved in the final interview. Final applicant selection must be based on the principles of merit and equity.

Once the final incumbent is selected, HR will negotiate the compensation plan and will make offer/process the appointment formalities. A remuneration evaluation of the compensation package should be proposed by HR, discussed and agreed by Departmental Head and approved by Chief Executive Officer before offer is made. The HR Department will issue the letter of offer signed by the Chief Human Resources Officer or his/her designates.

The selected candidates must undergo a medical checkup and subject to satisfactory medical report formal appointment letter will be issued.

Reference checks from present and previous employer may be conducted by HR upon acceptance of the offer. HR Department keeps track of reference letters issued and responded to and files references received in personal file of the applicant or employee.

4.3 Literature Review

Normally, the quality of people hired is the key metric for measuring the effectiveness of the employment function, but in certain cases the speed of hiring may actually be a more significant contributor to quality hiring [2]. A good productive hiring is not a matter of putting an advertisement in the newspaper, setting up some chairs, and tables on the appointed day, and taking in some resumes to be followed up later. The purpose of a hiring event is to reach out to prospective employees and bring the specific kind of skills and experiences in the organization especially those which cannot be built from within [3]. The question is how this could be possible.

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

This problem can be addressed by an online recruitment system. Online recruitment is set to change the way in which companies recruit their workers. Online recruitment is a fundamental business process. It is the removal of complex and unnecessary paper works, and the introduction of streamlined workflow systems, reliable database applications, and efficient communication channels between job seekers and managers. "At a relatively low cost, the Internet offers employers and job searchers access to detailed and up-to-date information about job searchers and job vacancies in different locations around the world" [4, p. 94]. In this manner, companies can commit themselves to equal opportunities as job providers and can attract new and qualified candidates [3].

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

uses online recruitment in order to reduce recruitment costs and to improve the efficiency of the recruitment process. These were the significant drivers for the adoption of both corporate and commercial websites. The need to "move with the times" or to "keep up with other organizations" is the primary motivation to adopt online recruitment.

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

The BDJOBS online recruitment system can shortlist the application forms according to years of experience, skills, and educational attainment relevant to the job vacancy. The system was able to provide sending of automated responses to qualified applicants. On the other hand, applicants could view further particulars of the post, which included background information concerning the company, department, the job description, and person specifications. They could fill out the application form online, and easily update their profiles.
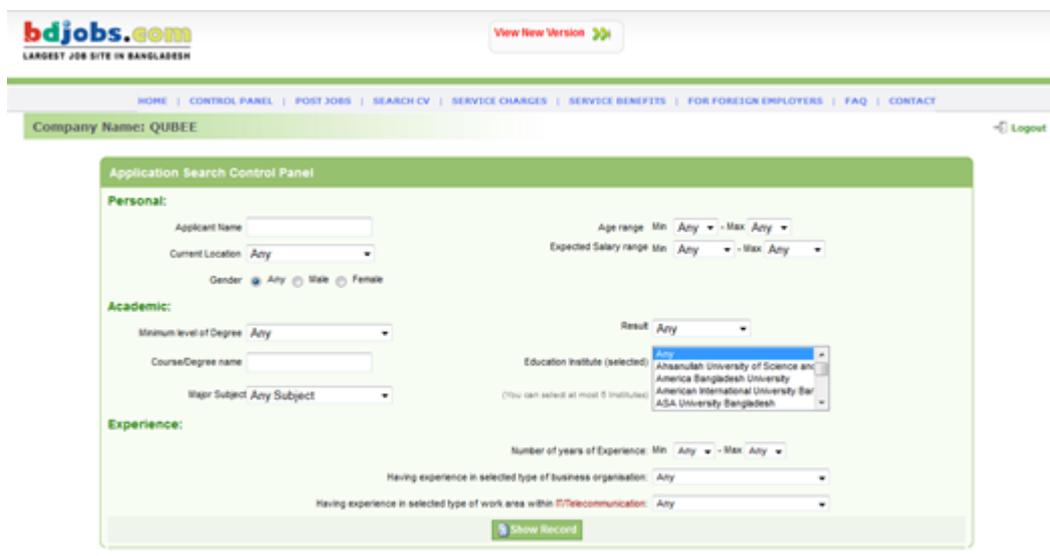
Sample screen shot is shown below:

Fig. 2: Filtering applicants at BDJOBS online recruitment system

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

4.4 Findings:

The effectiveness of online job recruitment system is based on FURPS (Functionality, Usability, Reliability, Performance, and Security) Quality Factors [5]. Only three quality indicators (Performance, Reliability, and Security) were selected from FURPS because only these three criteria were deemed applicable in this study. Moreover, Performance and Functionality were treated as one criterion since both referred to the effective processes of the software. Lastly, Cost-effectiveness was included since it was asserted that the software could save costs to the company.

Performance: Performance is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed [6]. Here performance refers to the capability of online recruitment system to generate a list of applicants suitable for the job vacancy in a quick manner.

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

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

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

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

Reliability: Reliability is the ability of a system to consistently perform its intended or required function on demand and without degradation or failure [7].

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

BDJOBS system could produce the required results with precision in terms of the quality of the applicant being hired for the job vacancy. It could filter out applicants' forms without

anomalies and any form of discrimination. Moreover, it provided correct results with minimum expenditure of time and effort.

Internal Recruitment System of QUBEE also produces the required results with precision in terms of the quality of the applicant being hired for the job vacancy. Filtering out applicants' forms is done manually but human error may be present and the organization may not avoid any form of discrimination. However, it provided correct results with more expenditure of time and effort.

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

Security: The extent to which a computer system is protected from data corruption, destruction, interception, loss, or unauthorized access [8]. Security is the availability of mechanisms that control or protect programs and data.

BDJOBS had the mechanism to protect and control programs and data, and it provided its users passwords as security against unauthorized users [9]. It is capable of securing the confidentiality of data received from different types of applicants.

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

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

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

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

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

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

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

4.5 Recommendation:

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

4.6 Conclusion:

Today's business operations, including recruiting are streamlined by technological advances. Online recruitment can attract candidates and aid the recruitment process. For online recruiting most recruiters use one's own company website, a third-party job site or job board, a CV database, social media or search engine marketing as part of the recruitment process. Employees are the backbone of every organization so to hire right is crucial for its success. Human Resource Department plays the key role in hiring, retention, and motivation of employees'. The effectiveness of online job recruitment system is based on Performance, Reliability, Security and Cost-effectiveness. In terms of performance, reliability and security online recruitment is more efficient than internal recruitment system of QUBEE. However if QUBEE develops a online recruitment system in their own web portal rather than putting the advertisement in BDJOBS website, it will be cost effective and also brand awareness will be created. Based on all discussions in this report, it can be said that online recruitment system is more efficient compared to internal recruitment system of QUBEE.

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