# ANALYSIS OF EFFECTIVENESS ONLINE RECRUITMENT TOWARD INTERNSHIP PROGRAM IN AIESEC ANDALAS UNIVERSITY

## THESIS

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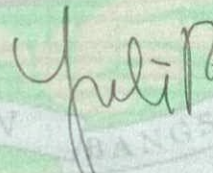
# LETTER OF STATEMENT

I am who undersigned this letter hereby declare that the thesis entitled:

**"Analysis of Effectiveness Online Recruitment toward Internship Program in AIESEC Andalas University"**

Is result of my own work, and there is no part or all of the posts that contain the phrase, idea or opinion from another source without giving acknowledgment to the original author. As the parts are sourced from other peoples work have included the source in accordance with the norms, ethics and rules of scientific writting. If they find a plagiarism in this thesis, I am willing to accept the sanction of revocation of academic degrees that I have gained.

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# ANALYSIS OF ONLINE RECRUITMENT TOWARD INTERNSHIP PROGRAM IN AIESEC ANDALAS UNIVERSITY

*Bachelor Thesis by: Yuli Ramanda*
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## Abstract

This research investigated the effectiveness of online recruitment based on applicants' perspective. The researcher determines advertisement impact, interest in job offered through internet sources, intention to pursue the job applied for, and difficulties encountered in internet job searchers as measurement of effectiveness. The total of 35 applicants who passed online recruitment through AIESEC Andals University as respondents of this research. showed the interest in job variable is the most effective one, meanwhile the lowest respond is difficulties encountered in internet job searchers variable. The results of the research indicated the online recruitment is effective and it meets the needs of applicants who applied for goig exchange through AIESEC Andalas University, but it has some week points and need more attention from organization itself.

Key words: **Effectiveness, Online Recruitment, E-Recruitment, Recruitment, Online Recruiting**

This bachelor thesis has already examined and passed on July 04, 2012. The abstract of research has been approved by supervisor and examiners:

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# PREFACE

بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِيْمِ

In the name of Allah SWT the Most Merciful, the Most Gracious....

Alhamdulillaahirrabbil'aalamiin, all praises to Allah SWT for giving researcher chance, guideline, knowledge, abilities, and eagerness to finish this thesis with the title **"Analysis of Online Recruitment toward Internship Program in AIESEC Andalas University"**.
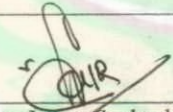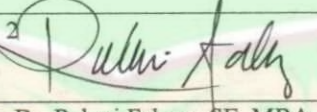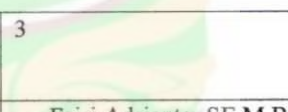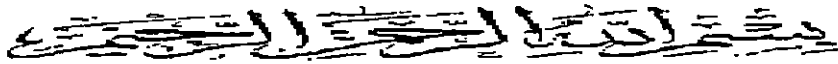
This thesis was conducted in order to fulfill one of requirement for an Undergraduate Degree in Management Department – Economics Faculty of Andalas University for getting a Bachelor degree. This thesis has been prepared as well as the capability of researcher.

The researcher realizes that this thesis cannot be finished without supported and helped from such parties who cannot be mentioned all. On this occurrence, I would like to express the gratitude to those who have supported, facilitated and encouraged me in life, especially in academics.

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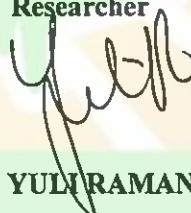
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Researcher understands that this thesis still needs improvement due to few limitations. I therefore, it would gladly welcome suggestions and critics to improve its quality. Researcher hopes that this thesis will make valuable contribution to academicians, students and readers in general. Amin.

Padang, September 2012

Researcher

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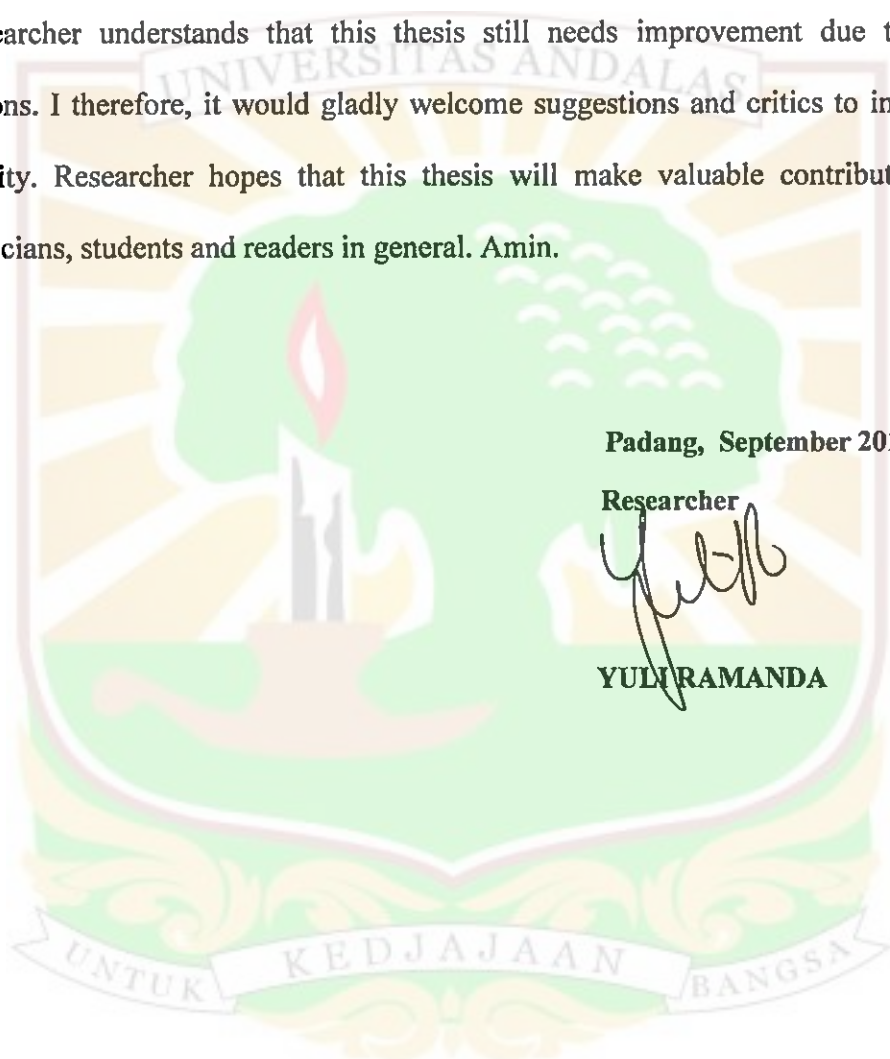
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# CHAPTER I

# INTRODUCTION

## 1.1 Background of the research

Recruitment is described as "the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interest (Schuler 1987). Recruitment is then become a way for organization or company to choose best people from many competent applicants, process to select the right person for right position. Recruitment is not only for organization to find the right people, but also for applicant itself, to find the right job.

Recruitment is most important thing for organization. Result of recruitment process will bring about big impact to performance of organization itself and may also limit goal achievement. That is why recruiter needs to be more selective, poor recruiting decision can bring long term impact to organization. At worst, there is possibility for organization will be failed to achieve their goals.

The Internet has changed the way companies and organization conduct business, including how they attract and recruit people. As a result, online recruiting has become a major Internet business tool. Online recruiting is the process of recruiting through company websites or commercial job sites that promotes employment opportunities and retrieves potential employee information (Richardson, 2003).

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Effective online recruiting processes increase organizations' competitive advantage through increased efficiency and lower costs, and offers benefits and opportunities to applicant (Richardson, 2003). Internet provides easy access to search for individuals who want to get a job, and also to do an interview and also announcement. Applicant also can send their CV via internet, arrange schedule, and do everything to process how to get a job. Internet makes the recruitment easier.

AIESEC is an organization operating in 110 countries and more than 1700 universities around the world. AIESEC provide students who want to explore their leadership potential with "global internship program" or student exchange program which is the challenging opportunity to live and work in a foreign country in areas of management, technology, education, and development.

As an international organization, AIESEC provides internship program to students who want to challenge their self to obtain life changing experience, and also to give more positive impact to the society. Participating in global internship program, enable participants to give their contribution to another country and also to their home country.

A student exchange program generally could be defined as a program where students from secondary school or university choose to have an international working experience in partner institutions overseas. The terms 'student exchange' and 'study abroad' are often used interchangeably however study abroad usually involves the student study full time and not in partnered institution like student going for exchange where they will be studying in the partner university of their home institution.

AIESEC Andalas University establish since July 25th, 1993. Like another AIESEC in another Local Committee in Indonesia, AIESEC UNAND also provide internship program for students. AIESEC have incoming exchange and outgoing exchange. Incoming exchange is accepting international student from another countries to have internship through AIESEC Andalas University. For Outgoing exchange, AIESEC Andalas University sending qualified student year by year to destination country based on student interest.

In the case of Internship program, AIESEC classify the internship into four types of internship. They are;

*1. Development Traineeship*: Internships related to the development of an underprivileged group of persons or community, focused on development and social responsibility.

*2. Educational Traineeship*: Internships in academic fields and sectors related to teaching a language, subject, or another aspect of education, including cultural awareness, curriculum and course material development.

*3. Technical Traineeship*: Internships related to engineering or information technology including web and software development, programming, system analysis and design, network and database management.

*4. Management Traineeship*: Internships related to general business functions, including administration, finance, accounting, marketing, project management, and human resources.

Based on duration of Internship, It's divided on to three types of internship:

1. Short Term Internship, the period of six - eight weeks

2. Mid Term Internship, with the period of two - three months

3. Long Term Internship, for six months

Any student who is interested in joining the program should meet the requirement of age. Every student who is eighteen years old and under thirty years old, have a chance to apply for going exchange through AIESEC Andalas University.

In figure 1.1 we can see the flow of outgoing exchange that should be followed by applicant who will take internship program through AIESEC Andalas University.

**Figure 1.1**
**Outgoing Exchange Flow**
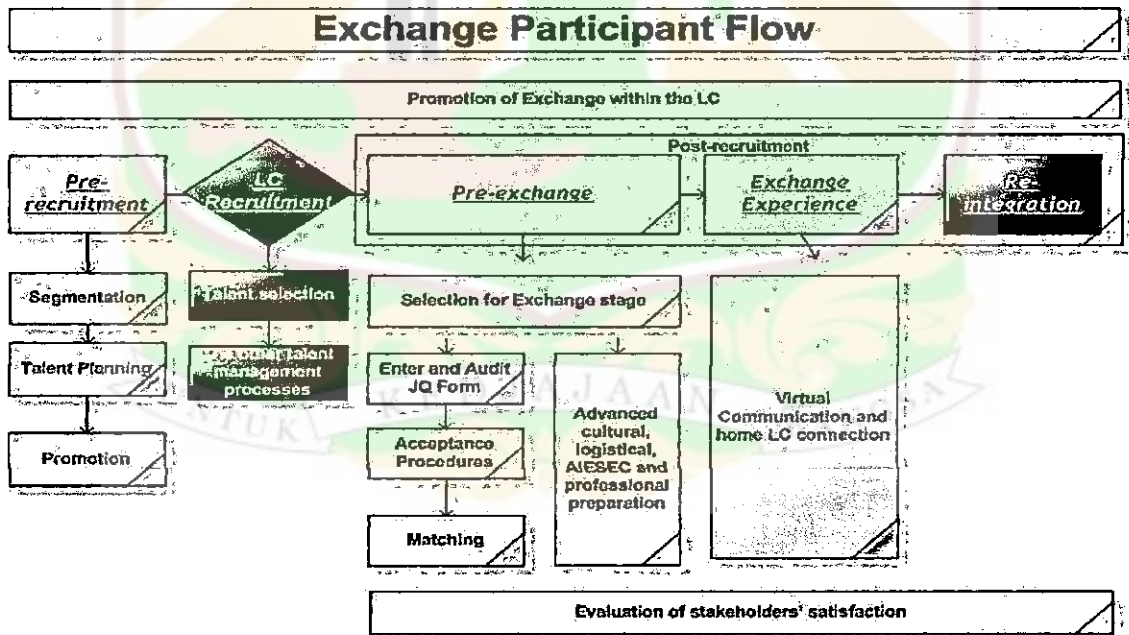


*Source: AIESEC Andalas University*

In bravely steps for going exchange through AIESEC Andals University are; firstly, applicant needs to fill the application form. Applicant should answer every single question that mentioned in application form. This is to know how big the eagerness of the applicant for going exchange and what they "have" to do internship. Then applicant needs to return the application form that already fulfill to outgoing exchange department in AIESEC Andalas University. If the applicant is capable, then they can continue onto next step to have an interview with AIESEC Andalas University. In interview process, applicant will be explored more about their personality and their readiness for going exchange. Interviewer will explain more and educate about student exchange. After pass and interview, one step closer, applicant will have focus group discussion (FGD). In this step, applicant will have some simulation about living abroad. This forum consists of three until five people. Participant are representative from Outgoing Exchange department, exchange participant who are return from hosting country, and sometime exchange participant who came to Indonesia to do student exchange as well.

After passed forum group discussion, applicant is officially being exchange participant in AIESEC Andalas University. Then, sign the contract with AIESEC Andalas University with some agreement that need to obey of both parties concerned. Then, his/her name would be input on system (www.myaiesec.net) and the status will be available. Its mean applicant name will listed as an exchange participant who ready for going exchange. AIESEC website is official website of organization and every single student who joined with AIESEC has their own account.

Next step is dong online interview with destination country through AIESEC. Destination country that chooses by the applicant will set the interview time. Applicant will get several questions according to the project that they choose. Interview time is around thirty minutes, it does will explore applicant knowledge about the project their applied for. This part is case that will be a focusing of researcher for doing research.

Match stage is when applicants passed interview with destination country, following exchange the Acceptance Note between both countries which state that they are agrees to do internship program. And Realization is when applicant arrives in country destination.

From table 1.1 we can see there are various times needed by the applicants to get the job their applied for. Some of applicants for being accepted by destination country are quite fast, which they are matched around two weeks only. And also for some of applicants needs quite long time for being accepted by the destination country, they needs around eighteen weeks to get matched with the project they are applied for. In contrast, there are some of applicant still did not matched yet with the destination country. We can see applicant number 5 (Setyana Nur Chaulia), she is raised on the system since early August 2011 and until researcher get the data (April 2012) she is still did not matched with any project, which she is already passes around 35 weeks being available on the system.

From table 1.1 we can see database student who applied for going exchange through AIESEC Andalas University.

**Table 1.1**
**Exchange Participants in AIESEC Andalas University**
**(July 2011 – April 2012)**

| No | EP ID | Name | Raised Date | Matched Date | Time Spent |
|---|---|---|---|---|---|
| 1 | EP-In-ID-UA-2011-1404 | Rahmat Fitrah Lubis | 04.07.2011 | 28.11.2011 | 17 weeks |
| 2 | EP-In-ID-UA-2011-1405 | Tommy Oscara | 24.07.2011 | 10.11.2011 | 15 weeks |
| 3 | EP-In-ID-UA-2011-1406 | Julianda Pratama | 25.07.2011 | 29.11.2011 | 16 weeks |
| 4 | EP-In-ID-UA-2011-1407 | Neddawati | 25.07.2011 | 15.12.2011 | 18 weeks |
| 5 | EP-In-ID-UA-2011-1408 | Septyana Nur Chaulia | 08.08.2011 | | |
| 6 | EP-In-ID-UA-2011-1409 | Annisa irma yuditiani | 13.08.2011 | 30.11.2011 | 18 weeks |
| 7 | EP-In-ID-UA-2011-1410 | Haris Dwi Putra | 25.08.2011 | 26.09.2011 | 4 weeks |
| 8 | EP-In-ID-UA-2011-1411 | Yohanes Kukuh Bandel | 24.09.2011 | 10.10.2011 | 2 weeks |
| 9 | EP-In-ID-UA-2011-1413 | Raihanil Jannah | 26.09.2011 | | |
| 10 | EP-In-ID-UA-2011-1414 | Eka Desy Fauzi | 27.09.2011 | | |
| 11 | EP-In-ID-UA-2011-1415 | Putri Irina Mayang Sari | 28.09.2011 | | |
| 12 | EP-In-ID-UA-2011-1420 | Rahmad Eka Putra | 26.10.2011 | 28.11.2011 | 4 weeks |
| 13 | EP-In-ID-UA-2011-1428 | Diana Fitri Anggarini | 12.11.2011 | 29.11.2011 | 2 weeks |
| 14 | EP-In-ID-UA-2011-1430 | Tiara Lovina | 12.11.2011 | 29.11.2011 | 2 weeks |
| 15 | EP-In-ID-UA-2011-1431 | Sri Novelma | 12.11.2011 | 13.12.2011 | 4 weeks |
| 16 | EP-In-ID-UA-2011-1432 | Silviza Lovia | 12.11.2011 | | |
| 17 | EP-In-ID-UA-2011-1435 | Annisa Ismed | 24.11.2011 | 07.01.2012 | 6 weeks |
| 18 | EP-In-ID-UA-2011-1436 | Syameli Oktaviani | 25.11.2011 | 31.12.2011 | 5 weeks |
| 19 | EP-In-ID-UA-2011-1438 | Fadhli Fakhri | 14.12.2011 | | |
| 20 | EP-In-ID-UA-2011-1462 | Angga Abdillah | 23.12.2011 | | |
| 21 | EP-In-ID-UA-2012-1450 | widya annisa laksmi | 26.01.2012 | | |
| 22 | EP-In-ID-UA-2012-1451 | Alda Chairani | 14.02.2012 | | |
| 23 | EP-In-ID-UA-2012-1463 | Yudhiya Yusdal | 13.03.2012 | | |

*Source: AIESEC Andalas University*

Since AIESEC Andalas University using online recruitment for their human resources, there is no research to analyze this system. It's being one reason for researcher to do this research. This research will be focus in Outgoing Exchange to

analyze applicants' perception toward effectiveness of online recruitment through internship program in AIESEC Andalas University.

## 1.2 Research Problem

The problem that Researcher tries to discuss in this research is how effective online recruitment toward internship program in AIESEC Andalas University.

## 1.3 Objective of The Research

The main objective of this research is to understand the effectiveness and usefulness of online recruitment for internship program in AIESEC Andalas University.

## 1.4 Contribution of the Research

This research will give some contributions, such as:

1.  For AIESEC Andalas University

    This research may used for AIESEC Andalas University to identify effectiveness of online recruitment from applicant perception for outgoing exchange program

2.  For the researcher

    This research for researcher can be used as one of learning process and also enhance the knowledge on Human Resource Management, especially about online recruitment.

3. For the literature and area of research

   It is expected this research to add more literature about online recruitment in non profit organization area and be the references for someone who is interested as well with this topic, and make further research

In other hand, for practical benefits, this research will give other contributions such as an understanding of effectiveness online recruitment in AIESEC Andalas University as a non-profit organization and later giving contributions for this problem.

## 1.5 Scope of The Research

This research has a limited scope of analyses in terms of numbers of variables and object of the research. The variables will be tested in this research are limited into several variables as predictors of behavioral intention. So, the discussion of the research will be restricted on effectiveness of online recruitment. The researcher limits the research context by focusing in AIESEC local committee Andalas University.

## 1.6 Outline of Research

**Figure 1.2**
**Structure of Research**

| Chapter I Introduction | → | Subchapter:<br>- Background<br>- Research Problem<br>- Objective of the Research<br>- Contribution of the Research<br>- Outline of The Research |
| --- | --- | --- |
| Chapter II Review of Literature | → | Subchapter:<br>- Theoretical Background<br>- Review of Previous study<br>- Theoretical Framework |
| Chapter III Research Methods | → | Subchapter:<br>- Research Design<br>- Population and Sample<br>- Source of Data<br>- Data Collecting Method<br>- Variable and Measurement<br>- Data Analysis |
| Chapter IV Institution Profile | → | Subchapter:<br>- Institutional Profile |
| Chapter V Result and Discussion | → | Subchapter:<br>- Descriptive analysis<br>- Analysis of online recruitment<br>- Validity and Reliability test<br>- Discussion<br>- Implication of The Research |
| Chapter VI Conclusion, Implication, and Recommendation | → | Subchapter:<br>- Conclusion of The Research<br>- Limitation of The Research<br>- Recommendation of The Research |

# CHAPTER II

# REVIEW OF LITERATURE

The chapter will provides a comprehensive review of the extensive literature on effectiveness of online recruitment.

## 2.1 Recruitment

The effective management of human resources has long been acknowledgement by both scholars and practitioners as being a key component to the overall success of the business. Recruitment just one element of human resources management, however it is not significant importance to his success as it is the method used to acquire the human capital for the organization. Barber (1998: pg 5) defines recruitment as "those practices and activities carried on by the organization with the primary purpose of identifying and attracting potential employee". Recruitment and selection are necessary human resources process initiated by organizations where the constant balancing act is to find and retain quality staff that meet the needs of the position and the company whilst expenditure the process.

Breaugh and Starke (2000) identified five key stages of the recruitment process: establishing recruitment objectives, strategy development, recruitment activities, intervening/process variable, and recruitment result.

1. Establishing Recruitment Objective

In the past the one clear goal for the majority of organizations has been to attract a large number of candidates (Wanous, Poland, Premack, & Davis, 1992) irrespective of the quality and fit that these potential applicants have with the organization. To identify the recruitment objective, key considerations for organizations include defining the desired longer term goals with respect to the retention of new hires, their job performance, and their job satisfaction; establishing the amount to be expended during the recruitment process and the speed with which the position need to be filed; and, establishing the desired size of applicant pool. Defining the target market and establishing recruitment objectives will strongly impact the remainder of the recruitment strategy and the overall success of the recruitment process (Courtis, 1994; Dessler, 2002; Session, 2006)

2. Strategy Development

Consideration for the organization revolve around where the organization should recruit from; what recruitment source should be utilized; when the recruitment process should be undertaken; and what message the organization wants to convey to potential candidate (Breaugh et al, 2000). The recruitment message is crucial in the recruitment process as what employer can offer applicants is just as important as how an organization undertakes recruitment (Langan, 2000). Overall consideration and identification of responses to these areas will lead to the development of a sound recruitment strategy and the implementation of recruitment activities that will achieve desired objectives (Rynes et al, 1990)

3.  Recruitment Activities

Recruitment activities are undertaken by the organization (Breaugh and Starke, 200). These activities encompass the establishment of the recruitment advertisement and recruitment message, the final advertisement of the positions through previously identified recruitment sources, and the engagement of relevant recruiters internal to the organization to coordinate and participate in the selection process.

4.  Intervening Variable

In order to generate applicants, the attention of potential applicant must be captured. Features commonly used to attract the attention of applicants include use of visual cues, layout and the incorporation of interesting/unusual information (Tybout & Artz, 1994). Another key variable that has potential to effect the outcome of a recruitment process is the amount of interest the message generates from potential applicants. Interest is usually linked with the portrayal of positive and attractive attributes of the job and the perceived likelihood by the applicant of being successful in the recruitment process (Rynes, 1991). Closely associated with establishing and maintaining the interest of applicants is the intervening variables of the accuracy of job expectations by applicants (Wanous et al, 1992).

In terms of applicant interest, a study undertaken by Turban, Eyring and Campion (1993) found that the key factos considered as the most important by applicants when accepting a position are the work duties, the company itself, opportunities for advancement, potential relationships with co-workers and job security. The factor that predominantly lead to the decline of a job offer related to the

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job location, the type of work, opportunities for advancement, perceived relationships with co-workers and salary (Turban, Eyring, & Campion, 1993)

5.  Recruitment Result

This step captures the review and assessment of the success of the recruitment process that organizations should undertake by comparing outcomes with recruitment objective. This step can provide invaluable information to the organization by highlighting both the successful and unsuccessful component of the recruitment strategy established. Within the recruitment results step the immediate outcome of job offer and acceptance is the primary recruitment outcome incorporated into the present research model.

## 2.2 Online Recruitment

Online recruitment uses the power of the internet to match people to jobs. Fundamentally, it is about advertising vacancies on either job sites or corporate websites. At this very basic level it is particularly effective at getting a high level of response. While it may generate hundreds more applications than traditional print advertising, simply attracting more candidates is only part of the job. The current view is that truly effective online recruitment could be as low as 10% of the top blue-chip corporate companies.

In terms of HRM, the internet has radically changed the recruitment function from the organizational and job seekers' perspective. Conventional methods of

recruitment processes are readily acknowledged as being time-consuming with high costs and limited geographic reach. However, recruitment through *World Wide Web* (WWW) provides global coverage and easiness. Likewise, the speedy integration of the internet into recruitment processes is primarily recognized due to the internet's unrivalled communications capabilities, which enable recruiters for written communications through e-mails, blogs and job portals.

The real strength and power of online recruitment, when done properly, lie in harnessing internet technology to not just attract candidates but to deal with them too. In this sense it is also about streamlining the recruitment process -so busy HR departments can give a better recruitment service to their colleagues in finance, marketing, sales and manufacturing. Plus it frees up more of their time for more value-added tasks.

### 2.2.1 Benefit of online recruitment

The research on applicant perceptions has indicated that if the information about the job or organization, as portrayed by the recruitment sources, reflect or are similar to the characteristics and beliefs of individual then they will be more likely to pursue the job (Dineen et al., 2002; Highhouse et al., 2003; Rynes et al., 1993)

There are many benefits to be had by recruiting online: here are few.

1) Wide geographical reach

Advertising online opens up a much wider candidate pool than advertising in print. This gives you a much better chance of finding the right candidate for the job.

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## 2) Speed

Jobs posted online go live in literally minutes and candidates can - and do - respond immediately. HR Portal has a great statistic from one of its clients HFC Bank: from the vacancy appearing online to the candidate appearing in the interview room took just three hours. While this was an exception, it proves it can be done.

## 3) Lower Cost

This may surprise you but technology in online recruitment is not expensive. By saving on time, design and print costs and targeting precisely the best sites for the best candidates, online recruitment is a very cost-effective option.

## 4) Automating the Process

Automating the application process also gives a level playing field to all candidates - whether they come directly to your company's site, via a recruitment consultant or in response to a print advertisement. For many larger organizations, achieving consistency of handling candidates across many branches or regional offices can be a problem: online recruitment solves it.

## 5) Interaction with candidates

Another benefit is that candidate information can be held on file (your own searchable CV database). So if someone is not quite right for the job for which they're applying, you can see if their skills and profile match another job better. Working online opens up communication channels and enables you to go directly to the candidate either immediately or at a later date when an opportunity arises.

## 2.2.2 Disadvantages and Challenges

In reviewing the impact of e-Recruitment on the organizational recruitment process there have been a number of disadvantages identified by a range by of authors (Feldman et al., 2002). Of major concern is the perception that internet recruitment will generate a high quantity of applications (Carlson et al., 2002; Chyna, 2001; Dessler, 2002). In additions, as the majority of job seekers store their resume electronically, submitting an application via electronic means requires less effort and involves fewer costs for the individual than traditional methods (Galanaki, 2002; Gutmatcher, 2000; Smith et al, 2004)

The research by Rafaeli et al. (2005) which investigated source effectiveness in terms of the quality of applicants produced findings which indicated that recruitment sources do impact on the quality of applicants in term of the total number of hires per sources.

1. Applications: quantity versus quality

Online recruitment offers tangible business benefits. However, in such a merchandised process, particularly when a high volume of applications is received, organizations face a number of real challenges. An increased number of applications results in more time being spent screening CVs, because filtering out unsuitable candidates is very resource-intensive. Therefore receiving a higher volume of unsuitable applications risks negating some of the expected benefits.

2. The personal touch

As e-Recruitment becomes more processing factory, there is a danger that employers may lose the "personal touch" which may discourage certain applicants. Who are less familiar with IT, may also be deterred if they encounter technical difficulties unsupported. Using the internet to attract new recruits may therefore not suit all job seekers or be appropriate for filling all vacancies and could result in restricting the potential candidate pool.

3. Alignment

There also can be tension when operating online and offline systems in tandem for the same vacancies, as the speed of the Internet may not be being fully exploited because of the additional time required to receive and process paper-based applications. Other real challenge for organization can result from a lack of human resources knowledge of operating e-based recruitment and flexible software. Aligning and integrating online recruitment with other HR management systems, particularly in terms of compatibility and flexibility can also be problematic. This is officially true if organizations are reliant on their supplier's flexibility to modify their offerings.

## 2.3 Effectiveness

Jasmardi (in Hakim 2010) defines effectiveness as the realization of how much revenue can reach the potential that exists, in the sense of how small the gap reduction realized revenue by the number of existing potential. According to Jones &

Pendlebury (The Judge 2010, In Hakim 2010), the effectiveness refers to the success or failure in achieving a goal (objective), so the effectiveness is only interested in the output.

In Hakim 2010, effectiveness level is classified into several categories, namely:

a. The results of comparison of achievement level above 80-100% mean very effective

b. The results of comparison of achievement level are 60-80%, which is quite effective

c. The results of comparison of achievement level are 40-60% means that not effective

d. The results of comparison of achievement level below 40% means it's very not effective

According to Mahmudi (in Hakim 2010) when associated with outcome-based performance management, performance management is the most important focus in achieving public sector effectiveness. In order to achieve organizational effectiveness must be efficient. The opposite of an efficient organization is not necessarily effective. For example, the government may succeed in building a conference hall with the efficient utilization of the funds, but the building may no effective because it is not being used optimally so that low-level of usefulness. Effectiveness of low-level building that will lead to inefficiency, because the building will consume

maintenance costs are fixed costs. Organization that needs to be done is not just doing cost efficiency, but achieving cost-effectiveness is to faithfully pursue the cost of data to achieve the desired results. If the cost-effectiveness has been met, any costs incurred are not in vain.

According to Peter Drucker (1984, in Hakim 2010) effectiveness is doing the job right (doing the right thing). Furthermore Gibson and Ivancevich (1982, in Hakim 2010) provide an understanding of the effectiveness is judgments we make in connection with the achievement individual, group, and organization. The closer the achievement of expected accomplishments, the more effective we judge it.

According to the dictionary of the Indonesian language, effectiveness is the accuracy of the way (business, labor) in running anything (by not wasting time, effort, cost); versatility; efficiency, or ability to perform tasks well and on (by not wasting time, effort, and cost). Reoulette (1999:1, in Hakim 2010) the effectiveness is doing the right thing at the right time for an extended period, like the organization and customers. Hodge (1984:299, in Hakim 2010) as a measure of the success of organizational effectiveness FOR achieve all the needs.

Within an institution or organization, the effectiveness cannot be separated from the role of a manager or leader. Roles and responsibilities of managers in principle should be able to improve and maintain the performance of individuals, groups and organizations.

Three kinds of perspectives that can be effective in identifying

1) *The effectiveness of the individual*: the most basic level of pressure on the performance of duties the performance of duties of members of the organization. The task manager / leader to determine the effectiveness of individuals is done through a process of job evaluation (performance appraisal) on a regular basis, which later became the basis for promotions, raises, etc.

The effectiveness of individual factors:

- Ability
- Expertise
- Knowledge

- Attitude
- Motivation
- Stress

2) *The effectiveness of the group*: the contribution of the effectiveness of the individual who made the performance results of the group, since most individuals working in groups.

The effectiveness factor:

- Cohesiveness
- Leadership
- Structure

- Status
- Role
- Norms

3) *Organizational effectiveness*: the accumulation of individual and group effectiveness organization Effectiveness factors:

- Environmental
- Technology
- Strategic Options

- Structure
- Process
- Culture

## 2.4. Effectiveness of online recruitment

The popularity of the internet as a recruitment source now sees a variety of positions being advertised on the internet, from traditionally blue-collar/trades type roles, to white collar and professional positions (Baxter, 2005). Indeed, the popularity of the internet as a means of sourcing job should continue to rise following the recent approval of a "jobs" domain in the United States (Pont, 2005).

The increasing use of the internet as recruitment sources has occurred via a number of means as identified by the Chartered Institute of Personnel and Development (CIPD, 1999), cited in the article by Galanaki (2002). The three most common means of recruiting via the web are:

- The addition of recruitment page to the organization's existing website. (as indicated by Lee (2005), this avenue is becoming increasingly common primarily as a result of the rising costs and inflexibility of using other e-recruitment means and traditional media)

- The use of specialized recruitment websites which act as a medium between organizations and potential applicants such as online jobs board, job portals, job agencies, and online recruiters.

- The use media sites which involve placing an advertisement in a more traditional media such as a newspaper which also has its own website and post the same advertisement simultaneously on the website, usually for free.

Job websites offer unlimited space which can be used, by management, to sell the organization. The site can then be used, not only to post vacancies, but also to publicize the organization. Online recruiting facilitates the centralization of the hiring function by making it possible for the other groups in the organization to take responsibility for part of the function (Richardson, 2003)

According to Richardson (2003) for effectiveness in the use of the strategy of e-Recruiting, company are advised to:

1. Use specialized Job Sites that cater to specific  industries

2. Thoroughly assess the service level provided by Job Sites to ensure that they maintain the level they claim to provide

3. Enhance the Corporate Web Site as a tool to encourage potential job seekers to become interested in joining the company

4. The advantage of the fact that Internet job advertisements have no space limitations so recruiters can use longer job descriptions to fully describe the company, job requirements and working conditions offered

5. Used valid Search Engines that will sort candidates effectively, but will not discriminate against any persons or groups

6.  Create attention-grabbing newspaper advertisement that prompt people to visit the company's website. They will then see all vacancies that are advertised

7. Encourage employees to e-mail job advertisement to friends

8. Design and implement a successful e-Recruitment strategy

### 2.4.1 Person-Job (P-J) and Person-Organization (P-O) fit theories

Previous research on organizational choice has found that an individual's thoughts about their compatibility with a specific job ("person-job" fit theory), or their perceptions of the capacity of company to become a future employer ("person-organization' fit theory) affect their decision to apply for and pursue job vacancies (Turban et al, 1998)

Cable and Judge (1996) investigated applicant perceptions of both P-J and P-O fit and their relationship with job choice attitudes and decisions. Findings from their study indicated than an applicant's intention to accept a job offer were related to P-O fit perception, but not P-J fit perception.

### 2.4.1.1 Applicant Perception

Applicant perceptions have been associated with three keys research areas of recruitment: recruiter effects, administrative recruitment policies and procedures, and recruitment source effects. (Marr 2007). Job search involves two stages: identifying what opportunities exist, known as the extensive search stage; and obtaining in-depth information about those specific job opportunities, the intensive search stage (Barber et al, 1994).

Research on applicant perceptions has indicated that individuals that are attracted to a job or an organization which exhibits characteristics similar to their own will undertake further action and actively pursue the job advertised (Rynes & Connerly, 1993). Studies on applicant perception of P-J and P-O fit have

predominantly used post-hire outcome measures including job performance, turnover, job satisfaction, organizational commitment, and organizational identification (Marr 2007).

Whilst P-J fit perception existed, there was no support for P-J as a mediator in terms of relationship between source and the post-hire outcomes of performance and turnover. O'Reilly, Chatman and Caldwell (1991) provided support for the "person-organization" (P-O) fit theory with result in their study highlighting that significant positive relationship exist, suggesting that if an applicant had a high person-organization fit on entry into the organization, their commitment and job satisfaction is higher and their intention to leave the organization lower after one year in the position. P-O fit theory was also supported by Ryan et al. (2005) who investigated applicant fit perception based on demographic groups. Their study indicated that minorities and women were likely to have negative perceptions of their fit with an organization than other applicants if these demographics groups are under-represented in the organization.

In the study undertaken by Cable and DeRue (2002) the result indicated that P-J fit perceptions were related to job and career-focused outcomes such as job satisfaction, career satisfaction and occupational commitment. Saks and Ashforth (1997) undertook a longitudinal study to access fir perceptions. Their result identified a positive relationship for P-J fit theory with the post-hire variables of job satisfaction, organizational commitment, and organizational identification. Furthermore, P-O fit perceptions were negatively related to intention to quit and

turnover. Contrast with previous research on recruitment resource effectiveness which has suggested that applicants obtain employment as a result of informal source and that these sources are associated with more positive post-hire outcomes (Rynes, 1991; Saks, 1994; Saks et al, 1997)

Carless (2005) captured the P-J and P-O fit theories under more globally conceptualized notion of person-environment (P-E) fit theory which operates on the premise that when a good fit exists between the person and the environment then people will display higher levels of satisfaction and mental and physical well-being. Carless (2005) also found partial support for the relationship between job and organization fit and acceptance intentions, although this relationship was only prevalent at all stages of the recruitment process for P-J fit perception.

Within Aiman-Smith et al.'s (2001) study the participant group consisted of student and not actual job applicants. This study also included only one job-relevant variable in the measure of applicants' intention to apply for the job. Overall, there are still areas of the recruitment process that require further exploration in terms of recruitment source effects on applicant perceptions and subsequent intentions toward the job.

## 2.4.1.2 Intention to Pursue the Job applied for

A key limitation identified in previous research on recruitment research has been that the studies are typically based on post-hire outcomes, and not on the pre-

hire perceptions of applicants and their subsequent decision to apply for jobs (Ryan et al., 2005).

Aiman-Smith, Bauer and Cable (2001) assessed applicant fit by exploring perceptions of attractiveness and of the applicant's intention to pursue the job through a range of factors including pay, promotional opportunity, and the organization's lay-off policy and ecological rating (which is determined by an outside organization scoring against such factors as "green product", recycling, environmental effort, etc). Interestingly, applicant's attraction to the organization was strongly influenced by the company's ecological rating, however their intention to pursue the job was most strongly influenced by pay (Aiman-Smith, Bauer and Cable, 2001). The findings by Aiman-Smith et al. (2001) indicate the factors unrelated to organization, but related to the job such as salary level, are more influential in the job choice process, providing support for the P-J fit theory.

Intentions toward the job were assessed by adapting items from Highhouse et al.'s (2003) research on intentions toward the company. Highhouse et al. (2003) had selected and modified a number of items from prior studies in this area (Ployhart & Rynes et al., 1983; Schwoere et al., 1989).

## 2.4.2 Difficulties Encountered in Internet Job Searchers

Recent research suggest that cognitive ability and personality characteristic are related to job-search behavior, perhaps because those variables are related to perceptions regarding the availability of attractive job opportunities and the

likelihood of ultimately obtaining a job offer (Boudreau, Boswell, Judge, & Bretz, 2001). Managers at the higher level of the organization may respond more positively to prolonged "relationship building" and being personally courted by potential employers; executive may also have a greater concerns about confidential information regarding their job hunting reaching their CEOs (Boehle, 2000; Quick, 1998). Because it is more difficult to find jobs that offer very large pay raises, individuals looking for sizeable compensation increases may also turn more readily to the internet to access a more extensive set of potential job opportunities (Zall, 2000).

1. Technology problems in web searches

As efficient as web surfing may be for job hunting purpose, several recent articles have pointed out difficulties that internet job seekers encounter in their searches and the less-than-universal satisfaction with on-line recruiting (Capelli, 2001; Conhain, 1998; Kay, 2000). Some of these problems are related to the technology itself: difficulties finding company's web pages, poor links between general job boards and company website, poor quality graphics, and difficulties in navigating through a company's website (Feldman, 2002). Another major problem in this area appears to be the difficulty of reformatting and submitting resumes to various web pages specifications (Farris & Dumas, 1999; Useem, 1999).

2. Network problems in web searches

This concern include anxiety about the privacy of information submitted, site shutdowns, lack of access to web site during normal business hours or off-hours, and inability to download information in a readable format (Feldman, 2002). A more

minor problem here can be the cost of posting resumes and downloading information and applications (Hay, 1999; Quick, 1998)

3.  Web content and recruiting practice

A third set of problems internet job seekers encounter derives from the actual content of material on web site and companies' feed-back and follow up procedures (Feldman, 2002). Others have reported difficulties in receiving acknowledgement of applications, getting feedback on the status of their applications, and contacting a specific company representative for a follow up conversation (Charles, 2000; Martinez, 2000; Zall, 2000).

## 2.5 Review of Previous Study

### 2.5.1 E-Recruitment: The Effectiveness of Internet as a Recruitment Source

Study undertaken by Marr (2007) entitle "E-Recruitment: The Effectiveness of the Internet as a Recruitment Source". This research based on the pre-hire measures of the quantity and quality of applicants, with a specifics focus on e-recruitment. The relationship between source and applicant was explored in term of key job and organizational attributes communicated to attract quality applicants, and their subsequent intention to pursue the job. The research was designed with two studies to capture the two perspectives.

Applicant perception in term of job advertisement placement were affected by both the job title and ad layouts for positions advertise via newspaper recruitment

sources, but perception were not affected by the location of the advertisement. no significant relationships existed between the perceptions of applicants about advertisement placement and their subsequent intention to pursue the job for the other recruitment source: the internet or friends/relatives. One key finding in this study in term of applicant perception was the significance of the job title of specifics professions, such as the academic and senior staff profession within the organization studied, the applicant's subsequent intention to pursue the job.

Result indicated that the quality of applicants generated by e-recruitment is equivalent to or less than that of other source, therefore it is not the most effective source. Overall, the research has provided evidence to support the need for organization to develop a recruitment strategy which incorporates a diverse range of source to reach quality applicants in desired target market.

## 2.5.2 Internet Job Hunting: a Field study of Applicant Experience with Online Recruitment

Another study on the effectiveness of online recruitment is a research undertaken by Feldman and Klass (2002) entitle "Internet Job Hunting: a Field study of Applicant Experience with Online Recruitment". This research examines the experience of manager and professional searching for jobs via the internet. Result suggest that facility with internet navigation is significantly associated with the amount of general job searching, particularly of those who want to explore job option initially in private without fear of retribution from supervisors. The data also suggest

that managers and professionals are more likely to use the internet for job hunting when geographical scope of the job hunt is wide, when a major salary increase is desired, and when both small and large firms are being considered as potential employers.

Use of the internet is perceived as a somewhat less effective job search strategy than personal networking, but far superior to searching for jobs through newspaper ads and "cold calling".

Major issues found to impede the effectiveness of online recruiting are the

- Degree and speed of follow-up online application,

- Lacks of specific and relevant job descriptions on company's web site,

- Concern about the security of personal information, and

- Difficulty in customizing, formatting and downloading resume to companies' specifications.

The research concludes with recommendations for improving the effectiveness of online recruiting.

## 2.6 Theoretical Framework of the Research

Based on review of the literature above, the researcher portrays a theoretical model of the research as follows:

**Figure 2.1**
**Theoretical Framework**

| Advertisement Impact | Interest in Job Offered Through Internet Source | Applicant Intention To Pursue | Difficulties Encountered in Internet Job Search |

Effectiveness of Online Recruitment
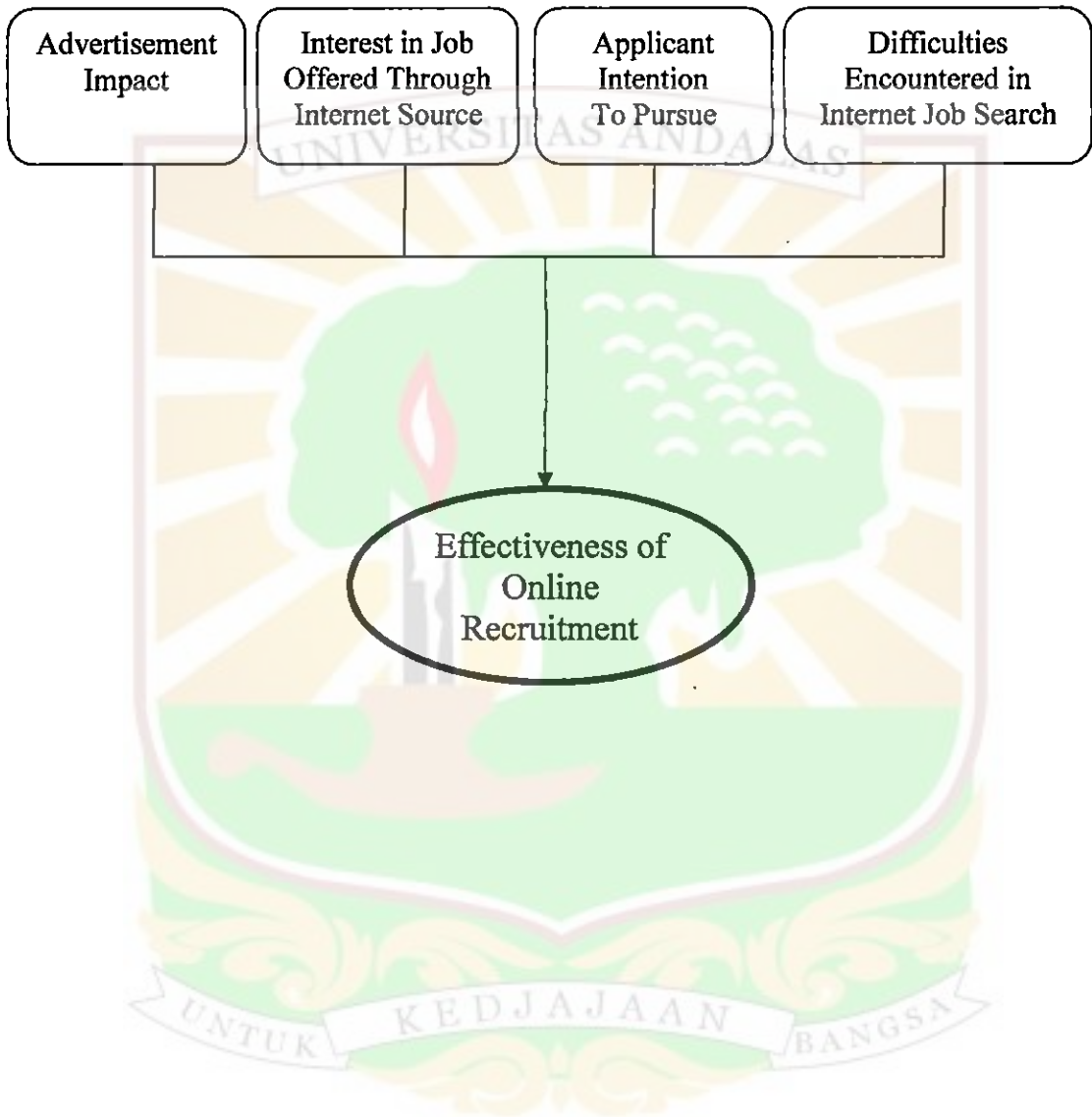
# CHAPTER III

# RESEARCH METHOD

## 3.1 Research Design

The pattern and structure of relationships among the set of measured variables have been advanced in a theoretical model. Current research will use descriptive research approach to analyze the effectiveness of online recruitment. Descriptive research design had been selected in order to find out the appropriateness of the theoretical model of the research.

## 3.2 Population and Sample

Population refers to the entire group of people, events, or thing of interest that the researcher whishes to investigate (Sekaran, 2003). In this research, the research populations are all students who pass online recruitment through internship program in AIESEC Andalas University from July 2010 to April 2012. Which are 47 applicants in total (34 applicants on July 2010 – June 2011 and 13 applicants on July 2011 – April 2012)

A Sample is thus a subgroup or subset of the population (Sekaran, 2003). In this research, researcher used census method. Since the number of population is less than 100. The sample obtained from all 47 applicants who passed online recruitment through internship program in AIESEC Andalas University.

## 3.3 Data

### *3.3.1 Data Type*

The data used for this research is divided into primary and secondary data:

- . Primary Data

  Primary data can be collected from individuals, focus groups and a panel of respondents (Sekaran, 2000). Researcher visited the organization immediately in order to obtain data. In this research, Data was collected by distributing questioner, consist of closed question lists to be filled in and has been given the answer options.

- . Secondary Data

  Secondary data is collected from company records, publications, web sites and so on (Sekaran, 2000). Researcher obtained secondary data from library, internet, previous study, text books, and other journals related with online recruitment and effectiveness.

### *3.3.2 Data Sources*

Questioner is written set of questions. The question is closed question, so respondents are given the choice.

## 3.4 Data Collection Method: Survey

In this research, data was collected by distributing questioner, consist of closed question lists to be filled in and has been given the answer options.

The researcher directly distributed the questioners to targeted respondent. Data collected was processed in the following steps:

1. Editing, that is checking every gathered questionnaire to make data isolated completely, clear and correct.

2. Coding. It is giving code from each gathered data, in each question in questionnaire with a purpose to facilitate data processing.

3. Data inputting is placing data into data editor at SPSS 19 program

4. Data processing is processing data at SPSS 19 program.

5. Data interpretation

## 3.5 Variable and Measurement

### 3.5.1 Variables

The research used variables associated with effectiveness of online recruitment by means of the measure of applicant perceptions: advertisement impact, interest in job offered through internet source, intension to pursue the job applied for, and difficulties encountered in internet job searchers. Table 3.1 describe in detail.

**Table 3.1**
**Measure of Effectiveness Online Recruitment Variables**

| Dimensions of Effectiveness Online Recruitment | Measure | Source |
|---|---|---|
| Advertisement Impact | Attention/advertisement placement | 5 items question from Marr (2007) |
| | Advertisement Comprehension | |
| Interest in Job Offered Through Internet Source | Accommodation | 4 items questions from Marr (2007) |
| | Opportunity to use my abilities | |
| | Challenging work | |
| | Interesting work | |
| Intension to pursue the job Applied For | Accepting the job applied for | 3 items questions Marr (2007) |
| | Make the job one of first choice | |
| | Exert a great deal of effort to get the job | |
| Difficulties Encountered in Internet Job Searches | Degree and speed of follow-up on-line applications | 15 items questions from Feldman and Klass (2002) |
| | Lack of specifics and relevant job descriptions on a company's website | |
| | Concern about the security of personal information | |
| | Difficulty in customizing, formatting, and downloading resume to companies' specifications | |

Researcher combined four variables from two previous studies. Three variables (advertisement impact, interest in job offered through internet sources, and intention to pursue the job applied for) took from previous study undertaken by Marr (2007) entitle "E-Recruitment: The Effectiveness of the Internet as a Recruitment Source". And one variable (difficulties encountered in internet job searches) took from previous study undertaken by Feldman and Klass (2002) entitle "Internet Job Hunting: a Field study of Applicant Experience with Online Recruitment".

### 3.6 Data Analysis

### 3.6.1 Descriptive Analysis

The purpose is to describe the characteristic of each variable. Data analyzed by measuring the frequency, through calculating the tendency of empirical nominal data descriptive into mean value and percentage form. The result of descriptive analysis used to support the interpretation of result from other technical analysis. To find the average mean for each indicator and statement in questionnaire used:

$$\text{Average Mean} = \frac{(1.\text{SDA}) + (2.\text{DA}) + (3.\text{N}) + (4.\text{A}) + (5.\text{SA})}{\text{SDA} + \text{DA} + \text{N} + \text{A} + \text{SA}}$$

Meanwhile, to find the degree respondent contribution (TCR), used:

$$\text{TCR} = \frac{\text{Mean}}{5}$$

Arikunto (2002) mentioned that characteristic for respondent answers are:

a. If TCR 81% - 100%   = Very Effective

b. If TCR 66% - 80.995 =  Effective

c. If TCR 55% - 65.99% = Not Effective

### 3.6.2 Validity and Reliability testing

a. **Validity Testing**

According to Ghozali (2001), validity test is a tool which is used to measure validation of questioner. Factor loading greater than ± 0.3 are considered to meet the

minimal level; loading value of ± 0.40 are considered more important; and if the loading are ± 0.50 or greater, they considered practically significant (Hair et al.1998). Questioner is valid if the range is more than 0.30 question of questioner can describe something that will be measured by questioner. Validity test used SPSS 19 program.

**b. Reliability Testing**

Reliabilities, according to Ghozali (2001), is measuring instrument to measure a questioner which represent indicator of construct variable. The most popular test of inter item consistency reliability is the Cronbach's coefficient alpha (Cronbach's alpha; Cronbach, 1946; cited from Sekaran 2003). The way to calculating of a data reliability level is using Cronbach alpha is between 0.60 – 1.00. To determine the reliability of each statement, it is used computer program SPSS 19 for windows with a *Cronbach alpha* formula.

# CHAPTER IV

# INSTITUTIONAL PROFILE

## 4.1 AIESEC in Andalas University

AIESEC is the world's largest nonprofit, student-run organization. Active in over 110 countries and territories with over 50,000 members, AIESEC takes an innovative approach to develop today's youth. Students involved in AIESEC gain skills and competencies through challenging leadership experiences, international internships, and interaction with an extensive global network. In partnership with business, government, and institutions of higher education, AIESEC has over 60 years of experience in developing high-potential students into globally minded responsible leaders. In Indonesia, AIESEC is run by undergraduate students in 6 leading universities, with national headquarters in Jakarta. AIESEC Local Committee University of Andalas is the only Chapter outside Java Island. AIESEC Indonesia Inc. was founded in 1984 and is a registered Organization.

AIESEC Indonesia has been more than 25 years continuously developing youth in Indonesia to become future leaders who socially responsible. AIESEC Indonesia was established in 1984, and until now already expanded its membership to 6 cities and 11 universities across Indonesia, which are:

- ✓ Local Committee Andalas University, Padang
- ✓ Local Committee Bandung (UNPAD, ITB, UNPAR)
- ✓ Local Committee Surabaya (UBAYA, UNAIR)

- ✓ Local Committee Universitas Brawijaya, Malang
- ✓ Local Committee Universitas Diponegoro, Semarang
- ✓ Local Committee Universitas Indonesia, Jakarta

Day by day, the time was running so fast. AIESEC in Andalas University established in July 23rd, 1993. Without realizing, we have been 18 years in walking on this journey and filling every side with spirit together. We never stop refilling our energy to do more for gain more. That is because of one reason, because we want to make a big impact for this organization and society.

## 4.2 AIESEC Way

What make AIESEC distinct from others organization based on what it is and how it does things.

### 4.2.1 What is AIESEC

AIESEC is a global, non-political, independent, not-for-profit organization run by students and recent graduates of institutions of higher education. Its members are interested in world issues, leadership and management. AIESEC does not discriminate on the basis of race, color, gender, sexual orientation, creed, religion, national, ethnic or social origin.

### 4.2.2 What We Envision

AIESEC vision for the world, reflected in the simple statement: "Peace and Fulfillment of Humankind's Potential"

### 4.2.3 Our Impact

"Our international platform enables young people to discover and develop their potential to provide leadership foe a positive impact on society." This statement clearly states that AIESEC as organization believes the main positive impact they make to society come as a result of the leadership characteristics their members to develop through AIESEC Experience

### 4.2.4 The Way we do it

AIESEC Provide its members with an integrated development experience comprised of leadership opportunities, international internship and participation in global learning environment.

### 4.2.5 Our Values

AIESEC values define the acceptable standards which govern its members within the association. AIESEC values guide member's actions and operation. They are: Activating Leadership, Enjoying Participation, Striving for Excellence, Demonstrating Integrity, Living Diversity, and Acting Sustainably.

### 4.2.6 Other Consideration

In the international Compendium, there are three more elements that support to describing AIESEC

- English is the sole official language of AIESEC

- The logo approved at president meeting 1990 (Hong Kong) is the official logo of AIESEC

- AIESEC adopts the AIESEC Code of Ethics along with its supportive structures mentioned

## 4.3 Exchange in AIESEC

Exchange is defining element of the AIESEC experience providing you the opportunity to live and work in a foreign country. It is the most intense learning experience that we offer and it links together our global network. The whole AIESEC network focuses on increasing the number of quality traineeship experiences. Through our exchange program, we offer over 5.500 members a year the opportunity to have a practical professional experience in a foreign country. The challenge of living and working abroad provides and incredible learning experience. The strength of our network, membership, and organizational support rests with exchange. Everyone in AIESEC is connected through exchange. We can link almost all of our local work directly or indirectly to increasing the quality and quantity of exchange that we provide.

It is also the primary reason for which most organizations partner with us and for which our thousand of members communicate with each other on a daily basis.

*Exchange Process:*

- ✓ Selection and Interview
- ✓ Raised
- ✓ Matched
- ✓ Realized

# CHAPTER V

# RESULTS AND DISCUSSION

In this chapter, researcher will interpret data and answer given by applicants who joined exchange program through AIESEC in Andalas University as respondent. Questionnaires distributed in May 2012. In this research, 47 questionnaires have been distributed to respondents; and only 35 questionnaires can be processed in the next step. This is caused by several barriers such as respondents show unexpected response, difficulties to make an appointment with applicant, applicant is unreachable, etc.

Table 5.1
Response Rate

| Questionaires | Numbers | Description |
|---|---|---|
| Distributed<br>Processed | 47<br>35 | Distributed to applicants<br>Questionnaire to process |
| Response Rate | $\frac{35}{47}$ x 100% = 74.46% | |

*Source: primary data*

## 5.1 Validity and Reliability Test

As mentioned, in this research variable that examined is online recruitment effectiveness, which consists with 4 sections of evaluations, section 1: advertisement impact. Section 2: interest in job offered through internet source. Section 3: intention

to pursue the job applied for. And section 4: difficulties encountered in internet job searchers.

### 5.1.1 Validity Test

Validity test is conducted by comparing the r test with the r table. Validity test is conducted for every single question by using item analysis which calculate score for each item with the total score (corrected item total correlation) and its value can be seen on the result of processing using SPSS 19. Hair et all (1998) argued that Validity is concern with how well the concept is defined by measure.

Factor loading greater than ± 0.3 are considered to meet the minimal level; loading value of ± 0.40 are considered more important; and if the loading are ± 0.50 or greater, they considered practically significant (Hair et al.1998)

Based on survey result can be explained that in advertisement impact, interest in job offered through internet source, intension to pursue the job applied for and difficulties encountered in internet job searchers, all of items are valid because the value of factor analysis is greater than 0.3. For more detail, it can be seen in table 5.2 as follows:

## Table 5.2
## The Result of Validity Test

| Variable | Factor/item | Factor Loading | Note |
|---|---|---|---|
| Advertisement Impact | Adv1 | 0.558 | Valid |
| | Adv2 | 0.799 | Valid |
| | Adv3 | 0.583 | Valid |
| | Adv4 | 0.536 | Valid |
| | Adv5 | 0.685 | Valid |
| Interest in Job Offered through Internet Source | Iij1 | 0.666 | Valid |
| | Iij2 | 0.615 | Valid |
| | Iij3 | 0.661 | Valid |
| | Iij4 | 0.797 | Valid |
| Intension Pursue the Job Applied for | Ipa1 | 0.786 | Valid |
| | Ipa2 | 0.905 | Valid |
| | Ipa3 | 0.719 | Valid |
| Difficulties encountered in internet job searchers | Diff1 | 0.544 | Valid |
| | Diff2 | 0.710 | Valid |
| | Diff3 | 0.721 | Valid |
| | Diff4 | 0.658 | Valid |
| | Diff5 | 0.504 | Valid |
| | Diff6 | 0.319 | Valid |
| | Diff7 | 0.596 | Valid |
| | Diff8 | 0.721 | Valid |
| | Diff9 | 0.596 | Valid |
| | Diff10 | 0.460 | Valid |
| | Diff11 | 0.608 | Valid |
| | Diff12 | 0.641 | Valid |
| | Diff13 | 0.544 | Valid |
| | Diff14 | 0.494 | Valid |
| | Diff15 | 0.574 | Valid |

*Source: Proceed from Questionnaire by using SPSS*

### 5.1.2 Testing of Reliability

The purpose of using reliability test is related with accuracy, stability and consistency. Reliability test is the instrument which able to explain the symptom of group. The way to determine the reliability level of one instrument in the research can be accepted if value of r alpha exists in range 0.60 – 1.00. We categorize reliable / good for range > 0.60 – 0.80, and very good / very reliable for range 0.80-1.00

(Santoso, 2001). For determining the reliability, researcher processed by using computer program SPSS 19 for windows with Cronbach's alpha formula.

Based on the level of reliability, result of test reliability coefficient (r alpha) of the four variables can be summarized in the following table:

### Table 5.3
### The Result of Reliability Test

| No | Variable | Number of valid item | Cronbach's alpha | Criteria |
|----|----------|---------------------|------------------|----------|
| 1 | Advertisement Impact | 5 | 0.631 | Reliable |
| 2 | Interest in Job | 4 | 0.618 | Reliable |
| 3 | Intention to Pursue the Job | 3 | 0.731 | Reliable |
| 4 | Difficulties Encountered in Internet Job Searchers | 15 | 0.858 | Reliable |

*Source: Proceed from Questionnaire by using SPSS*

Based on the table 5.3 showed that the value of cronbach alpha for Advertisement impact is 0.631. The value of cronbach alpha for interest in job offered through internet source is 0.618. The value of cronbach alpha for intention to pursue the job applied for is 0.731. And the value of cronbach alpha for difficulties encountered in internet job searchers is 0.858.

Based on these data above means that all variables of the research has cronbach"s alpha value greater than 0.6. Because of that, all of questionnaires are reliable statement.

## 5.2 Descriptive Analysis

### 5.2.1 Description of Research Sample

In this research, there were 35 questionnaires that can be processed. After that, researcher will describe the data and put the answer that are given by respondents into respondent characteristic. For more detail, the following explanation and table will describe the respondent characteristics:

### 1. Respondent Characteristic based on Gender

Based on questionnaire result, researcher found that from 35 respondents, the majority is female. The percentage of female in this research is 62.9%, and respondent of male is 37.1%. In other words, the amount of female respondent is greater than male respondent. It can be seen in table 5.4 as followed:

**Table 5.4**
**Respondent Characteristic Based on Gender**

| Gender | Frequency | Percentage |
|--------|-----------|------------|
| Male | 13 | 37.1 |
| Female | 22 | 62.9 |
| Total | 35 | 100 |

*Source: Primary data, processed by using SPSS*

### 2. Respondent Characteristic Based on Age

Based on the questionnaire result, researcher found that the range of age between 18 up to 20 years old is 48.6%, same with the range of age between 21 up to 23 is 48.6% as well. And the rest is 2.9 % is the rage of age between 24 up to 26

years old. In other words the average of respondents in this research is the student with the range age between 18 up to 26 years old. For more detail, it can be seen in table 5.5 as followed:

Table 5.5
Respondent Characteristic Based on Age

| Age (years) | Frequency | Percentage |
|---|---|---|
| 18 - 20 years | 17 | 48.6 |
| 21 - 23 years | 17 | 48.6 |
| 24 - 26 years | 1 | 2.9 |
| >26 years | 0 | 0 |
| Total | 35 | 100 |

Source: Primary data, processed by using SPSS

3. Respondent Characteristic Based on Academic Background

From the questionnaire result, researcher found that from 35 respondents, the student with Economic background is 65.7%, students who have political and social science background is 5.7%, students with humanities background is 8.6%, students with natural science background is 5.7%, and the rest is student with another academic background is 14.3%. For more detail, it can be seen in the table 5.6 as follows:

Table 5.6
Respondent Characteristic Based on Academic Background

| Academic Background | Frequency | Percentage |
|---|---|---|
| Economic | 23 | 65.7 |
| Political and social science | 2 | 5.7 |
| Humanities | 3 | 8.6 |
| Natural Science | 2 | 5.7 |
| Others | 5 | 14.3 |
| Total | 35 | 100 |

Source: Primary data, processed by using SPSS

## 4. Respondent Characteristic Based on Destination Country

From the questionnaire result, researcher found that from 35 respondents, 88.6% are joined internship program in countries of Asia Pacific area, and the rest in countries of Europe is 11.4%. And no one students joined internship program in America or Africa. For more detail, it can be seen in table 5.7 as follows:

Table 5.7
Respondent Characteristic Based on Destination Country

| Area of Location | Frequency | Percentage |
| --- | --- | --- |
| Asia Pacific | 31 | 88.6 |
| Europe | 4 | 11.4 |
| America | 0 | 0 |
| Africa | 0 | 0 |
| Total | 35 | 100.0 |

Source: Primary data, processed by using SPSS

## 5. Respondent Characteristic Based on Project Involved

From the questionnaire result, researcher found that from 35 respondents, the student who involve in HIV-AIDS project is 2.9%, students who involve in Children's' project is 37.1%, students involve in Tourism project is 5.7%, students involved in Entrepreneur project is 5.7%, student involved in Environment project is 14.3% and the rest is student involve in another project is 34.3%. For more detail, it can be seen in the table 5.8 as follows:

**Table 5.8**
**Respondent Characteristic Based on Project Involved**

| Types of Project | Frequency | Percentage |
|---|---|---|
| HIV-AIDS | 1 | 2.9 |
| Children | 13 | 37.1 |
| Tourism | 2 | 5.7 |
| Entrepreneur | 2 | 5.7 |
| Environment | 5 | 14.3 |
| Others | 12 | 34.3 |
| Total | 35 | 100 |

*Source: Primary data, processed by using SPSS*

## 5.3 Analysis the effectiveness of Online Recruitment

Based on data collected, the next discussion is the description of the effectiveness of online recruitment.

## 5.3.1 Evaluation in Effectiveness of Online Recruitment: Advertisement Impact

Here, analyses about the applicants' reaction evaluation about advertisement impact. It's about investigating applicant's thoughts about the placement of, and information in, the position advertisement. The result from distribution of frequency score represent that applicants' answer for the reaction evaluation about advertisement impact is presented in the following table:

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## Table 5.9
## Distribution Frequency of Respondents' Perception Toward Advertisement Impact

| N o | Advertisement Impact | ED | | D | | N | | E | | EE | | Mean | TCR | Result |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Fi | % | Fi | % | Fi | % | Fi | % | Fi | % | | | |
| Advertisement Placement | | | | | | | | | | | | | | |
| 1 | How easy was it to find the advertisement about Trainee Nominee? | 1 | 2.9 | 6 | 17.1 | 17 | 48.6 | 9 | 25.7 | 2 | 5.7 | 3.14 | 62.8 | Not Effective |
| 2 | How much impact project's name has on bringing the advertisement to your attention? | - | - | 2 | 5.7 | 16 | 45.7 | 9 | 25.7 | 8 | 22.9 | 3.86 | 73.2 | Effective |
| 3 | How much impact advertisement location has on bringing the advertisement to your attention? | - | - | 4 | 11.4 | 12 | 34.3 | 14 | 40.0 | 5 | 14.3 | 3.57 | 71.4 | Effective |
| 4 | How much impact advertisement layout has on bringing the advertisement to your attention? | - | - | 6 | 17.1 | 13 | 37.1 | 15 | 42.9 | 1 | 2.9 | 3.31 | 66.2 | Effective |
| Advertisement Comprehension | | | | | | | | | | | | | | |
| 5 | How easy was it to understand the information contained within the advertisement? | - | - | 2 | 5.7 | 12 | 34.3 | 16 | 45.7 | 5 | 14.3 | 3.69 | 73.8 | Effective |
| | Average Mean | | | | | | | | | | | 3.47 | 69.5 | Effective |

*Source: Primary data, processed by using SPSS*

Based on survey result, it can be explained that variable of "Advertisement Impact" is Effective with average mean 3.47 and TCR 69.5%. Table showed all dimensions of advertisement impact variable are effective, except how to find the advertisement. It has the lowest mean of students answer "How easy was it to find the advertisement about Trainee Nominee?" with mean value is 3.14 and TCR is 62.8%.

The highest mean of applicants answer is the last item that "How easy was it to understand the information contained within the advertisement?" with mean value is 3.69 and TCR is 73.8%.

### 5.3.2 Evaluation in Effectiveness of Online Recruitment: Interest in the Job Offered through Internet Source

The result of distribution frequency score shows that applicant's answer for the reaction evaluation toward interest in job offered through internet source is presented in the following table:
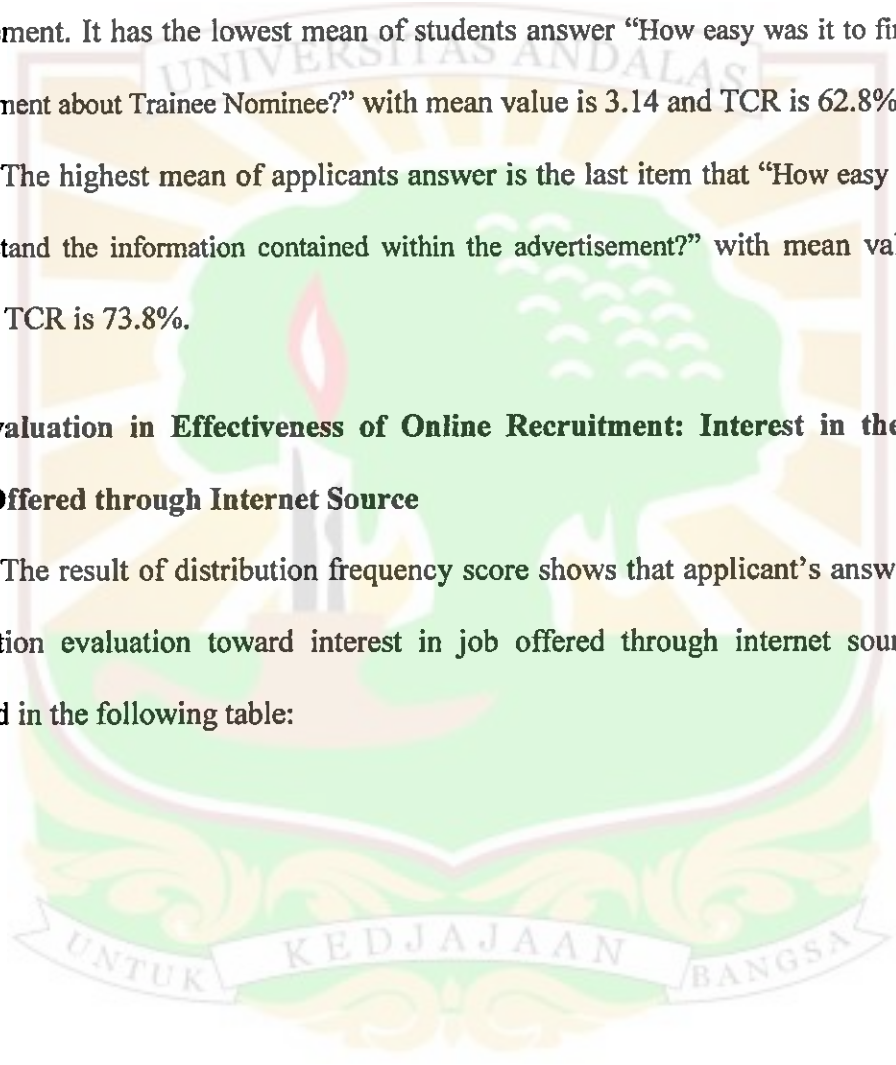
**Table 5.10**
**Distribution Frequency of Respondents' Perception Toward Interest in Job Offered through Internet Source**

| No | Interest in Job | EUI | | UI | | N | | I | | EI | | Mean | TCR | Result |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Fi | % | Fi | % | Fi | % | Fi | % | Fi | % | | | |
| 1 | Accommodation | - | - | - | - | 4 | 11.4 | 10 | 28.6 | 21 | 60.0 | 4.49 | 89.8 | Very Effective |
| 2 | Opportunity to use my ability | - | - | - | - | 6 | 17.1 | 17 | 48.6 | 12 | 34.3 | 4.17 | 83.4 | Very Effective |
| 3 | Challenging work | - | - | - | - | 2 | 5.7 | 19 | 54.3 | 14 | 40.0 | 4.34 | 86.8 | Very Effective |
| 4 | Interesting work | - | - | - | - | 2 | 5.7 | 12 | 34.3 | 21 | 60.0 | 4.54 | 90.8 | Very Effective |
| | Average Mean | | | | | | | | | | | 4.38 | 87.7 | Very Effective |

*Source: Primary data, processed by using SPSS*

Based on survey result, it can be explained that variable of "Interest in Job Offered through Internet Source" is very effective with average mean 4.38 and TCR 87.7%. Table showed all dimensions of Interest in Job Offered through Internet Source variable are very effective. The highest mean of applicants answer is the last item that "interesting work" with mean value is 4.54 and TCR is 90.8%. Meanwhile, the lowest mean is item 2 that "opportunity to use my ability" with mean value is 4.34 and TCR is 86.8%.

### 5.3.3 Evaluation in Effectiveness of Online Recruitment: Intention to Pursue the Job Applied for

The result of distribution frequency score shows that applicant's answer for the reaction evaluation toward Intension to pursue the job applied for is presented in the following table:

## Table 5.11
## Distribution Frequency of Respondents' Perception Toward Intension to Pursue The Job Applied for

| No | Intension to Pursue the job | ED | | D | | N | | E | | EE | | Mean | TCR | Result |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Fi | % | Fi | % | Fi | % | Fi | % | Fi | % | | | |
| 1 | I would accept the job I applied for | - | - | - | - | 9 | 25.7 | 17 | 48.6 | 9 | 25.7 | 4.00 | 80.0 | Effective |
| 2 | I would make this job one of my first choice | - | - | 4 | 11.4 | 13 | 37.1 | 14 | 40.0 | 4 | 11.4 | 3.51 | 70.2 | Effective |
| 3 | I would exert a great deal of effort to get his job | - | - | 1 | 2.9 | 11 | 31.4 | 17 | 48.6 | 6 | 17.1 | 3.80 | 76.0 | Effective |
| | Average Mean | | | | | | | | | | | 3.77 | 75.4 | Effective |

Source: *Primary data, processed by using SPSS*

Based on survey result, it can be explained that variable of "Intension to Pursue the Job Applied for" is effective with average mean 3.77 and TCR 75.4%. The highest mean of applicants answer is the last item that "I would accept the job I applied for" with mean value is 4.00 and TCR is 80.0%. Meanwhile, the lowest mean is "I would make this job one of my first choice" with mean value is 3.51 and TCR is 70.2%.

### 5.3.4 Evaluation in Effectiveness of Online Recruitment: Difficulties Encountered in Internet Job Searchers

The result of distribution frequency score shows that applicant's answer for the reaction evaluation toward difficulties encountered in internet job searchers is presented in the following table:

**Table 5.12**
**Distribution Frequency of Respondents' Perception Toward Difficulties**
**Encountered in Internet Job Searchers**

| No | Difficulties Encountered in Internet Job Searchers | SA | | A | | N | | DA | | SDA | | Mean | TCR | Result |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Fi | % | Fi | % | Fi | % | Fi | % | Fi | % | | | |
| 1 | Slow feedback or follow-up | 4 | 11.4 | 10 | 28.6 | 9 | 25.7 | 11 | 31.4 | 1 | 2.9 | 3.14 | 62.8 | Not Effective |
| 2 | Not enough relevant jobs listed to make worthwhile | 2 | 5.7 | 9 | 25.7 | 12 | 34.3 | 10 | 28.6 | 2 | 5.7 | 2.97 | 59.4 | Not Effective |
| 3 | Lack of relevant data in a AIESEC's web site | 3 | 8.6 | 12 | 34.3 | 12 | 34.3 | 7 | 20.0 | 1 | 2.9 | 3.26 | 65.2 | Not Effective |
| 4 | Concern about security of personal information | 3 | 8.6 | 3 | 8.6 | 13 | 37.1 | 15 | 42.9 | 1 | 2.9 | 2.77 | 55.4 | Not Effective |
| 5 | Poor link to specific AIESEC' web site from general site | 3 | 8.6 | 15 | 42.9 | 10 | 28.6 | 6 | 17.1 | 1 | 2.9 | 3.37 | 67.4 | Effective |
| 6 | Want more personal contact | 1 | 2.9 | 2 | 5.7 | 7 | 20.0 | 16 | 45.7 | 9 | 25.7 | 2.14 | 42.8 | Not Effective |
| 7 | Difficulty in posting resume | 3 | 8.6 | 4 | 11.4 | 18 | 51.4 | 10 | 28.6 | 0 | 0 | 3.00 | 60.0 | Not Effective |
| 8 | Site navigation problems | 1 | 2.9 | 9 | 25.7 | 19 | 54.3 | 5 | 14.3 | 1 | 2.9 | 3.11 | 62.2 | Not Effective |
| 9 | Difficulties downloading or printing out information | 5 | 14.3 | 15 | 42.9 | 7 | 20.0 | 7 | 20.0 | 1 | 2.9 | 3.46 | 69.2 | Effective |
| 10 | Computer glitches in web site | 3 | 8.6 | 8 | 22.9 | 20 | 57.1 | 4 | 11.4 | 0 | 0 | 3.29 | 65.8 | Not Effective |
| 11 | Trouble accessing sites during normal business hours | 3 | 8.6 | 12 | 34.3 | 9 | 25.7 | 11 | 31.4 | 0 | 0 | 3.20 | 64.0 | Not Effective |
| 12 | Difficulty finding AIESEC's web site on internet | 9 | 25.7 | 18 | 51.4 | 6 | 17.1 | 1 | 2.9 | 1 | 2.9 | 3.94 | 78.8 | Effective |
| 13 | Trouble accessing sites evenings and weekends | 2 | 5.7 | 16 | 45.7 | 8 | 22.9 | 9 | 25.7 | 0 | 0 | 3.31 | 66.2 | Effective |
| 14 | Costs of downloading data | 9 | 25.7 | 15 | 42.9 | 7 | 20.0 | 4 | 11.4 | 0 | 0 | 3.83 | 76.6 | Effective |
| 15 | Poor quality graphics | 6 | 17.1 | 15 | 42.9 | 9 | 25.7 | 5 | 14.3 | 0 | 0 | 3.63 | 72.6 | Effcetive |
| | Average Mean | | | | | | | | | | | 3.23 | 64.6 | Not Effective |

*Source: Primary data, processed by using SPSS*

Based on survey result, it can be explained that variable of "Difficulties Encountered in Internet Job Searchers" is not effective with average mean 3.23 and TCR 64.6%. Table explain that only 6 from 15 dimensions of difficulties encountered internet job searches variable are effective, its item 5 (poor link to specific AIESEC' web site from general site), 9 (difficulties downloading or printing out information), 12 (difficulty finding AIESEC's web site on internet), 13 (trouble accessing sites evenings and weekends), 14 (costs of downloading data), and 15 (poor quality graphics). The highest mean of applicants answer is item 12 that "Difficulty finding AIESEC's web site on internet" with mean value is 3.94 and TCR is 78.8%. Meanwhile, the lowest mean is the sixth item that "want more personal contact" with mean value is 2.14 and TCR is 42.8%.

## 5.4 Discussion of the effectiveness of online recruitment based on applicant perception toward Internship Program in AIESEC Andalas University

In the context of this study, the effectiveness of online recruitment toward internship program defined as the extent to which perception for applicant of internship program at AIESEC Andals University. Measurement is conducted by using TCR value of the respondent's answer. Respondents for this study are applicants who applied for internship Program at AIESEC Andalas University.

Based on TCR value obtained from every respondent's answer can be concluded that the online recruitment passed by applicants has been effective, except for difficulties encountered in internet job searchers variable.

It presented in the following table:

**Table 5.13**
**Effectiveness of Online Recruitment and TCR value**

| No | Effectiveness of Online Recruitment | TCR value |
|----|-------------------------------------|-----------|
| 1. | Advertisement Impact | 69.5 |
| 2. | Interest in Job | 87.7 |
| 3. | Intension to Pursue The Job Applied For | 75.4 |
| 4. | Difficulties Encountered in Internet Job Searchers | 64.6 |

*Source: Primary Data Processed by Using SPSS*

The table shows that range of TCR value is 64.6 – 87.7. It indicates the online recruitment for applicants of Internship program has been effective but still need more attention in some aspect.

When the results indicate that the mean scale is 64.6 – 87.7, can be concluded that online recruitment toward internship program in AIESEC Andalas University in research with the scale range from not effective until very effective.

### 5.4.1 Open ended question

To confirm the respondents' answers for the effectiveness of online recruitment toward internship program in AIESEC Andalas University, researcher

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conduct optional open ended question for each applicant and just several respondents gave the feedback.

Every applicant has their own perspectives, which showed how the effectiveness of online recruitment toward internship program in AIESEC Andalas University based on their experience.

For first questions: "Please indicate your personal comment on the effectiveness of online recruitment from applicant perspective?" Responds of some applicants indicates that online recruitment is the best way to recruit people for the internship program.

Some of applicants mention that online recruitment is the best way to connect with another country to seek opportunity for going exchange. Since the distance so far away, online recruitment is the effective way to pass recruitment process for going exchange. World seems so small and everything just easy to catch even the distance is so far away.

Otherwise, some applicants give the different perspectives which state *online recruitment still need more improvement and more attention*. It's mentioned from the answer of some applicants, they stated online recruitment have to develop about content in the website and there are some barrier that occurred like Internet access. Often the main problem of online recruitment is bad internet access.

From the answers above, it can conclude that applicants have good perception to online recruitment toward internship programs but they face some difficulties during its process.

A second question is: "If online recruitment effectiveness needs to be improved, please give your personal recomendation?" All participants almost give same perspectives about this question; responds of all participants indicated that online recruitment needs to improve. Applicants give feedback that online recruitment need to provide detail information on site that can make other people easy to do communication, AIESEC need to give a quick respond to make sure the expectation from both side or recruiters and applicant, last but not least one applicant mentioned that need to improve the internet connection, because Indonesia is the country which as the lowest / slowest signals over the world.

And then answers from respondents in open ended question support the answers in close questions or in questionnaire. Which some of respondents mention that they are want more personal contact or want to get follow up faster. It can conclude that online recruitment needs to improve in term of more information and feedback from organization. Applicants need more information to decrease some miss communication during the online recruitment process. So, researcher can conclude AIESEC need to provide more personal contact detail for every exchange opportunity to help applicant for contact the person who responsible to get more information, but AIESEC also need to make sure the people who responsible need to give a quick respond for every queries from applicant to avoid miss communication.

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### 5.4.2 Discussion

From respondent answers in closed question and supported by open-ended question this research conclude:

1. Current research support result of privious study undertaken by Marr (2007) entitle "E-Recruitment: The Effectiveness of the Internet as a Recruitment Source". Some variables used in current research are adapt from Marr (2007), they are; Advertisement Impact, Interest in Job Offered through Internet Source, and Intension to Pursue the job Applied for. Which are these entire variables is effective in the current research and in the previous study by Marr (2007) as well. But in current research, result of research identify that one item need more attention and improvement, which is "How easy to find the advertisement"

2. Current research also adapt one variable from privious research undertaken by Feldman and Klass (2002) entitle "Internet Job Hunting: a Field study of Applicant Experience with Online Recruitment", which is Difficulties encountered in Internet Job Searchers. In current research this variable not effective and it's mean not supported the research by Feldman and Klass (2002), because in their research this variable is effective.

### 5.4.3 Implication of Research

From the discussion, this study has implication for organization development, namely:

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1. Based on the research, the online recruitment toward internship program has been effective and it meets the needs of applicants but it has some week points that need to be improved. It is expected there will progression and development that lead to continuous improvement.

2. From all of indicators from all variable there are nine items no effective. Which are one indicator of advertisement impact: "how easy was it to find the advertisement about Trainee Nominee?" with TCR 62.8 %, mean advertisement about trainee nominee is quite hard to find for the applicants. And eight indicators of difficulties encountered in internet job searchers: (1) "slow feed back or follow up" with TCR 62.8%, (2) "lack of relevant data in an AIESEC's website" with TCR 59.4%, (3) "concern about security of personal information" with TCR 55.4%, (4) "want more personal contact" with TCR 42.8%, (5) "difficulty in posting resume" with TCR 60.0%, (6) "site navigations problem" with TCR 62.2%, (7) "computer glitches in website" with TCR 65.8%, and the last one (8) "trouble assessing site during normal business hour" with TCR 64.0%. AIESEC as the organization using online recruitment need to pay attention to difficulties that faces by the applicant. Several thing need to be notice from organizational are;

   - Advertisement about job offered through internet source
   - Feed back and follow up toward the applicant
   - Data information in AIESEC website
   - Security of personal information of applicant
   - Posting resume and site Navigation

# CHAPTER VI

# CONCLUSION, LIMITATION AND RECOMMENDATION

## 6.1 Conclusion of Research

Based on the results and discussion of the research about analysis the effectiveness of online recruitment based on applicant perspective toward internship program in AIESEC Andalas University, it can be concluded as followed:

1. The purpose of this research was to evaluate the effectiveness of online recruitment toward internship program in AIESEC Andalas University, for applicants to identify the strength and weakness of that online recruitment through measuring its effectiveness. It consists with 4 section of evaluation. Section 1 researcher did evaluation toward Advertisement Impact, section 2 evaluation toward Interest in Job Offered through internet source, section 3 evaluation toward intension to pursue the job applied for, and section 4 evaluations toward difficulties encountered in internet job searchers. The result of research indicated that online recruitment has been effective based on applicant perspective but there is still needed improvement in some aspect. It is represented by the range of mean value is 64.6 – 87.7 or in other word from scale is not effective – very effective.

2. The dominant respond about effectiveness of online recruitment from applicants in internship program through AIESEC Andalas University, showed the interest

in job variable is the most effective one. Its TCR value is 87.7, the highest number compare to others variable effectiveness.

3. The lowest respond about effectiveness of online recruitment from applicants is difficulties encountered in internet job searchers variable. Its TCR value is 64.6, or in other word from scale is not effective. The lowest number compare to other effectiveness.

4. The strength of online recruitment for applicant in internship program is about interest in job offered through internet source and intension to pursue the job applied for.

5. The weaknesses of online recruitment about lack to find the advertisement bout Trainee Nominee, slow feedback or follow up, not enough relevant jobs listed to make worthwhile, lack of relevant data in AIESEC's website, concern about security of personal information, want more personal contact, difficulty in posting resume, site navigation problem, computer glitches in website, and trouble accessing sites during normal business hours.

6. So, the results of the research indicated the online recruitment is effective and it meets the needs of applicants who applied for go exchange through AIESEC Andalas University, but it has some week points and need more attention from organization.

## 6.2 Limitation of Research

This research is aimed to evaluate and to identify the effectiveness of online recruitment based on applicant perspective toward internship program in AIESEC Andalas University. There are several limitations they are:

1. It is really limited sample in this research. In further research it's better for using more sample, and it will contribute accurate result.

2. The sample of these research only applicants of Internship Program at AIESEC Andalas University. In future research it can be take sample in larger area, AIESEC Indonesia, in order to get accurate result.

3. Response to the questionnaire may be influenced by the individual's activity in internet using during of matching process and influence at the time the questionnaires are completed.

## 6.3 Recommendation of Research

1. Based on the research it is concluded that online recruitment toward internship program in AIESEC Andalas University is effective. But there are un-satisfaction respond form applicants during internet using for online recruitment. Online recruitment should give more detail job information and contact person information with appropriate facilities and instruction for the applicants from the organization.

2. Organization should give more explanation and information to applicants.

# APPENDIX

## Appendix 1

### List of Exchange Participant in AIESEC Andalas University
### (July 2010 – April 2012)

| No | EP ID | Name |
|---|---|---|
| 1 | EP-In-ID-UA-2011-1404 | Rahmat Fitrah Lubis |
| 2 | EP-In-ID-UA-2011-1405 | Tommy Oscara |
| 3 | EP-In-ID-UA-2011-1406 | Julianda Pratama |
| 4 | EP-In-ID-UA-2011-1407 | Neddawati |
| 5 | EP-In-ID-UA-2011-1409 | Annisa irma yuditiani |
| 6 | EP-In-ID-UA-2011-1410 | Haris Dwi Putra |
| 7 | EP-In-ID-UA-2011-1411 | Yohanes Kukuh Bandel Irianto |
| 8 | EP-In-ID-UA-2011-1420 | Rahmad Eka Putra |
| 9 | EP-In-ID-UA-2011-1428 | Diana Fitri Anggarini |
| 10 | EP-In-ID-UA-2011-1430 | Tiara Lovina |
| 11 | EP-In-ID-UA-2011-1431 | Sri Novelma |
| 12 | EP-In-ID-UA-2011-1435 | Annisa Ismed |
| 13 | EP-In-ID-UA-2011-1436 | Syameli Oktaviani |
| 14 | EP-In-ID-UA-2010-1343 | Sarita Aminta Ilonasbonia |
| 15 | EP-In-ID-UA-2010-1344 | Rahmantika Ananda |
| 16 | EP-In-ID-UA-2010-1339 | Wellya Gunawan |
| 17 | EP-In-ID-UA-2010-1340 | Khori Efrial |
| 18 | EP-In-ID-UA-2010-1342 | Meria Andina |
| 19 | EP-In-ID-UA-2010-1345 | Riska Purnama |
| 20 | EP-In-ID-UA-2010-1346 | Siska Mandalia |
| 21 | EP-In-ID-UA-2010-1348 | Noor Mila Aisyah |
| 22 | EP-In-ID-UA-2010-1349 | Muthia Pratama Sari Syah Putri |
| 23 | EP-In-ID-UA-2010-1351 | Melia Agustria Gea |
| 24 | EP-In-ID-UA-2010-1352 | Nurhasanah |
| 25 | EP-In-ID-UA-2010-1353 | Mahathir |
| 26 | EP-In-ID-UA-2010-1354 | Winda Jayanti |
| 27 | EP-In-ID-UA-2010-1357 | Valeny Suryaningsih |

| 28 | EP-In-ID-UA-2010-1358 | Robi Jaya Putra |
|----|------------------------|-------------------------------|
| 29 | EP-In-ID-UA-2010-1359 | Nurhidayati |
| 30 | EP-In-ID-UA-2011-1361 | Fiqi Listya Fujiasih |
| 31 | EP-In-ID-UA-2011-1364 | Bramiarta |
| 32 | EP-In-ID-UA-2011-1363 | Fanny Aulia |
| 33 | EP-In-ID-UA-2011-1366 | Kevin Reinaldo |
| 34 | EP-In-ID-UA-2011-1394 | Vidhea Ozami |
| 35 | EP-In-ID-UA-2011-1371 | Azaria Zahira |
| 36 | EP-In-ID-UA-2011-1373 | Sabila |
| 37 | EP-In-ID-UA-2011-1365 | Nikos Joshua H. Simanungkalit |
| 38 | EP-In-ID-UA-2011-1369 | Gebri Sepdi Adzani |
| 39 | EP-In-ID-UA-2011-1362 | Veby Oktia Hasibuan |
| 40 | EP-In-ID-UA-2011-1368 | Yudha Pratama |
| 41 | EP-In-ID-UA-2011-1375 | Sovia Wulandari |
| 42 | EP-In-ID-UA-2011-1376 | Sri Rahmadilla |
| 43 | EP-In-ID-UA-2011-1380 | Salman Alfirisi Hanafi |
| 44 | EP-In-ID-UA-2011-1377 | Ratih Ramadhani |
| 45 | EP-In-ID-UA-2011-1383 | Syarty Syarfina |
| 46 | EP-In-ID-UA-2011-1384 | Nugraha Suwata |
| 47 | EP-In-ID-UA-2011-1388 | Oktulillah Putri |

**Appendix 2**

## QUESTIONNAIRE

### SECTION A:

> The responses to the following questions are meant only for analysis purpose. Please provide your responses by marking a tick (√) in the relevant boxes.

1. How old are you?
   - ☐ 18 - 20          ☐ 21- 23
   - ☐ 24 – 26          ☐ More than 26

2. What is your gender?
   - ☐ Male             ☐ Female

3. What is your education background?                   Please Identify
   - ☐ Economics                                       _____
   - ☐ Political and Social Science                    _____
   - ☐ Humanities                                      _____
   - ☐ Natural Science                                 _____
   - ☐ Others_____                           _____

4. Where is your destination country to have Internship? Please Identify
   - ☐ Asia Pasific                                    _____
   - ☐ Europe                                          _____
   - ☐ America                                         _____
   - ☐ Africa                                          _____

5. What Type of Project that you involved?
   - ☐ HIV-AIDS
   - ☐ Children
   - ☐ Tourism
   - ☐ Entrepreneur
   - ☐ Environment
   - ☐ Others_____

## SECTION B: ADVERTISIMENT IMPACT

> The following question aim to investigate your thoughts about the placement of, and information in, the position advertisement. Please mark one box for each question.

1. How easy was it to find the advertisement about Trainee Nominee?

| Extremely Difficult | | | | Extremely Easy |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |

2. How much impact project's name has on bringing the advertisement to your attention?

| No Impact | | Some Impact | | High Impact |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |

3. How much impact advertisement location has on bringing the advertisement to your attention?

| No Impact | | Some Impact | | High Impact |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |

4. How much impact advertisement layout has on bringing the advertisement to your attention?

| No Impact | | Some Impact | | High Impact |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |

5.  How easy was it to understand the information contained within the advertisement?

Very                                                                                    Very
Difficult                                                                                Easy

|———————|———————|———————|———————|———————|

1               2               3               4               5

## SECTION C: INTEREST IN THE JOB OFFERED THROUGH INTERNET SOURCE

The following question explores what characteristics of a position are of most interest to you when looking for a job. Please mark one box for each question

1.  Accommodation

Extremely                                                                          Extremely
Un-Important                                                                       Important

|———————|———————|———————|———————|———————|

1               2               3               4               5

2.  Opportunity to use my ability

Extremely                                                                          Extremely
Un-Important                                                                       Important

|———————|———————|———————|———————|———————|

1               2               3               4               5

3.  Challenging work

Extremely                                                                          Extremely
Un-Important                                                                       Important

|———————|———————|———————|———————|———————|

1               2               3               4               5

4. Interesting work

| Extremely | | | | Extremely |
| Un-Important | | | | Important |

| | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |

## SECTION D: INTENSION TO PURSUE THE JOB APPLIED FOR

The following question will explore your motivation for pursuing the job that you most recently applied for. Please mark one box of each question

1. I would accept the job I applied for

| Strongly | | | | Strongly |
| Disagree | | | | Agree |

| | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |

2. I would make this job one of my first choice

| Strongly | | | | Strongly |
| Disagree | | | | Agree |

| | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |

3. I would exert a great deal of effort to get his job

| Strongly | | | | Strongly |
| Disagree | | | | Agree |

| | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |

## SECTION E: DIFFICULTIES ENCOUNTERED IN INTERNET JOB SEARCHES

This following question provides a description of your difficulties encountered in internet job searches.  Please respond by marking one box corresponding

| Strongly Disagree | Disagree | Not Sure | Agree | Strongly Agree |
|:---:|:---:|:---:|:---:|:---:|
| 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|:---:|:---|:---:|:---:|:---:|:---:|:---:|
| 1 | Slow feedback or follow-up | 1 | 2 | 3 | 4 | 5 |
| 2 | Not enough relevant jobs listed to make worthwhile | 1 | 2 | 3 | 4 | 5 |
| 3 | Lack of relevant data in a AIESEC's web site | 1 | 2 | 3 | 4 | 5 |
| 4 | Concern about security of personal information | 1 | 2 | 3 | 4 | 5 |
| 5 | Poor link to specific AIESEC' web site from general site | 1 | 2 | 3 | 4 | 5 |
| 6 | Want more personal contact | 1 | 2 | 3 | 4 | 5 |
| 7 | Difficulty in posting resume | 1 | 2 | 3 | 4 | 5 |
| 8 | Site navigation problems | 1 | 2 | 3 | 4 | 5 |
| 9 | Difficulties downloading or printing out information | 1 | 2 | 3 | 4 | 5 |
| 10 | Computer glitches in web site | 1 | 2 | 3 | 4 | 5 |
| 11 | Trouble accessing sites during normal business hours | 1 | 2 | 3 | 4 | 5 |
| 12 | Difficulty finding AIESEC's web site on internet | 1 | 2 | 3 | 4 | 5 |
| 13 | Trouble accessing sites evenings and weekends | 1 | 2 | 3 | 4 | 5 |
| 14 | Costs of downloading data | 1 | 2 | 3 | 4 | 5 |
| 15 | Poor quality graphics | 1 | 2 | 3 | 4 | 5 |

Please indicate your personal comment on the effectiveness of online recruitment from applicant perspective?

_____

_____

_____

_____

_____

_____

If online recruitment effectiveness needs to be improved, please give your personal recomendation.

_____

_____

_____

_____

_____

_____

**THE END OF THE QUESIONNAIRE**

## Appendix 3

### Respondents Answer in Open-Ended Question

| No | Number of Question-naire | Please indicate your personal comment on the effectiveness of online recruitment from applicant perspective? | If online recruitment effectiveness needs to be improved, please give your personal recomendation? |
|----|------|------|------|
| 1 | 1 | I think the online recruitment is great if we try to see from "young" generation who really enjoy the internet or something. They can do an interview without to have to go so far | I think AIESEC member need to improve their "time" since we have difference hour to each continent. |
| 2 | 2 | Normal recruitment (direct one, not via internet) is more effective I think | Feedback or follow up from hosting country supposed to be clear and faster to make applicant no need to wondering |
| 3 | 4 | Sometimes its effective, but not significantly can be measure clearly. More effective direct recruitment | Integration online recruitment with trust-worthy recruitment (HR) company, and make sure the data system |
| 4 | 5 | Sorry I didn't see that well | Recommend each applicant to see and give feedback the online recruitment with chat like skype or facebook |
| 5 | 9 | As applicant of internship program with AIESEC Vietnam, Hanoi, they did a good job, because they set interview time clearly and send any project and link about information clearly as well. During I need her, she did quick respond. | Something that have to improve is the information about accommodation and immigration documents that used to prepare extant visa during internship. |
| 6 | 10 | Online recruitment is simple to reach, easy understanding, and give complete information | Information in online recruitment need to be update regularly |
| 7 | 13 | Online recruitment should provide the clear information, start from the basic one like place, date. Etc. | Need good cooperation between people inside the organization. Use the simple way and simple language |
| 8 | 16 | Very Effective, because it can save many aspect such as time and paper. Also it can decrease the risk of lost | Need improvement in application used, it will help applicant to easier get the |

| | | | |
|---|---|---|---|
| | | data. | information and fulfill the requirement of company/organization |
| 9 | 17 | It's good and well structured but still depend on administration | The dynamic of the organization will affect the web development. Increasing capacity and decrease human errors will improve the system |
| 10 | 21 | Effective, because our target destination is far | Follow up must be more quickly |
| 11 | 26 | It's really, more efficient and effective. In this era peoples more taking care of social media than social reality so this kind of recruitment really help. | just watch out, maybe they use somebody to fill the online recruitment |
| 12 | 28 | It's the only one way that is very effective. Because internet access is very sophisticated | Just provide detail information on site that can make other people easy to do communication because sometimes the communication is done apart |
| 13 | 27 | According to me, it's actually a good idea for having online recruitment because we could do recruitment effectively and fast. Like mine, I have no bad case of using internet for getting information's. We have good communications via online, replying messages often and also using Skype for giving call. The problem is only about unclear picture when I used to use video cam for interview. At least the sound is still very clear. It happened when my internetworking slowly. Online recruitment is also giving me more comfortable feelings because I could express myself and decreasing my nervous feeling. | Fast Internet Facilities. It'll be easier and more comfortable for every person. |
| 14 | 29 | I think the online recruitment is not fully effectives. there are some barriers that occurred like : 1. internet access, often the main problem of online recruitment is bad internet access 2. Sometimes the interviewee is not | I recommend: to improve in good quality internet. Competences interviewee, and share the classification of trainee that they need. |

| | | clear English and not competences to interview someone. it can reads from their question<br>3. Sometimes, they just accept people because they need for their project. Not because the quality of people. | |
|---|---|---|---|
| 15 | 30 | it is effective as the information provided quite clear, as if we want to search more and be proactive | More interactive section provided in online recruitment to make sure the expectation from both side or recruiters and applicant. |
| 16 | 31 | Yeah, I think its effective enough to recruit by Online, but I think it will be more effective if the recruitment has done directly so there will be less miss understanding among the job description and applicant. But it doesn't mean I don't like online recruitment. If the online recruitment had bringing more problems, why don't try the simple directly n more effective? | Don't use too many graphic or animation because sometimes the network quality really poor.<br>Make 2 different versions in 1 website, like Google mail, so when the signal quality is high, it will be good on using graphic n animation, n it also more attracting. And one more is for poor quality without losing the function of the website itself. |
| 17 | 32 | It makes me closer with people around the world. The world sounds smaller | Need to improve the internet connection, because Indonesia is the country which as the lowest / slowest signals over the world. |
| 18 | 33 | I think, it makes easier | My problem the internet is not enough, so it should be improved. |
| 19 | 34 | It changes my mindset | the internet connection should be faster to make better quality |

# Appendix 4

## Frequency of Respondent Characteristic

1. Age

**age**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 1 | 17 | 48.6 | 48.6 | 48.6 |
| | 2 | 17 | 48.6 | 48.6 | 97.1 |
| | 3 | 1 | 2.9 | 2.9 | 100.0 |
| | Total | 35 | 100.0 | 100.0 | |

2. Gender

**gender**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 1 | 13 | 37.1 | 37.1 | 37.1 |
| | 2 | 22 | 62.9 | 62.9 | 100.0 |
| | Total | 35 | 100.0 | 100.0 | |

3. Education Background

**education**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 1 | 23 | 65.7 | 65.7 | 65.7 |
| | 2 | 2 | 5.7 | 5.7 | 71.4 |
| | 3 | 3 | 8.6 | 8.6 | 80.0 |
| | 4 | 2 | 5.7 | 5.7 | 85.7 |
| | 5 | 5 | 14.3 | 14.3 | 100.0 |
| | Total | 35 | 100.0 | 100.0 | |

## 4. Country Destination

**country**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 1 | 31 | 88.6 | 88.6 | 88.6 |
| | 2 | 4 | 11.4 | 11.4 | 100.0 |
| | Total | 35 | 100.0 | 100.0 | |

## 5. Project involved

**project**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 1 | 1 | 2.9 | 2.9 | 2.9 |
| | 2 | 13 | 37.1 | 37.1 | 40.0 |
| | 3 | 2 | 5.7 | 5.7 | 45.7 |
| | 4 | 2 | 5.7 | 5.7 | 51.4 |
| | 5 | 5 | 14.3 | 14.3 | 65.7 |
| | 6 | 12 | 34.3 | 34.3 | 100.0 |
| | Total | 35 | 100.0 | 100.0 | |
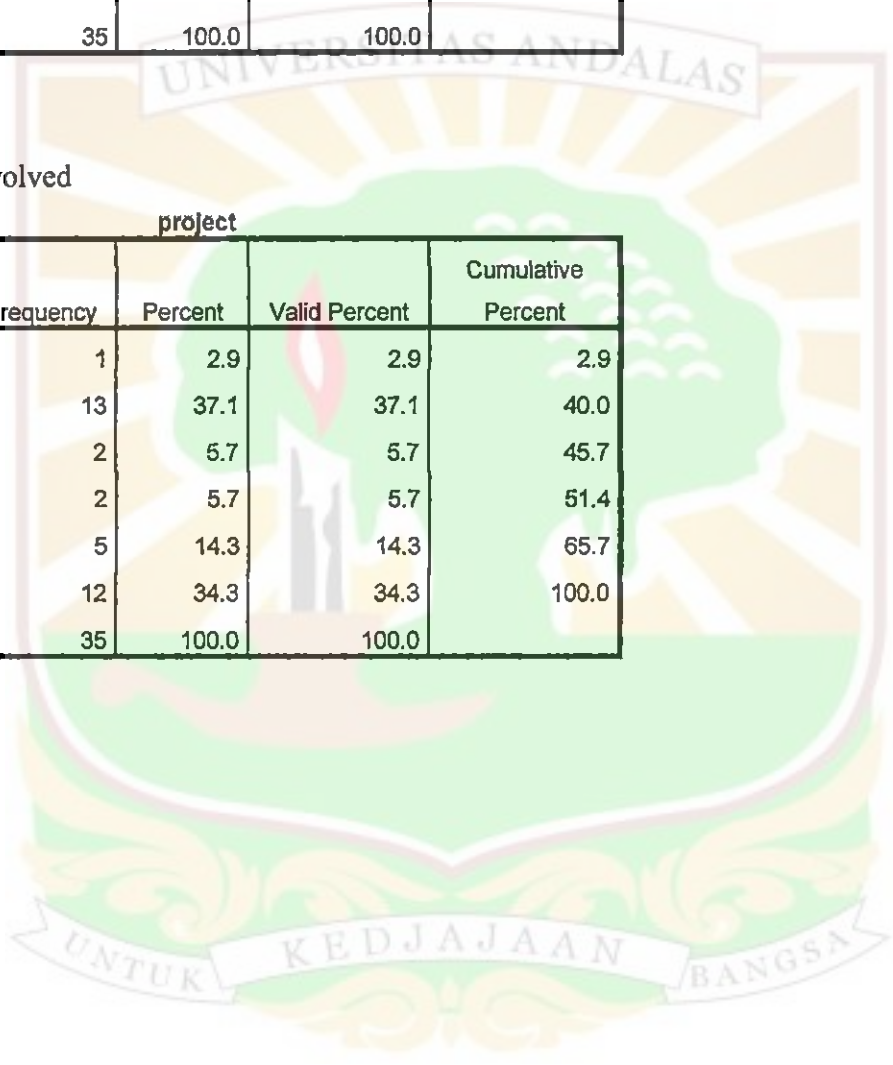
**Appendix 5**

## Validity Test

1. Advertisement Impact

**Component Matrix[a]**

| | Component | |
|---|---|---|
| | 1 | 2 |
| adv1 | .558 | -.481 |
| adv2 | .799 | -.197 |
| adv3 | .583 | .608 |
| adv4 | .536 | .653 |
| adv5 | .685 | -.405 |

2. Interest in Job Offered through Internet Source

**Component Matrix[a]**

| | Component |
|---|---|
| | 1 |
| iij1 | .666 |
| iij2 | .615 |
| iij3 | .661 |
| iij4 | .797 |

3. Intension to Pursue the Job Applied for

**Component Matrix[a]**

| | Component |
|---|---|
| | 1 |
| ipa1 | .786 |
| ipa2 | .905 |
| ipa3 | .719 |

## 4. Difficulties Encountered in Internet Job Searchers

**Component Matrix[a]**

|       | Component | | | |
|-------|------|------|-------|-------|
|       | 1    | 2    | 3     | 4     |
| dif1  | .544 | .417 | -.505 | -.002 |
| dif2  | .710 | .302 | -.136 | -.294 |
| dif3  | .721 | .205 | -.301 | -.044 |
| dif4  | .658 | .193 | .288  | -.483 |
| dif5  | .504 | -.028 | -.634 | -.151 |
| dif6  | .319 | .538 | .350  | .203  |
| dif7  | .596 | .191 | -.344 | .442  |
| dif8  | .721 | .126 | .393  | .049  |
| dif9  | .596 | -.005 | .443  | .019  |
| dif10 | .460 | .475 | .125  | .284  |
| dif11 | .608 | -.300 | .472  | -.289 |
| dif12 | .641 | -.382 | -.146 | -.213 |
| dif13 | .544 | -.208 | .278  | .530  |
| dif14 | .494 | -.788 | -.010 | .141  |
| dif15 | .574 | -.634 | -.233 | .147  |

# Appendix 6

## Reliability Test

1. Advertisement Impact

   **Reliability Statistics**

   | Cronbach's Alpha | N of Items |
   |---|---|
   | .631 | 5 |

2. Interest in Job Offered through Internet Source

   **Reliability Statistics**

   | Cronbach's Alpha | N of Items |
   |---|---|
   | .618 | 4 |

3. Intension to Pursue the Job Applied for

   **Reliability Statistics**

   | Cronbach's Alpha | N of Items |
   |---|---|
   | .731 | 3 |

4. Difficulties Encountered in Internet Job Searchers

   **Reliability Statistics**

   | Cronbach's Alpha | N of Items |
   |---|---|
   | .858 | 15 |

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