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**ANALYZING EMPLOYEES' PERCEPTION OF TRADITIONAL AND MODERN RECRUITMENT***ANALISA PERSEPSI KARYAWAN TERHADAP REKRUTMEN TRADISIONAL DAN MODERN*

by  
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**Abstract:** Recruitment process has been evolved along with emerging technological innovations. The process of seeking and applying job now can be conducted in two ways, through traditional and through the modern system. In traditional recruitment, applicants are using physical sources and word of mouth as a source to find vacancies and applied their resume directly to the company. While in modern or what also called e-recruitment applicants could find the information of job descriptions in the internet and applied their resume through the online system as well, such as corporate website and email. This research aims to analyze the employees' perception of traditional and modern recruitment. This research is using qualitative research to gain a deeper understanding about the topic and the type of this research is exploratory research. Population in this research are all elements that can be respondent which are the employees which believes had the experiences of seeking and applying for job. The result of this research shows that traditional recruitment is more effective from the employees' perspective because it brings them higher opportunities to get a position in the applied company. Researcher recommends for the organization to provide exact and certain process in their online system.

**Keyword :** *recruitment techniques, traditional recruitment, modern recruitment, employees' perception*

**Abstrak:** Proses rekrutmen telah berkembang seiring dengan munculnya inovasi teknologi. Proses mencari dan melamar pekerjaan sekarang dapat dilakukan dengan dua cara, melalui sistem tradisional dan melalui sistem modern. Dalam perekrutan tradisional, pelamar menggunakan sumber fisik dan dari mulut ke mulut sebagai sumber lowongan dan membawa resume mereka langsung kepada perusahaan. Sementara dalam perekrutan modern atau yang juga disebut e-recruitment pelamar bisa mencari informasi tentang deskripsi pekerjaan dan mengaplikasikan lamaran pekerjaan melalui sistem online, seperti situs web perusahaan dan email. Penelitian ini bertujuan untuk menganalisis persepsi karyawan terhadap rekrutmen tradisional dan modern. Penelitian ini menggunakan penelitian kualitatif untuk mendapatkan pemahaman yang lebih mendalam tentang topik penelitian dan jenis penelitian ini adalah penelitian eksploratif. Populasi dalam penelitian ini adalah semua elemen yang dapat menjadi responden yaitu karyawan yang percaya memiliki pengalaman mencari dan melamar pekerjaan. Hasil dari penelitian ini menunjukkan bahwa rekrutmen tradisional lebih efektif dari perspektif karyawan karena membawa mereka kesempatan yang lebih tinggi untuk mendapatkan posisi di perusahaan yang diaplikasikan. Peneliti merekomendasikan bagi organisasi untuk memberikan proses yang pasti dan tentu dalam sistem online mereka.

**Kata Kunci:** *teknik rekrutmen, rekrutmen tradisional, rekrutmen modern, persepsi karyawan*

## INTRODUCTION

### Research Background

Recruitment as one of the HR activities is best described as a process the way in which an organization tries to attract the people to apply for an employment. According to (French and Rumbles, 2010:171) Recruitment can play a pivotally important role in shaping an organization's effectiveness and performance. Effective recruitment practices are an essential function of human resource management not only because of their role in facilitating organizational success but also because of their role in affecting applicants' job choice and ultimately an individual's quality of life.

Recruitment process has been evolved along with emerging technological innovations. The human resource field has expanded to encompass new and modern techniques. Back in the days, there is just traditional method of recruitment existed and used by most of the organizations as a way to hire new candidates of employee, starting with word of mouth, signs outside personnel offices and newspaper advertisements. With the development of technology the traditional method of recruitment has evolved to a modern technique or Internet recruitment.

Internet became one of the greatest recruitment resources available to recruiters today for locating qualified job candidates, making newspaper advertising an obsolete recruitment method (Tyagi, 2012:8). The Internet first emerged as a recruiting tool in the mid-1990s and was hailed in the popular management press as the driver behind a 'recruiting revolution' due to the benefits it could bring to recruiters (Boydell, 2002) and brought 'radical change to corporate recruiting' (Cappelli, 2001). Companies have reported savings of 95% when changing from traditional to online recruiting sources and individual companies have generated as many as 10,000 applicants through their recruitment web sites to fill fewer than 1000 jobs (Cober et al, 2000). From the research conducted by (Pin et al, 2001) among 167 organizations from various countries in Europe, it was found that 83% of organizations have a company website.

According to the recent research on the recruitment, the internet is increasing in use as a source for applicants as a job search tool. As many as 90% of large organizations in the United States have incorporated internet as their current recruitment practices (Cober et al, 2000) and as many as 15% of unemployed job seekers were using internet as part of their job search by 1998 (Kuhn and Skuterud, 2000). More recent job-seeker statistics reveal that as many as 52 million US job seekers have used the Web to search for a job, with 4 million searching on any given day (up 60% from data reported in 2000 (Pew Internet Surveys, 2002).

The process of seeking and applying job now can be conduct in two ways, through traditional way and through the modern system or e-recruitment. In traditional recruitment, applicants are using general newspapers and advertisements signs outside its office as a source to find vacancies. While in e-recruitment applicants could find the information of job descriptions and directly applied resume through the internet. E-recruitment takes care of the entire recruitment process, from placing the job advertisements to receiving the resumes and selecting the right candidate for the right job.

E-recruitment has proved to be a magnificent alternative for both job seekers and organization according to (Lang et al, 2011) research reveals that e-recruiting will reduce cost of recruitment, increase the number of applicants for the organization, enable time savings for both job seekers and organization and improve corporate image. Another research by (Sills, 2014) comparison within traditional recruitment and e-recruitment lead to the findings that e-recruitment is the present and future of recruitment activities, but some aspects of traditional recruiting are here to stay. Regarding the previous research, it shows that e-recruitment might be more beneficial rather than traditional recruitment, yet traditional recruitment techniques has some aspect that still needed lead to the meaning that this technique has not diminished. Therefore, researcher intended to study on the employees' perception of these recruitment techniques, such as Traditional and Modern recruitment. This research aim to focus on employees' overall perspective of the more effective recruitment for them. Therefore, this research is entitle "*Employees' Perception of Traditional and Modern Recruitment*"

### Research Objectives

The objective of this research is to analyze employees' perception of traditional and modern recruitment.

## THEORETICAL FRAMEWORK

### Human Resource Management

Human Resource Management design to maximize employee performance in service of an employers' strategic objectives. According to (Rao, 2009) Human Resource Management (HRM) is managing, planning, organizing, directing and controlling the functions of employing, developing, compensating and utilizing human

resources. As a result, the human and industrial relations are created and developed. And with further practices are ready to contribute to the organizational, individual and social goals.

### Recruitment

Recruitment is one of the core HR function in organization. Recruitment is the activity that generates a pool of applicants, who have the desire to be employed by the organization, from which those suitable can be selected (Lewis, 1985). In other words, recruitment is a process of attracting applicants with certain skills, abilities and other personal characteristics to job vacancies in an organization. Furthermore, it is not only the activity that satisfies the needs of the company, it is also an action that influences the future of the organization and its sustainable development (Sarma, 2008).

### Traditional Recruitment

Traditional Recruitment methods included newspaper, magazine, journal advertising, the use of employment agencies and executive search firms, and college recruitment (Richardson, 2009). Traditional recruitment starts with the identification of required applicants, their location and placement in the labor market, and proceeds with activities designed to attract and persuade qualified applicants to apply. Job applications are then received, screened, and sorted, leading to the drawing up of a shortlist. The process ends with communicating the pre-screening results to applicants (Lee in Holm, 2012).

### Modern Recruitment

Modern recruitment or Internet based recruitment is often known as E-recruitment. The term “E-recruitment” is comprised of two parts. The “E” stands for “electronic” and “recruitment”. E-Recruitment is the process of personnel recruitment using electronic resources, in particular the internet. E-recruitment can be divided into two types of uses: corporate web site for recruitment and commercial jobs boards for posting job advertisements. Corporate websites are a company’s own website with a link for job posting/career options where candidates can log into for current openings (Kaur, 2015).

**Table 1. The recruitment process set out in the traditional and ‘e’ way of recruiting**

Recruitment Process	Traditional	E-recruitment
Attracting candidates	Using sources that are not technology supported, like advertisement, flyers, spokespersons, to draw as many applicants as possible to contact the organization	Using the organization’s reputation product image, online technology and other methods to draw as many as possible to the organization’s website.
Sorting applicants	Using paper-based test for applicants to create a manageable applicants pool	Employing sophisticated, standardized online tests to screen candidates, and to winnow applicant pool to a manageable number
Making contact	Contacted the sorted applicants by phones and having face to face conversations	Using automated hiring management system to contact the most desirable candidate very quickly, before they are supported by another company
Closing the deal	Making the phone call. Setting up the meeting and shaking hands	Making the phone call, setting up the meeting and shaking hands.

Source: Kapse and Patil, 2012

### Employees’ Perception

Employee perception is a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment (Pannimalar and Kannan, 2013). Individuals’ perceptions have a directive influence upon their decision-making and the outcome of their decisions (Vithessonthi, 2005).

### Previous Research

Karim, Miah, and Khatun (2015) are studied about perceptions and behaviors of job seekers. This research investigates the perceptions and behaviors of job seekers concerning the use of the Internet as a

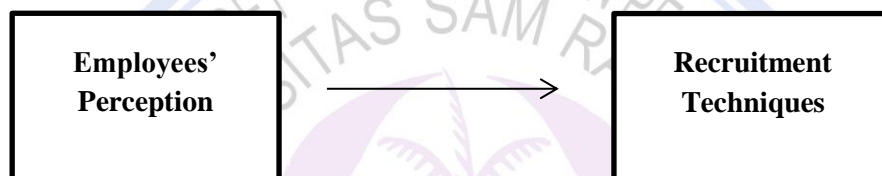
recruiting source. The results showed that perceived usefulness and perceived enjoyment are positively and significantly related to the behavioral intention to use Internet as a job search tool. The study implies that the developers of online job sites need to provide additional useful functionalities or tools in the sites to help users for job search.

Tong (2008) studied about jobseekers' perceptions and behaviors of e-recruitment adoption. The purpose of the paper is to examine the employed jobseekers' perceptions and behaviors of third-party e-recruitment technology adoption in Malaysia. The study implies that the third party e-recruiters' policy makers and human resources practitioners need to improve the e-recruitment system and services to attract these "passive" talented groups of candidates. Moreover, the outcome indicates that e-recruitment has not replaced some of the conventional recruitment methods.

Brahmana (2013) studied about job seekers intention of using e-recruitment. This research propose Perceived Usefulness, Perceived Ease of Use, and Perceived of Enjoyment as the determinants of the job seekers intention. Results showed that those three variables influence the decision making of job seekers. Also Perceived Usefulness is the mediating effect for jobs seekers in easy-to-use and enjoy feeling.

### Conceptual Framework

In supporting this research, researchers use a conceptual framework to help explain the research on employees' perception towards recruitment techniques. This conceptual framework was formed based on several supporting theories of employees' perception and recruitment techniques.



**Figure 1. Conceptual Framework**

*Source: Theoretical Review, 2018*

### RESEARCH METHOD

#### Research Approach

This research is qualitative research methodology that is to analyze employees' perception of traditional and modern recruitment. According to Denzin and Lincoln (1998) Qualitative research involves the collection of a various of empirical materials case study, personal experience, introspective, life story, interview, observational, historical, interactional, and visual texts that describe routine and problematic moments and meanings in individuals lives. The type of this research is exploratory, which according to Sekaran and Bougie (2010) is a study that undertaken when not much is known about the situation at hand, or no information available from similar problems or previous researches that have been solved in the past.

#### Population, Sample and Sampling Technique

According to Spradley in Sugiyono (2007) in qualitative research there is no population term but only social situation, which consists of three elements: place, actors and activity. The social situation of this research that consist of those elements can be respondent to this research. The population that is mainly observed in this research is the employee in Manado which believes has already experienced job searching and applying resume activities. This research will be using two sampling techniques which are purposive sampling and snowball sampling in order to conduct the interview. In order to get the best result, researcher took 20 respondents to be interviewed based on certain background which is employee.

#### Data Collection Method

The data used in this research consist of two types of data, which is primary and secondary data. Primary data are gained from in-depth interview and secondary data are taken from several books, journals, and previous research.

#### Operational Definition of Research Variables

There are three main variables that consist of three indicators, which is Traditional Recruitment (Recruitment Sources, Physical Attraction, Scattered Document), Modern Recruitment (Corporate Website, Site's Content, and Function), Employees' Perception (Perceived Efficiency, Usefulness, Preferred Method).

### **Instrument Testing**

The instrument testing are the tools that the researchers prepare for measurement while conducting the research. The key instrument of this research is the researcher itself. The researcher was under supervision and has good understanding about the aspects of this research. The researcher was equipped with a note book, recorder, and camera in order to conduct interviews with the respondents.

### **Data Analysis Method, Validity and Reliability**

The data analysis method in this research is a guide in the process of analyzing data to find the final result of the research. According to Hair (2007) there are generally steps in qualitative data analysis: Data Collection, data reduction, data display, drawing and verifying conclusion. Test the validity of data in research is often only emphasized on the validity and reliability test. According to Sugiyono (2012), In testing the validity of data, qualitative research methods include credibility test, transferability test, dependability and confirmability test.

## **RESULT AND DISCUSSION**

### **Result**

The interview is conducted from the informants who are employees in Manado. The second part of this chapter explains about the discussion after the interview.

#### **Informant 1**

Informant 1 is a 9 months worker as a private employee. Informant 1 used internet, newspaper and worth of mouth as her sources of finding vacancies, she tried both of traditional and modern method of recruitment while being an applicant. According to her experience while being a job seeker, she stated that traditional way of recruiting is more effective in order to get the aimed outcome.

#### **Informant 2**

Informant 2 is a private employee whose 4 months worker. She takes internet and worth of mouth as her sources of finding vacancies, she tried to apply using both traditional and modern recruitment while being applicant. According to her perception, bring resume directly to the company will give her more opportunity to make an impression towards the HR staff and will bring her a higher chance to get a position there, therefore she preferred the traditional over the modern system of recruitment.

#### **Informant 3**

Informant 3 is a year worker as a private employee. She relies only on the internet to find vacancies, yet she tried both traditional and modern techniques while applying for job. Based on her perception, she think online recruitment is efficient and her document can be considerably save when she applied through the online system, and to prevent the scattered document issue she said that she rather applied her document through the online system and preferred the modern over the traditional technique.

#### **Informant 4**

Informant 4 is a 2 year worker as a private employee. He search for a job information through the internet and his friend. He tried both techniques of recruitment as well. According to his opinion, by applying resume directly to the company he will get a chance to meet the HR staff in person and be able to make interaction with them which will bring him opportunity to get accepted, rather than applying resume through the internet where the direct interaction does not exist. Besides, the company will think that the applicants has more effort and willingness rather than the one who just applied online.

#### **Informant 5**

Informant 5 is a half year worker as private employee. He went on the internet and asking to a friend while searching for vacancies. He tried to apply job by using both traditional and modern technique. According to him, the effective recruitment based on his perception is the traditional way because it will bring higher

opportunity to get a position in the applied company. Besides he said, in the online system there will be broad of applicants who applied which mean there will be more competition between them.

#### **Informant 6**

Informant 6 is a year private employee. He used newspaper, internet and worth of mouth as source for finding vacancies. He tried both of the recruitment techniques while being an applicant. According to him, over the all aspect he thinks the traditional source has more benefit to the applicants in order to get the aimed outcome and he personally preferred the traditional over the online system, yet informant 6 stated that his document once got scattered by the security guard but it won't affect his perception towards the traditional way, because it only happened once yet he applied through traditional way often.

#### **Informant 7**

Informant 7 is a half year worker as a private employee. He relies only on his friend and relatives while seeking for job, yet he tried both traditional and modern sources while submitting resume. According to him, traditional recruitment has more advantage because of the direct assessment from the HR employee to the applicants and it would be effective to reach the desired outcome.

#### **Informant 8**

Informant 8 is year worker as a private employee. Informant 8 used internet, newspaper and worth of mouth as his sources of finding vacancies, he tried both traditional and modern techniques while submitting resume. According to his experience while being an applicant, the effective recruitment for him in both applying and seeking for job is through the traditional sources. Because he said, the company will evaluate applicants' effort and persistence if they applied directly to the company and that will bring a plus point to the applicant, in other words the chance of getting accepted in the applied company is higher when applicant applied their resume in person to the company.

#### **Informant 9**

Informant 9 is a 5 months worker as a private employee. He relies on the internet and his friend as sources of vacancy. He tried applying a job using both traditional and modern technique. The effective recruitment technique according to informant 9 is the modern system. Because of the efficiency and certainty, informant 9 said, there's no way the document will get scattered if it's conducted through the online system. Besides, in his personal opinion the direct assessment by the HR staff to the applicant when they come in person to the company could somehow bring a minus point.

#### **Informant 10**

Informant 10 is a 4 years worker as a private employee. He takes newspaper and internet as a source of finding vacancies. He tried both modern and traditional recruitment while submitting resume. According to informant 10 perspective, when it comes to effectiveness he thinks traditional way is more relatable because of the direct interaction of applicants and HR employee could lead to applicants desired outcome, which to get accepted in the applied company.

#### **Informant 11**

Informant 11 is a 3 months worker as a private employee. He went on the internet and takes newspaper as his source of vacancies, he had applied using traditional and modern techniques as well. According to informant 11, in term of promising to get the aimed outcome he preferred the traditional way over the modern source, he explained because online system takes much more time in its process because of the broad of applicants. While in traditional source there will be less applied applicants which mean less of competition and there will be a higher chance for him to get accepted.

#### **Informant 12**

Informant 12 is a half year worker as a private employee. He used internet and worth of mouth while seeking for job, he tried to apply using both traditional and modern recruitment as well. As for the effective recruitment technique based on his personal experiences he said, is the traditional sources. Because of the direct verbal interaction within the employee he said could bring him the opportunity to get accepted. Besides, the online system is a little complicated for informant 12 because there are more requirement to fill.

**Informant 13**

Informant 13 is a 5 months worker as a private employee. Informant 13 relies on his friends and relatives as well as the internet as a source to find a job. He had tried both modern and traditional recruitment as well. according to informant 13, the traditional system of recruitment could bring higher opportunity to achieve the aimed goal because of the direct interaction between the HR employee and applicant, therefore he preferred that method over the online system.

**Informant 14**

Informant 14 is a 2 years worker as a BUMN employee. While being a job seeker she went on the internet and asked her friend regarding the vacancy information. Informant 14 had tried both traditional and modern recruitment while being an applicant. According to her traditional recruitment is more effective for the applicants to get the desired outcome because of the direct assessment applicant could get. According to her experiences, her document never got scattered while applying directly to the company.

**Informant 15**

Informant 15 is a half year worker as a BUMN employee. He went online and asked a friend about the vacancy information, he used both traditional and modern technique while applying for job. According to him, by applying resume directly to the company there will be a higher chance to get accepted because of the direct interaction with the HR employee and the employees are able to assess applicants attitude and behavior in the first place while in modern system applicants will be assess by their document form only.

**Informant 16**

Informant 16 is a year worker as a private employee. She went on social media and asked her friend regarding the vacancy information. She tried both modern and traditional recruitment while submitting her document. While being an applicant informant 16 never experienced scattered document issue, and she personally preferred traditional recruitment as the effective recruitment because she is able to monitor her document and interact within the employee in person.

**Informant 17**

Informant 17 is a 4 years worker as a BUMN employee. Informant 17 relies only by asking his friend and relatives regarding the job information, yet she tried both traditional and modern techniques. Informant 17 preferred and relies more on the traditional technique because there will be more opportunity to get a job in the applied company because of the direct interaction within the HR employees.

**Informant 18**

Informant 18 is a 2 years worker as a BUMN employee. He went on the internet and asking a friend while seeking for a job. Informant 18 had tried both traditional and modern recruitment while being an applicant. According to him, he preferred the traditional way because it's beneficial for the applicants, sometimes when he apply his document directly he will be able to make the interview right away, meanwhile in online system took way longer.

**Informant 19**

Informant 19 is a 2 years worker as a BUMN employee. He went on the internet and asked to his friend while looking for job. While being an applicant he had tried both of the recruitment techniques. Informant 19 perceived modern recruitment as an effective recruitment because of the safety of document, easier to conduct and consume less effort and time.

**Informant 20**

Informant 20 is a half year worker as a BUMN employee. While being an applicant, he found vacancies from the internet and his friend. Informant 20 tried both of the recruitment techniques as well. According to him, he preferred the traditional way of recruitment because online system is more complicated for him, and website's error could bring him to a failure.

### **Job Searching Sources**

Job search methods have traditionally been divided into 'formal' and 'informal' methods. Formal methods include using the services of employment agencies or advertisements published in newspapers, journals and more recently, the Internet. Informal job search strategy include, worth of mouth (Green et al, 2011). Based on the result from the interview, most of the informant used internet as their formal method and worth of mouth as their informal method. The presentation of the use of both techniques nearly the same, 18 out of 20 respondents used internet as their source and 19 out of 20 used worth of mouth as their source. To be specific most of the informant stated they used internet and worth of mouth as their job searching sources, except to informant 3 who is completely relies on the internet and barely use any other source while informant 7 and 17 who is relies more on their friend and relatives while seeking for job.

### **Recruitment Techniques Ever Used**

According to Rao (2009) recruitment techniques are the media by which management contacts prospective employees or provides necessary information or exchange ideas in order to stimulate them to apply for jobs. Recruitment techniques can be divided into two groups, traditional and modern techniques. Traditional recruitment technique as for the applicants is walk-in to the company and find vacancies through dossier or worth of mouth and modern recruitment technique is based on the use of technology including internet. According to the result, all of the informants had experience both traditional and online recruitment as for their sources of applying documents. In term of vacancy, 17 out of 20 informants rely on both techniques.

### **Traditional Recruitment**

In the traditional recruitment source, applicants need to come directly to the company as for to submit their documents. As for the vacancies advertisement applicants can use physical attraction as their sources such like newspaper, brochure or sign outside the personnel office to find the job information, and word of mouth also affects individual job search outcomes (Hoye, 2014). As for the result based on the interview, 17 out of 20 of the informant preferred this technique over the online system, they reasons are quite the same. These informants preferred the traditional sources because according to them this technique is more effective to get accepted or to get a position there in the applied company. All of the 17 informants said this technique bring more opportunity because they said by coming and applying document directly to company, they are able to meet the HR employee in person and they could make interaction with them, besides the employee can directly assess them by their attitude and behavior. There are 3 informants out 20 that preferred the online over the traditional sources, which because of the possibility of the scattered document, uncertainty in term of outcome.

### **Modern Recruitment**

Modern recruitment, also known within the literature as E-recruitment or Online recruitment, online recruiting refers to the practice of advertising job vacancies online, and the formal sourcing of information about jobs online (Galanaki, 2002). Over the all aspect of this recruitment, 3 of the 20 informants which informants 3, 9, and 19 preferred and thinks this technique is more effective than the conventional way because of the certain information, outcome and efficient in its process. Yet the rest 17 informants who is preferred the traditional way said in online recruitment there will be lots scope of potential candidates, longer in its process, uncertain of document safety and site's errors could bring to a failure.

## **CONCLUSION AND RECOMMENDATION**

### **Conclusion**

Based on the result and discussion, researcher concluded that the percentages of usage for both techniques are nearly the same. All of the informants are using traditional and modern recruitment as their sources for seeking vacancies as well as a source of applying for job. In term of vacancy sources the informants are relies more on the informal way of traditional vacancy sources which also called the worth of mouth, 2 out of the 19 informants who are rely on the method never takes internet as their source for finding vacancies. It can be concluded that the existence of the traditional recruitment is still very beneficial, although most of organizations had implementing the online system yet the traditional way of recruiting is still very useful for the applicants and based on their perception, the effective recruitment techniques is the traditional recruitment rather than the online system. 17 out of 20 informants preferred the traditional method because of the effectiveness it could bring to achieve the aimed goal. 17 informants assumed by applying document directly to the company, they are able to meet and interact with the HR employee in person and the employee could



directly assess them, in term of their attitude and behavior and the certain action could lead them to the opportunities.

### Recommendation

This research has some recommendations proposed and found for the company, university and further researchers:

1. For the organization that implementing both traditional and modern recruitment, it will be better if a walk-in applicants to meet the HR employee directly when they came to the company rather than told them to hand their document through the security guard. While in online sources company should put an exact and certain information whether in their website or a job site's, also company better confirm to applicants email whether their files are checked or not.
2. For the future applicants, better to make an attempt to meet the HR employee in person when applying directly to the company in order to prevent a scattered document.
3. For the university, hopefully can give the students, lecturers and other parties in university knowledge and additional information regarding the traditional and modern recruitment.
4. For the future researcher that would like to make a similar research with this research, the researcher recommends to do in wider population.

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