

QATAR UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

E-RECRUITMENT & THE EFFECTIVENESS OF THE DIFFERENT MEANS OF
INTERNET AS A RECRUITMENT SOURCE: A CASE STUDY OF FIVE STARS
HOTELS IN QATAR

BY

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ABSTRACT

The use of technology and internet has increased in the last few years in all fields. With the high competition in labor market to attract talents it was necessary for all organizations to enhance their recruitment process. The aim of this paper is to understand the effectiveness of the different means of internet as a recruitment source used by five stars hotels in Qatar and show if these hotels are benefiting from these tools to attract qualified applicants. It measures how company website, social media and recruitment websites are being effective to the hotels based on four factors. These factors are: quality of applicants, workload required, cost efficiency and geographical spread. The study adopted a multi-method approach combining literature review and a case study research using semi- structured interview. The results indicated that all five stars hotels and considered e-recruitment to be an effective tool. Company website is the most used method and most of the hotels link it to a recruitment website. Social media is not used by all of the hotels, for some of them it is not considered a professional method of recruitment. The study also includes some recommendations that can help the hotels to get the maximum benefits of e-recruitment.

Keywords: *E-recruitment, Effectiveness, Hotels, Qatar*

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DEDICATION

To my father “Walid” may his soul rest in peace

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CHAPTER 1. INTRODUCTION

Introduction

With the revelation of the internet technology there has been a radical change in several aspects of the society (Rozelle, & Landis, 2002). The use of internet has now become necessary to the survival of any business. Also the adaptation of new technologies became inevitable for competition intention and business performance (Khan, Awang, & Ghouri, 2013). As a result, there has been an increased use of the internet by individuals and organizations especially in communication and dissemination of information. During the past decade, several organizations and companies experienced a shift in their processes and systems toward the internet use. One process that organization has been applying internet technology in is recruitment (Howardson, & Behrend, 2014).

As a key element of human resource management, recruitment generates the human capital for organizations, which attributes to achieving the company's strategies. The

future success of any organization is based on the success of identification and attraction of qualified new employees through recruitment process (Barber, 1998). With the advances in the information technology the personnel recruiting and selection process started to evolve rapidly.

The development of internet recruitment means in a global scale helps organizations, institutes, and companies to use it for their growth and achieve competitive advantage. It also helps to reduce the workload and facilitate the function of human resource. At the same time, it enables people to reach out to these companies with just one click. Online recruitment is considered to be the best solution for the present and future generations by providing a faster and more reliable way for both companies and job seekers to meet their expectation by saving time and cost (Mwasha, 2013). When it comes to internet recruitment, it is important for the employer to consider many aspects in order to choose the best method (Othman & Musa, 2007).

In the Hospitality industry, hotels have been applying e-recruitment in their process. Suitable methods are identified by recruitment managers in order to achieve the desired results of attracting talents (Sherkar, 1999). As elsewhere five stars hotels in Qatar are benefitting from the internet technology. The objective of this research is to describe the effectiveness of internet as a recruitment source used by these hotels. Through a qualitative method, the research questions will demonstrate that the Internet plays a major role in the recruitment process for HR professionals. Also, it will highlight the related benefits and challenges of e-recruitments.

Problem statement

Nowadays the internet started to change the landscape of recruitment by providing a direct channel between employers and job seekers (Baber, 2006). It became a must for all organizations to integrate e-recruitment in their system. Although e-recruitment is used by most of the big companies and five stars hotels in Qatar, the research in this field is still limited. When using the different means of e-recruitment like the company website, social media and recruiting websites it is important to consider several factors in order to get the maximum benefits. These factors are quality of applicants, workload required, cost efficiency and geographical spread. This research aims to understand the effectiveness of the different means of internet as a recruitment source used by five stars hotels in Qatar and show if e-recruitment is an effective way to attract qualified applicants.

Research objectives

The objectives of this study are to:

- 1- Explore the benefits of different e-recruitment means that can be used to increase the effectiveness of the recruitment process
- 2- To show if five stars hotels in Qatar are using these tools effectively in the recruitment process in order to maximize its benefits from this technology
- 3- Identify the most used tool of e-recruitment by five stars hotels in Qatar

Research questions

The following research questions provide direction for the study:

- 1- Is the company website considered to be an effective mean of e-recruitment by five stars hotels in Qatar?
- 2- Is social media considered to be an effective mean of e-recruitment by five stars hotels in Qatar?
- 3- Are recruitment websites considered to be an effective mean of e-recruitment by five stars hotels in Qatar?
- 4- Which mean of e-recruitment is the most used by five starts hotels in Qatar in order to attract qualified applicants?

CHAPTER 2. THEORETICAL BACKGROUND

Definition of Recruitment

Recruitment is considered to be an important source for providing human capital to any company (Boxall & Purcell, 2003). Its importance comes from the need to attract talents and highly qualified candidates to achieve competitive advantage (Parry & Tyson, 2008).

Definition of E-recruitment

E-recruitment is applying technology tools to attract future employees to an organization and it can be done by using organization's own corporate website or the use recruitment websites and job boards (Parry, 2006). It refers to the use of job websites or own corporate website that an organization uses to facilitate the recruitment process. It included posing a job advisement or contact applicants electronically (Othman & Musa, 2007).

Recruitment through Company Website

It refers to the creation of an organization's own recruitment website to present job advertisements and additional information about the company (Braddy, et al., 2006).

Social Media Recruitment

Social media can be defined as applications that allow people to create personal profiles and invite other people to have access to it (Kaplan, & Haenlein, 2010). Recruitment processes started to transform to the use of social media like LinkedIn and Facebook (Gandhi & Chauhan, 2014).

Recruitment Websites

Sometimes organizations use third-parties to post job advertisements on a job listing website such as bayt.com. These recruitment websites improve the quality of match between the available jobs and job seekers by making information easily accessible with little cost through hosting job boards and resume banks (Brenčič, 2014).

E-recruitment Steps

The recruitment process starts when the recruitment manager receives the approval for fill an identified vacancy (Chapman & Webster, 2003). In order to spot the vacancy a careful analysis needs to be done. The analysis includes the determination of the knowledge, skills and experience that the employee needs to have in order to perform the job. In case of e-recruitment, job advertisements can be posted on corporate websites or job boards (Pin et al, 2001). Applicants can use the internet to apply for this job opening.

Cappelli (2001) describes the e-recruitment process in three steps. First step is the attraction of candidates. This concerns using the organization's reputation, product image, online technology and other methods to promote the company website among applicants and attract them to apply. Secondly, applicants need to be sorted. This depends on the tools used by recruiter to screen candidates, and narrowing the applicant pool to a small number in which they can choose from. Third, the contacts need to be managed quickly. The use of internet made it faster for companies to contact most suitable candidates where an automated system can be used to contact them.

Advantage of E-recruitment

With the start of using internet base recruitment systems, three main advantages were found. First one is the global present of the company on the internet and the ability to reach to a wide range of applicants. Second, the use of internet facilitated the instructiveness between the employer and potential applicants. And third, the good reputation of the organization that can be gain from using the internet. Using e-recruitment can help recruiters to perform there jobs more efficiently and have enhance the recruitment procedures, which leads to a more effective process (Holm, 2010). Also e-recruitment is used by organizations for different reasons (Parry, 2006; Howardson & Behrend 2014). These include cost savings, ease of use for candidates and organizations, larger number of candidate, reduction of hiring cycle, success in finding candidates and keeping ahead of competitors (Parry, 2006).

Disadvantage of E-recruitment

Even though E-recruitment has lots of advantages for recruiters, it also has disadvantages and challenges that can be faced by companies. One of these disadvantages is the loss of organizations' personal touch (Barber, 2006). Moreover, the type of job determines whether e-recruitment is suitable or not and low-skilled positions do not benefit from e-recruitment (Maurer & Lui, 2007). The large number generated by e-recruitment tools provides high quantity of applications, however it can lead to time-consuming procedure to select the right candidate (Carlson, et al., 2002; Khan, Awang & Ghouri 2013). Therefore, companies should consider these disadvantages when they are planning to integrate e-recruitment into their system.

CHAPTER 3. LITERATURE REVIEW

Most companies use the internet to place job advertisements, receive resumes, select qualified applicant, conduct interviews and communicate with the shortlisted candidates (Zusman, & Landis, 2002). There have been several researches that were conducted in the field of internet recruitment. Most of them aimed at identifying the effectiveness of web-based recruitment. Some studies concluded that internet recruitment is very efficient and effective compared to the traditional form of recruitment (Howardson & Behrend, 2014; Kinder, 2000). Nevertheless, others concluded that internet recruitment is not efficient and may be inconvenient to the organization (Zusman & Landis, 2002).

This study aims to understand the effectiveness of the different means of internet as a recruitment source used by five stars hotels in Qatar and show if e-recruitment is an effective way to attract qualified applicants. Therefore, this review of literature will be divided into the following parts (a) e-recruitment (b) company website (c) social media (d) recruitment websites.

E-recruitment

According to Howardson and Behrend (2014), most of the organizations today are using their company websites or third party websites, which are very effective, to post job vacancies and attract potential candidates. Internet tools increased the speed of the recruitment process. It ensures quick response to the qualified candidates. Hence, internet recruitment can be used to fill vacant positions in the organization in a short period.

Furthermore, job advertisements posted online give organizations the ability to reach and attract a large and diversified number of potential applicants both nationally and internationally. Unlike traditional method of recruitment that only reach to a limited number of potential candidates, for example, those who could access newspaper. Florea and Badea, (2013) disagree with them. The results of their study, which was conducted in Romania, concluded that job seekers still prefer traditional methods of recruitment due to the realistic of information compared with the internet. Also many of Romania's large companies do not consider E-recruitment to be the number one method for recruitment. Therefore, they are not investing much in website development and they think that applicants' attraction is not influenced by the quality and ease of use of the website. The cost of internet recruitment is considered to be more expensive for internal hire compared with the other methods. In contrary, Howardson and Behrend (2014), see that another benefit of internet recruitment to the organization is the ability to reduce the cost. The use of the Internet to advertise job positions and attract potential candidates proved to be less expensive compared to a traditional form of job advertisement. Vacancies published in newspapers and magazines cost very high price to be featured on attractive pages. Deillon, (2014) also agrees that savings in time and cost are considered to be the biggest advantage of e-recruitment. For small fees SMEs can shorter the duration of the process through the rapid exchange of information. The study outlines the reasons that drive SMEs toward the use of internet in recruitment and discuss the difficulties preventing the effectiveness of e-recruitment for them. The use of internet succeeded in attracting a passive number of diversified applicants from all over the globe. It also helped to reduce

the work load for recruitment employees and made it easier for any manager to access information about potential candidates. However, the effectiveness of e-recruitment depends on the level of technological development used by the company. For SMEs budget constrains plays an essential role in the integration of e-recruitment. Therefore, all advantages should be weighed against the size of investment SME is willing to put in recruitment. Some of the challenges that SMEs can face are related to the quality and quantity of applicants due to the large number of received applicants which makes it hard for good ones to stand out. Also the lack of personal interaction and security of data preform an issue since most of SMEs consider face to face as the most effective way for selecting a candidate that fits the job.

Khan, Awang & Ghouri (2013) in their study, highlight the significance of e-recruitment for organizations. The results indicated that the internet is the most used method to search for job among other methods. However, the effectiveness of e-recruitment depends on the job post information. Salary information for example, present a very strong motivator for people to apply. Lastly, statistics indicated that the method of recruitment and how applicants perceive the job advertisement influence the intention to pursue the position applied by the job seeker. Some of the information applicants get from companies website when applying for the job include job responsibility, working conditions, salary and general organization attractiveness. On the other hand, Holm, (2010) concluded that the introduction of e-recruitment changed the tasks and subtasks of recruitment and affected the process positively. In the qualitative study, three companies were interviewed and the all confirmed that they are using their own company website and

other job boards to advertise vacancies. It helped to reduce the cost and improved the hiring time. The automated features of e-recruitment methods helped to minimize the workload for employees and facilitate the communication with candidates, for example, personnel does not need to reply to each applicant and it can be automatically done through the websites. However some other features are not preferable to be used like automated scanning, which is not usable by any organization and is not considered to be effective. Mwash, (2013) agrees that the use of internet recruitment has changed the process of recruitment for both employers and job seekers to a faster and more reliable method. In Tanzania, the increase of foreign investments made it a necessity for organizations to cope up with the global changes in the human resource. The different e-recruitment choices allowed job seekers to create profiles for them; however companies in Tanzania are not aware of this advantage that helps them to find a qualified match to their required positions. For companies internet is still considered to be costly and its accessibility is limited to the big cities therefore it failed to reach the population in areas with no internet access.

Company Recruitment Website

Baum and Kabst, (2014) in their study indicated that there is a significant difference between the printed advertisements and company recruitment websites effectiveness to attract potential applicants. The activities of these methods can positively impact the attraction of applicants when they successfully provide information about employer brand. The results of a survey distributed to university students in Germany indicated that company websites, which are considered high- information recruitment tools, has a

stronger relation to employer knowledge. It can better communicate specific information about employer familiarity, reputation and job information. It suggests that the well-known companies should consider using the online recruitment more because of its cost-effectiveness over printed advertisements. On the other hand, printed advertisement might be more suitable for less known companies. These low levels of informative tools are more effective when applicants have less familiarity with the brand. These companies should adopt multiple approaches to establish employer knowledge and applicant attraction. However, the content of printed advertisement should be developed in accordance with recruitment websites. Recruitment advertisements could be placed on job boards or social media as the cost of printed advertisement might not be as cost efficient. The results are compatible with Braddy, Meade and Kroustalis, (2008) study which indicate that the company recruitment website has a positive effect on the perception of the organization for job seekers. The attractiveness of a company can increase if its website provide a good impression about its image as a potential employer. But they disagree with them regarding the familiarity of the organization and its relation to applicants' perception. On the other hand, the usability of the website has a positive relation with viewers' impression of the organization. Therefore the study suggests that organizations should be caution when they develop their website in order to provide the related and necessary information that increase its attractiveness among applicants.

Stone, Baker-Eveleth and Eveleth, (2015) and Ehrhart, Mayer and Ziegert, (2012) also agree that usability and content of a company recruitment website play an essential role in providing human capital through the internet. Stone, Baker-Eveleth and Eveleth,

(2015) outline that the positive behavioral intentions of job seekers can supply the company with applicants who can later be recruited if suitable to the organization. Familiarity, usability and ease of use of a website motivates the applicants desire to seek more information about the company. And even though ease of use does not directly affect the applicant intention it influences the perception of the user toward the website. The usability of company website in recruitment increases its attractiveness to the young generation as it indicates that the company is committed to technology (Ehrhart, Mayer and Ziegert, 2012). The study focus more on work-life balance content and usability of the website in order to measure the millennial generation perception about a particular company recruitment website. The results indicated that the available information about the characteristics of the organization help in the attraction of applicants. Millar, (2009) analyze the content of 19 company recruitment website in the cruise industry and concluded that: not all of them are not taking full advantage of this tool. Only few companies have online application that allow candidates to apply online. The rest are still providing email address to receive resumes on it. This does not help the image of the cruise industry that needs to be up to date with new technologies. While information about the company band and image is important to the applicants' attraction, companies failed on the content level to promote themselves. Most of the websites lack information about listed jobs, work life or salaries. For unusual industry like this it needs to include more information about any posted job so applicants know what to expect. Also they could include some hints regarding the expected salary, especially for those who are new

to the industry. With regard to using developed features they did not provide a way to search the listed positions.

Social Media Recruitment

The use of social media sites like LinkedIn and Facebook in recruitment had led to a dramatic change in its procedures (Gandhi & Chauhan, 2014). These web-based services are used to create personal and professional profiles. It is also used to share view profiles of a connection and share it with another users (Melanthiou, Pavlou & Constantinou, 2015).

Melanth, Pavlou and Constantinou, (2015) conducted an exploratory research in Cyprus aimed to shed some light into e-recruitment practices. The results showed that 117 companies are using social media accounts like LinkedIn and Facebook in recruitment. While LinkedIn is considered to be the most used social media tool by them, Kyrouz, et al., (2016) and Abel, (2011) agree that Facebook is considered more as social oriented tool and it is not the most used method for recruitment. Melanth, Pavlou & Constantinou, (2015) also indicates that there is no relation between the use of social media in recruitment and the company size or industry, but big companies are using more than small ones. The number of users increases among companies form technological background. It is found that companies see social media as powerful tool that helps to attract applicants from the same quality as other methods, however sometimes information provided by applicants is not trustworthy. Also Companies does not see social media as a reliable tool for recruitment as the number of applicants received does

not mean they can find qualified candidates (Abel, 2011). Time and cost are important of the development of e-recruitment process that is the reason why only few numbers of Cypriot companies are using it. When it comes for legality companies consider screening applicants' profiles for information to be violation the privacy rights. However, it is used by them to do background check about candidates, but decisions are not based their on information on social media. Kyrouz, et al., (2016) concluded that Facebook is a faster and easier way than traditional methods to communicate with applicants who can ask any questions and make comments that other applicants can see. It is considered a better informative way about a posted vacancy which helps to give credibility to the recruiter. Its promotional strategies are considered to be more effective to recruit hard to reach population. With regards to cost efficiency, from the results, Facebook is not seen as a cost-efficient way. And while Abel, (2011) indicated that users of social media in recruitment should not expect lower cost as costs are not affected, Gandhi and Chauhan (2014), disagree and see it as faster and lower cost method that helps employers to engage with target audience and reach to a large pool of applicants by spreading information about the company and the available job. Their study outlines the advantages of using social media in recruitment. With the increase competition, social media provides a way for recruiters to search for potential candidates, especial if employers are looking for something specific they can look for it from the connections they have. The biggest advantage of using social media comes when a specialized position is required. It helps recruiters to target candidates with special skills or qualifications and facilitate the communication with them. It also allows companies to easily do referrals check. Social

media usage provide advantages for more than just recruitment, company present on social media sends a positive message to applicants and promote its image in the digital world. On the other hand, using social media can have several disadvantages for the recruitment process. Sometimes it can affect the company image negatively and it is considered very risky because it can easily be hacked resulting of a spam or loses of data. A major disadvantage of social media usage is unreliability of data provided by applicant; users can adjust their profiles in a way that fits the positions.

According to Sills (2014), the type of recruitment method depends on the job and level of position required. Therefore any company should modify its e-recruitment tools to the trends of these days. Social media is now used as a proactive way to find potential candidates in a very short time. It helps to facilitate the communication between employers and candidates. The challenge of using social media is the lack of face to face interaction as it minimized the personal connection and reduced the administration for recruiters. The study also indicated that the opinion to hire or not is not affected the profiles of applicants on social media. However these profiles are considered to be an advantage as managers can share profiles of interesting applicants. Social media also has many advantages of saving time and money but other challenges like the large number of applications received for a position which makes it hard to one to sand out. Media, (2011) also agree that social media is a cost-effective hiring solution and companies can minimize the money they spend on job borders by using. Companies with low recruitment budget should work on stronger online present. It is also a faster way of advertising jobs for example a job can be tweeted by a company and in munities it

retweeted by a number of followers. The study suggests that social media is not a replacement of existing tools of recruitment but an extension to it. Company should use a mix of Job board and social networking sites so that they target talents in more efficient ways. However they should consider the way to engage candidates before they have social media presence. The effectiveness of any social media recruitment strategy, depends on "networking the networks". This means using different platforms in order to reach out to talents and a greater pool of applicants. The use of social media tactics helps to promote the company's brand and marks its presence in the digital space.

Recruitment Websites

Recruitment websites hosts a large number of postings about available jobs to facilitate job search. They are in the business of providing information to the labor market about employers and applicants in order to easily match vacancies and job seekers (Brenčič, 2014). These commercial job sites like monster.com and bayt.com offer job openings for millions of positions on different levels. However, for some higher level positions might be approached through more traditional methods. (Maurer & Lui, 2007).

E-recruitment, as noted by Ramaabaanu and Saranya (2014), can be done by many ways; one of them is using job boards. Companies are benefiting from recruitment websites to post jobs or search for suitable applicants. These platforms help to enhance the recruitment process on many levels. The results show that using a website like bayt.com, for example, can reduce the cost and time of hiring and provide searching and filtration tools that facilitate finding applicants in a fast and an efficient way. This website can be

cheaper than hiring through agencies which takes around 30% of annual salary per person. It also reduced the hiring cycle by providing an active interaction where an employer can post a job and immediately start receiving applications. The latest technologies used by these websites offer employers the ability to filter applicants based on their preference or conduct a search based on preferable criteria. This increase the efficiency and the rapid of the recruitment process and help companies to find the perfect fit with ease and low costs. Brenčić and Norris, (2012) also agree that the tools offered by these websites, like Monster.com helped to improve the search outcome for recruiters. Results indicate that employers who regularly use this job board are more likely to use the online search and gain more from it. Also vacancy characteristics increase the use of these tools especially when the employer is looking for specific requirements like education or experience.

Ettinger, Wildrom and Van Dick (2008) explain the aspects that help e-recruitment websites achieve active long- term participation and transfer it to a career community. The paper is based on a case study of an e-recruitment platform specialized for Australian engineers. The results showed that participants still prefer to apply through the company website as they see it more trustworthy than other methods. They see that job boards are tools to find a job whenever needed and not to have social community or connect with people on it. However there are many aspects that job boards can have in order to insure the return of its users on the long-term. Among these aspects is the impression of the resume forms and the structure of the webpage perceived by users. Other factors that makes applicants re-use the service of job board is simplicity, easy navigation and

usefulness of this career site features to the users. Also building a confidentiality structure helps to make users share more personal and sensitive information that enhance the search quality for employers.

CHAPTER 4. METHODOLOGY

Research Approach

The main purpose of this study is to understand the effectiveness of the different means of internet as a recruitment source used by five stars hotels in Qatar and show if e-recruitment is an effective way to attract qualified applicants. The study adopts a qualitative approaches consist of combining literature review and a case study research. At first, secondary data were collected by reviewing related literature in order to represent the extent of using the internet as a recruitment source within organizations. Then Primary data were obtained based on case study that uses semi- structured face to face interviews with the recruiting managers of five star hotels in Qatar who are using e-recruitment methods.

Research Model

The research model focuses on measuring the effectiveness of three means of e-recruitment which are the company website, social media and recruitment websites. Based on the literature review, some factors have been streamlined which directly affecting the effectiveness of these methods. The main four factors are: cost efficiency, workload, geographical spread and quality of applicants. Therefore the study proposes a research model depicted in Figure 1 below.

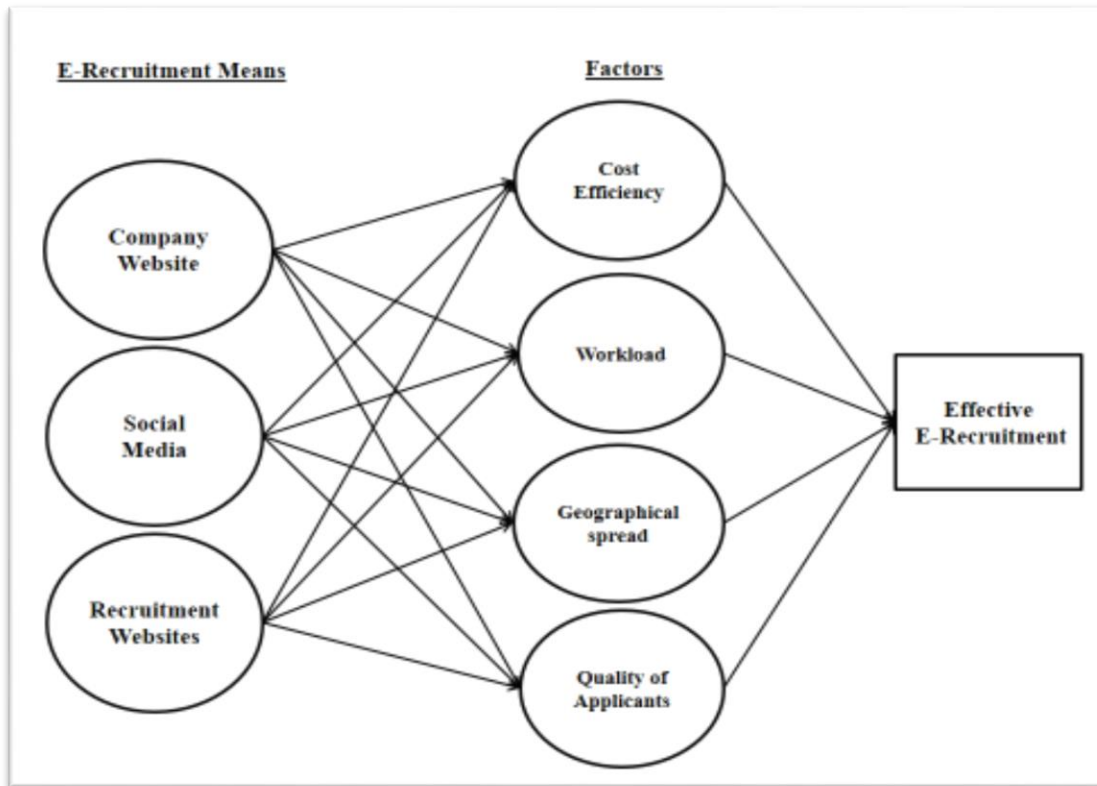


Figure 1. Research Model

Data Collection

In order to measure the effectiveness of the different means of e-recruitment the research uses both primary and secondary data sources. Secondary data were collected through the review of previous literatures in order to understand to which extend the four factors

contribute to the effectiveness of e-recruitment methods. It also aims to show the advantages and disadvantages of e-recruitment and the factors related to the effectiveness of this technology. After identifying the related factors (cost efficiency workload required, geographical spread and quality of applicants,) semi- structured and in-depth interviews were conducted with recruitment managers of five stars hotels. Questions were designed in a way that measure how each factor is contributing to the effectiveness of each of the e-recruitment method. Each question (as showing in appendix B) focuses on the opinion of the recruitment managers with regard the purpose of the study in order to get a deep understanding of the used methods and aims to get a specific response without setting any limitations. The interview questions were e-mailed to the interviewee prior to the interview to get a sense of the study.

Scope of Work

The hospitality industry in Qatar has been chosen as a contest for this research focusing only on five star hotels. There are 35 five star hotels located all over Doha serving the large number of visitors entering Qatar each year. Some of these hotels are part of worldwide hotels chain, while others are single hotels branded only in Qatar. The reason behind choosing the hospitality industry and focusing on five stars hotels is because it is an industry with a high turnover rate and employees are coming and going. Also these big hotels are continuously searching of skilled labor in order to attend to its customers.

Sample and Population

In this research, the population consisted of all recruitment managers of the five star hotels in Qatar (Doha). The reason of this is because they are only person responsible for the recruitment process, and all resumes are being collected and viewed by them before sending it to other managers. All hotels were contacted in order to schedule an interview with recruitment managers. However, not all hotels accepted to participate in the study. Thus, the sample size for this study consisted of 21 hotels, which present 60% of all hotels.

Data Analysis

For this study, descriptive analysis techniques has been used in order to transform the raw data collected through the interviews in to other form that is easy to understand and interpret. At first all data has been sorted and coded in excel sheet. Data for each question was then arranged in a way that facilitates getting the statistical analysis. After that a narrative analysis was used in the interpretation of the answers provided by interviewees. This technique helped in drawing a conclusion related to the investigations of confederation and implications of this study.

CHAPTER 5. RESEARCH FINDINGS

From the interviews it was found that all five star hotels in Qatar (Doha) use at least one method of e-recruitment. Table 1 shows the methods used by each hotel.

Table 1. The Use of Different E-recruitment Means in Five Stars Hotels in Qatar

	Company Website	Social Media	Recruitment Websites
Hotel 1	Yes	Yes	Yes
Hotel 2	Yes	Yes	Yes
Hotel 3	Yes	Yes	Yes
Hotel 4	Yes	Yes	Yes
Hotel 5	Yes	Yes	Yes
Hotel 6	Yes	Yes	Yes
Hotel 7	Yes	Yes	Yes
Hotel 8	Yes	Yes	Yes
Hotel 9	Yes	Yes	No
Hotel 10	Yes	Yes	Yes
Hotel 11	Yes	No	Yes
Hotel 12	Yes	No	Yes
Hotel 13	Yes	Yes	Yes
Hotel 14	Yes	Yes	Yes
Hotel 15	Yes	Yes	No
Hotel 16	Yes	No	Yes
Hotel 17	Yes	Yes	No
Hotel 18	No	Yes	Yes
Hotel 19	No	Yes	Yes
Hotel 20	No	Yes	Yes
Hotel 21	Yes	Yes	No

To answer research question number 4 and based on question number 2 it was found that 86% of the hotels use the company website as the most used source of recruitment by five star hotels in Qatar (Doha). However many of them connect their company website with a recruitment website or social media in order to save time and effort. This will show any advertised vacancies on the other means at the same time of positing them on the company website without having to duplicate the work. With regards to question number 3 in the interview, all hotels agree that there are several advantages of using the internet in the recruitment process. On the other hand, few hotels encounter some challenges of using e-recruitment. Table 2 lists the advantages and disadvantages of e-recruitment.

Table 2. Advantages and Disadvantages of E-recruitment

E-recruitment Advantages	E-recruitment Disadvantages
<ul style="list-style-type: none"> ▪ Ease of Use ▪ Reach out to strong and diversified applicants ▪ Easy to communicate with applicants ▪ No need for intermediate ▪ Promote Hotel Brand ▪ Easy to find and sort information ▪ Reduce the recruitment cycle ▪ Provide large number of candidates ▪ Cost saving 	<ul style="list-style-type: none"> ▪ Resumes Fraud ▪ Irrelevant applicants ▪ No Physical contact with applicants ▪ Time consuming ▪ Does not reach to everyone ▪ Misunderstanding of advertised position

When it comes to using e-recruitment means, for some hotels, it is a must for all candidates to apply through the company website even those who were reached by other means. All hotels, that have a recruitment company website, consider it to be very cost efficient. For workload, 67% confirm that it helps to reduce the workload while only 11% say that it increased it (figure 2). Out of the 18 hotels using the company website, 11 consider it to be an efficient way of recruitment and 15 hotels confirm that it has a global geographical spread. The results for question number 10 about the information provided by candidates on the company website indicate that 50% of the hotels receive all necessary information all the time. The other 33% pointed that they only find it sometimes useful and enough to hire candidates. For quality of applicants, 11 hotels think that the company website provides the most qualified applicants to the company.



Figure 2. Company Website and Workload

With regards to the use of social media as a recruitment method, 16 out of the 21 hotels are using it in their process compared to 3 who do not, while 2 hotels are rarely using it (figure 3). They all use LinkedIn and consider it to be the only professional social media network. They also agree that social media is a cost efficient mean and attracts applicant form all over the globe. Out of the 18 hotels 67% confirm that social media helps to reduce workload for recruitment employees and the other 33% see that it does not have any effect. It is considered to be an efficient way by 13 hotels; however 67% of them confirm that the information provided by applicants is not enough to hire them (figure 4). For the quality of applicants provided by social media, 33% of the hotels using it say that it provides more qualified applicants, 22% of them do not agree and the other 39% said it depends on the position.

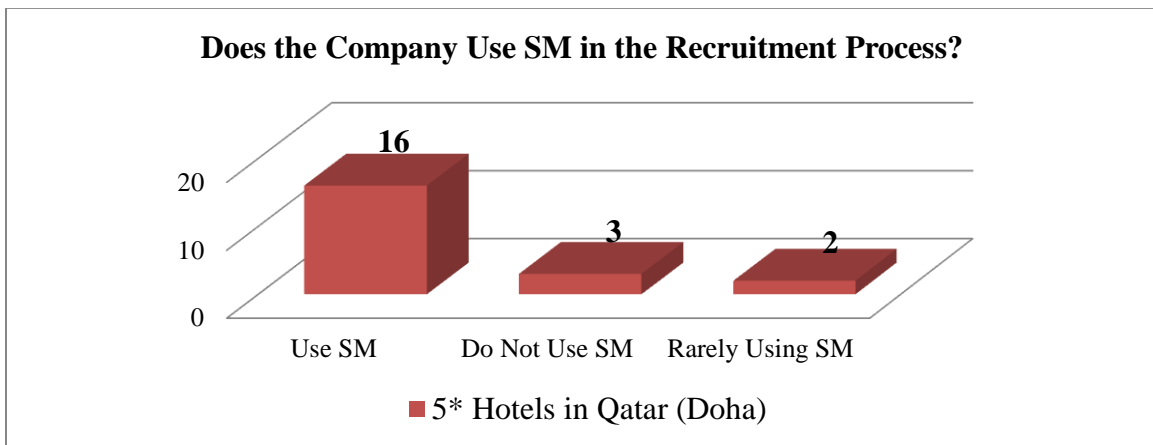


Figure 3. The Use of Social Media in Recruitment

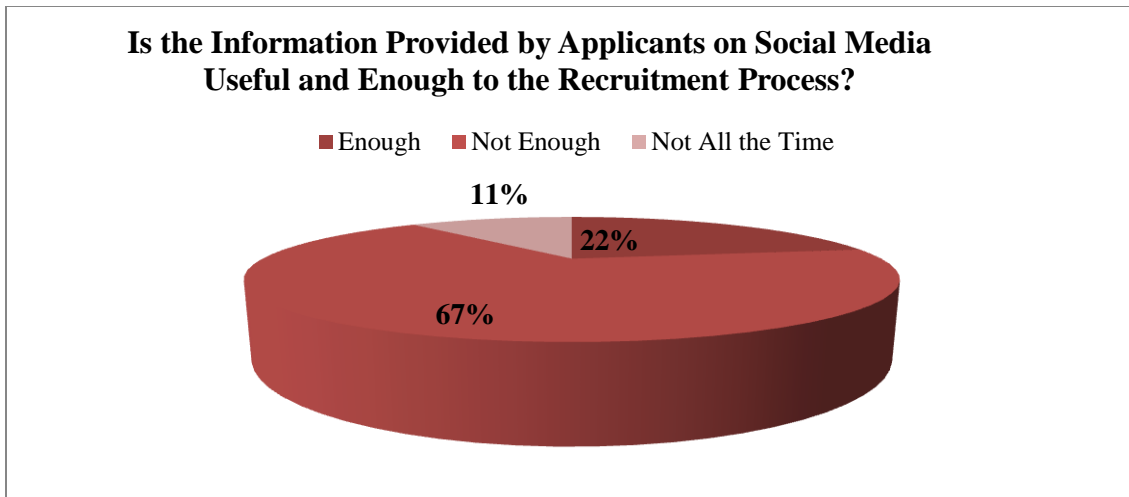


Figure 4. The Information Provided by Applicants on Social Media

Recruitment websites, on the other hand, are used by 81% of the hotels. Out of the 17 hotels that uses recruitment websites cost is considered to be efficient by 12 of them, while the other 5 consider recruitment websites to be expensive and not very cost efficient. With regards to workload 88% of the hotels confirm that it reduces workload for recruitment employees while 12% say it does not have any effect and work still the same. Efficiency of using recruitment websites as a mean of recruitment has the same result where 88% of hotels consider recruitment websites to be efficient way of recruitment and the other 12% do not agree with them. For geographical spread, all hotels confirm that it provides applicants form all other the world. However, only 8 hotels see that it provides more qualified applicants compared to the 3 who mentioned that it

doesn't, while the other 6 confirmed that it depends on the position. The results about the information provided by applicants indicated that 53% of the hotels receive the necessary information about applicants, 12% do not and the other 35% say that it is only sometimes enough and useful to the hiring process.

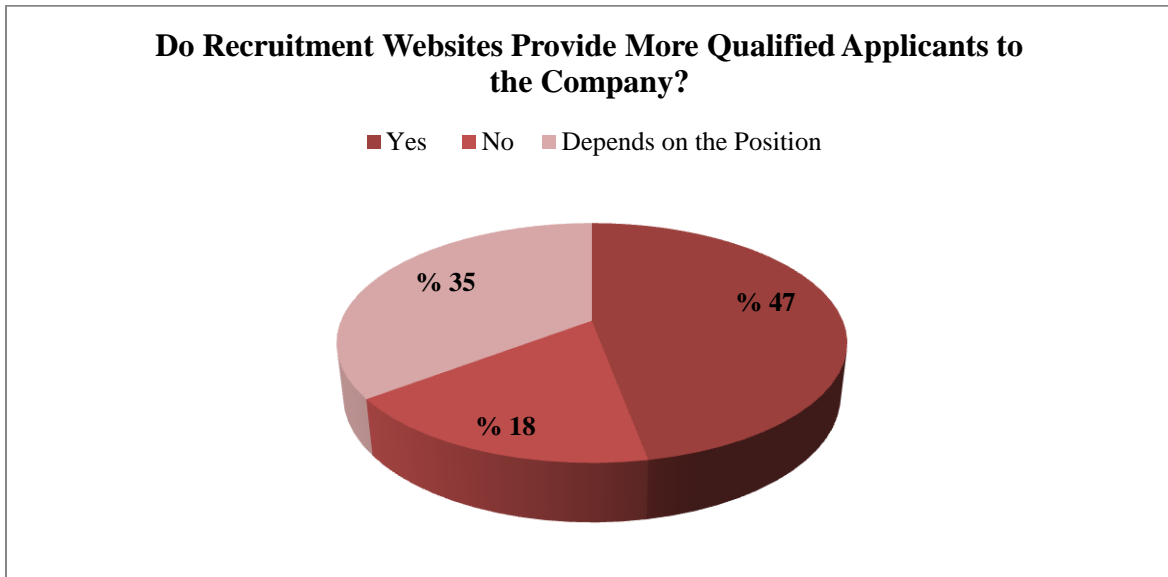


Figure 5. Recruitment Websites and Quality of Applicants

CHAPTER 6. DISCUSSION

The research focuses on the effect of four factors that contribute to the effectiveness of the different means of e-recruitment used by five stars hotels in Qatar (Doha).

The first factor in the effectiveness of any e-recruitment method is its cost efficiency. It means how the company considers the value of money paid compared to the service received. For company website all hotels confirmed that it is a very cost efficient tool. It allows hotels to replace the old traditional method of advertising vacancies through newspapers which costs lots of money. It also helps to minimize the use of hiring agencies that require longer time and more money. The cost per year of the website is not as much as the agencies where every time the hotel hires through them it has to pay per person the cost of 1 month salary and for higher levels positions 10-15% extra of their annual package. Moreover, the company website fee is tied up with the corporate website; therefore Human Resource department does not need to bear any costs separately under their budget. The company pays only once to the provider and can have its own resource which allow all properties cross the glob to use it. While the recruitment website has no tangible value, its value comes from the resources it provides for all hotels of one chain without having to pay separately for each one. Also the company website can be managed by the in-house IT team. This facilitated the process for recruitment managers if they need to add a special feature or when something goes wrong and they need to fix it to contact IT department and not to depend on external provider.

At the same time, social media is considered to be the most cost efficient way of e-recruitments by all the hotels that are using it. Almost all of the recruitment managers are using their own personal profiles to find applicants or share posts. It is cost free and they can access all profiles and have as many contacts as they like. These contacts share vacancies posts and promote jobs a manager advertises using his own account. Managers also get referrals from contacts in their network which is considered an advantage because these connections know the business better and refer good applicants. The word of mouth is the fastest way of spreading news and share vacancies. For hotels that have company profile on LinkedIn they pay very small fee and the profile is used by everyone from anywhere and can provide wider connections than personal accounts. Some hotels have alumni club for current and ex employees where they post social activities and use it also to advertise job vacancies as well.

On the other hand, not all hotels agree that recruitment websites are cost efficient. Some see that they can better benefit from recruitment websites on the corporate level. The same company account can be used globally and cost only small rate for a big hotels chain. These hotels consider the fee paid to recruitment websites not that high and is suitable for the service provided considering the quality and number of applicants. They only pay annual fees with no restrictions to the number of positions they post. Credit is also used to screen and view applicants profiles. Some says it is linked to the company yearly fees. For other hotels, using recruitment websites depends on the allocated budget to the recruitment process. However, some hotels consider recruitment websites to be an expensive tool. They argue that the money they pay is too much and they do not get

qualified applicants that fit the positions' requirements from it. The case is even worse for hotels that do not have an account on the recruitment website because it is very expensive for them as they are being charged per post.

The other factor related to the effectiveness of e-recruitment is workload. By using the company website, many hotels confirm that it helped to decrease the workload. It allowed recruitment managers to search and contact candidates directly without going through intermediate. It also helps to save time for them and reduce the turnover cycle as they get lots of applicants as soon as a vacancy is posted. The system the website has makes it easy to search and sort. Other hotels argue that it increased the workload as it made recruitment an ongoing process. A lot of irrelevant CVs are being received for each post. Managers cannot control the large number of candidate which requires long time to go through all of them. Sometimes it takes a longer time to process especially for these hotels that just started to use the company website. Other hotels confirm that workload did not change with the use of e-recruitment, but think that the process for applying in the company website is considered to be complicated by many applicants.

Moreover, social media helped to reduce workload as managers no longer need to do much of paper work. It is considered to be one click away from having profiles from all over the world and more accessible to references. It facilitated research and communication and made it easier to contact interested candidates. Also helped in headhunting for managers who know the criteria they are looking for and it is easy to communicate with talents. Few hotels confirmed that it did not change the workload. It is

still the same as news on social media spreads fast and has forms constant attraction for relevant and irrelevant applicants, which increases workload.

Recruitment websites, as considered by many hotels, do not require much work because it is linked to the company website and there is no need to post vacancies again. Also, these websites are directly administrating the posts and hotels do no need to do this job. These features it has made the process easier than going through agencies that requires sending a request and waiting for reply. It is considered convenient by many for being accessible from anywhere, unlike the company website that might require logging in from the office only. The accessibility also to anyone helps different requesting departments to be able to go directly to it and search for candidates who they consider suitable.

When it comes to the Geographical spread factor, all three methods are considered effective by all hotels. For hotels that are an international brand, its website is well known by people from all over the world which attracts applicants from everywhere. Linking the company website to recruitment websites also gives it international present. Furthermore, Social media is used by everybody around the globe. People from all nationalities and ages are using it to search jobs and promote themselves. It is open to the entire job market. Recruitment websites are considered to be more globally than the company website. However, not all recruitment websites have the same global present. Some are only targeting the Middle East region.

With regards to the last factor related to the effectiveness of e-recruitment, which is Quality of applicants the opinions varies about each method. Company website structure

provides a good process that allows hotels to get variety of applicants and gives managers an idea of the quality of these applicants. It also has criteria that help to sort candidates in an easy and quick way. This helps managers if they like to look for applicants with certain experience or skills. Another advantage of using the company website is that it reaches to internal candidates first. These candidates are working within the same chain and more experienced when it comes to knowing the business. This provides a variation of candidates even for some specialized positions staff who might like to relocate. On contrast, some hotels see that it provides a large number of candidates but the qualified applicants are on the senior level only. Others argue that it does not provide that much of qualified applicants. For them it depends on the position advertised as company website has a mix of everything the good and the bad. Few hotels, on the other hand, require a behavior assessment through its website that measures the quality of applicant applying for a certain position.

Social media also forms a good source of qualified applicants. Most of the hotels agree that for some positions social media provides more qualified candidates than other methods, especially for higher managerial level and specialized positions. The reason behind it is because recruitment managers can do headhunting through their personal accounts. On contrary, other hotels argue that it only provides qualified applicants for junior positions as is it used by the younger generation who does not have much experience, where people with more experience of older ages might not have present on social media. For Social media the more specify the advertised position is the more relevant CVs will be received. The only concern that hotels has when using social media

is resume fraud, where people adjust their resumes in order to fit the vacancy they are applying for.

Recruitment websites usually has the same level of qualified applicants as the company website since they are connected most of the times. However it provides more chances to find and hire the perfect fit for a position because it is used in a wider level. It is considered to be a very good source in overall. Some see that it provides a large number of applicants, but not necessarily the best. It requires lot of search in order to find the right candidate. For others it is still better than social media. Some are facing a challenge finding good applicants because it does not have good filters. Quality also depends on the position; for lower or junior level recruitment websites provides variety of candidates, but for key positions like directors it might not work. Finding qualified candidates usually depends on the job post for a vacancy and how managers use the available filters. In all cases, managers still receive a lot of unwanted and irrelevant CVs.

At the end, when it comes to the effectiveness of the different means of e-recruitment lots of hotels confirm that company website is a very effective method. It streamlines the process and contributes in big saving for the company. Also it allows a direct contact with the applicants without having to go through an intermediate. It attracts applicants from different nationalities and helps in advertising the company brand. Moreover, it prompts vacancies among internal talents as it is reachable and accessible tool.

For Social media there are different opinions about its effectiveness to the recruitment process. On one hand it can be very effective when company links it to its website and no need to post vacancies again and save cost because it is free. It serves the philosophy of

others by being more appealing to generation Y. Its efficiency is also related to how people quickly respond to it and sources are available on a fingertip. It provides qualified applicants for higher levels, but managers can also find lots of skilled people from the younger generation. On the other hand, many think it is not very effective way of recruitment because applicants can manipulate information and have fake profiles. Resumes fraud is very common for social media users.

For many hotels they still prefer to go through recruitment websites, especially the ones for hospitality industry only, and consider it to be the most effective way to reach out to qualified applicants. They confirm that it has a majority of diversified number of applicants from all over the world, who prefer to go to recruitment websites and see all vacancies at once. Also, it has a good layout system and presented in a good way that serves the recruitment managers by allowing them to access it from anywhere.

CHAPTER 7. CONCLUSION

Conclusion

In the last few years, companies started to use the different means of internet like company website, social media and recruitment websites, in recruitment process in order to achieve competitive advantage. This technology has changed the process of recruitment and companies started to benefit from it in a positive way. This study describes the advantages and disadvantages of e-recruitment and how five stars hotels in Qatar are using in effectively to attract talents.

The study adopts a qualitative method comprising literature review and a case study. The sample consisted of 21 five stars hotels in Qatar who use e-recruitment means. Data was collected through a semi-structured face to face interview with the recruitment managers to gather information about their perception and use of internet tools. Then collected data was first coded to get the statistical analysis. A descriptive analysis followed through a narrative way in order to further explain the effectiveness of e-recruitment methods used by these hotels.

The results of the study concluded that are many advantages of using internet in recruitment as seen by all interviewed five stars hotels in Qatar. These hotels are using one or more e-recruitment method in order to reach to wider and diversified applicants from all over the world. The most used method is company website; however it is usually linked to another method. Cost is considered to be efficient by all hotels, but recruitment websites are seen expensive for some hotels. For social media, hotels who are

not using does not consider it as a professional tool for recruitment, while others use it to search for talents for higher positions.

Recommendations

As the main focus of recruiters is to provide a qualified human capital that attributes to the successes of any business, recruitment process should be up-to-date and keeping with the change in technology. The study suggests few recommendations that will help hotels to better benefit from the use of e-recruitment.

- 1- For hotels that do not have a company recruitment website we would recommend to establish one. This website will facilitate the work for recruiters and it should be built based on their recommendations for necessary features. The website will also help to promote the image of the hotel as a place to work for.
- 2- Social media is a necessary mean in our days that will help all hotels to reach out to more applicants especially from generation Y. Therefore it is recommended to have a company profile to promote job vacancies for these hotels that do not have in order to be able to search and reach out to candidates for higher level positions.
- 3- Using recruitment websites that are specialized for the hospitality would also help five star hotels who are not using it to target interested people in working for this industry and all hotels should use it and it is very useful for mass recruitment.
- 4- We would also recommend all hotels to use a mixed method of all three means together as this will help to increase the number potential candidate.
- 5- Also it is good for hotels to link all three methods together in order to minimize the workload.

Limitations and Future Research

Some limitations faced by the researcher were the inability to interview targeted sample size of all five star hotels in Qatar and collecting the full data from them. Lot of hotels did not want to participate in the research. Time frame also formed a limitation to this study since interviews took place between July and August. These two months are considered very critical for employees who take their leave at this time of the year and were not able to participate in the study.

Lastly, even though this research confirms the use of e-recruitment methods is an effective way in the hospitality industry a similar research can be conducted in a wider range. Future research is preferable to include all hotels in Qatar to understand the difference in using e-recruitment methods between big and small hotels.

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Appendix (A): Consent to Participate in Research



Consent to Participate in Research ***E-recruitment & The Effectiveness of the Different Means of Internet as a*** ***Recruitment source: A Case Study of Five Stars Hotels in Qatar***

My name is Dana An Natsheh. I am a MBA student at the University of Qatar, working with my faculty advisor, Dr. Anas Al Bakri in the collage of Business and Economics. I would like to invite you to take part in my research study, which concerns to understand the effectiveness of the different means of internet as a recruitment source used by five stars hotels in Qatar. It will explore the benefits of the different e-recruitment tools that can be used to increase the effectiveness of the recruitment process. It also aim to show how recruitment managers at these five stars hotels are taking the advantage of three different means of internet (company website, recruitment websites and social media) in the recruitment process. It will also aim to see if these three means are considered effective based on four factors which are quality of applicants, cost efficiency, workload and geographical spread.

If you agree to participate in my research, I will conduct an interview with you at a time and location of your choice. The interview will involve questions about *E-recruitment* . It should last about 20-30 minutes. With your permission, I will audiotape and take notes during the interview. The recording is to accurately record the information you provide, and will be used for transcription purposes only. If you choose not to be audiotaped, I will take notes instead. If you agree to being audiotaped but feel uncomfortable at any time during the interview, I can turn off the recorder at your request. Or if you don't wish to continue, you can stop the interview at any time.

The collected data will be handled as confidentially as possible. All data gathered from the interview will be stored in locked cabinets or password protected electronic files known by myself. If results of this study are published or presented, individual names and other personally identifiable information will not be used *unless you give explicit permission for this below*. All data will be destroyed on submission of the degree.

Participation in research is completely voluntary. You are free to decline to take part in the project. You can decline to answer any questions and are free to stop taking part in the project at any time. Whether or not you choose to participate in the research and whether or not you choose to answer a question or continue participating in the project, there will be no penalty to you or loss of benefits to which you are otherwise entitled.

There is no risk involve in this research. Also there is no direct benefit to you from taking part in this study. You will not be paid for this study.

If you have any questions about this research, please feel free to contact me. I can be reached at da1305517@qu.edu.qa or annatsheh-dana@hotmail.com .

CONSENT

You will be given a copy of this consent form to keep for your own records.

If you wish to participate in this study, please sign and date below.

Participant's Signature	Date
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[Optional/If applicable]

If you agree to allow your name or other identifying information to be included in all final reports, publications, and/or presentations resulting from this research, please sign and date below.

Participant's Signature	Date
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Appendix (B): Interview Questions

Interview Questions

1. Is the company using e-recruitment resources in the recruitment process or just depends on the traditional ways?
2. What is the most used method of e-recruitment, (company website, social media or recruitments websites)?
3. What are the advantages/ disadvantages of using internet in the recruitment process?
Company website
4. Did the company develop a recruitment process through its website?
5. Is the company website considered to be a cost efficient way for recruitment?
How is it efficient?
6. Did the company website help to reduce the workload for recruitment employees?
7. If it increased the workload, what are the reasons?
8. Is recruitment through the company website more efficient than other recruitments ways? How?
9. Did the company website succeed in attracting applicants from all over the globe and have a wild geographical spread?
10. Employees who were hired through the company website, was the information related to them useful and enough to hire them?
11. Does the company website provide more qualified applicants to the company?
12. How do you measure quality of applications received through the company website?
Social media
13. Does the company use social media in the recruitment process?
14. What is the most used social media mean by the company?
15. Does the company consider social media to be a cost efficient way for recruitment? Why?
16. Did social media help to reduce the workload for recruitment employees?
17. Does the company consider social media as an efficient way of recruitment?
Why?
18. Did social succeed in attracting applicants from all over the globe and have a wild geographical spread?
19. Is the information provided by applicants on social media useful and enough to the recruitment process?
20. Does social media provide more qualified applicants to the company?
Recruitment websites

21. Does the company use external recruitment websites in the recruitment process?
22. What is the most used recruitment website by the company?
23. Does the company consider recruitment websites to be a cost efficient way for recruitment? Why?
24. Did recruitment websites help to reduce the workload for recruitment employees?
25. Does the company consider recruitment websites an efficient way of recruitment? Why?
26. Did recruitment websites succeed in attracting applicants from all over the globe and have a wide geographical spread?
27. Is the information provided by recruitment websites useful and enough to the recruitment process?
28. Do recruitment websites provide more qualified applicants to the company?