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EFFECTIVENESS OF E-RECRUITMENT ON STAFF RECRUITMENT PROCESS: A STUDY OF UNIVERSITY OF ILORIN, ILORIN

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Abstract

Traditional approach to recruitment has been revolutionised by e-recruitment system. Due to the diffusion of the Internet in combination with an increasing number of users, e-recruitment has gone through a rapid growth. The traditional recruitment system was jettisoned in most organisations because it lacks transparency, equity, wide coverage and encourages time wastage, high cost of recruiting expense, etc. This study explores effectiveness of Staff e-recruitment on recruitment process in University of Ilorin, Nigeria. The population of the study includes all staff working in the University human resources department. The study data were gathered through structured questionnaires administration which were duly completed and returned by the 52 staff members working in the University Human Resources Department. Descriptive, cross tabulation, Chi-square, Crammer's view and Gammar statistical techniques were used to achieve the objectives of the study.. The study found that there is a direct relationship between e-recruitment and easy accessibility of applicants. Also, the use of e-recruitment method in the University provides easy and instant ways for sending vacancy information to the public on a wide coverage. Conclusion of the study shows that e-recruitment will help for betterment of traditional recruitment with easy accessibility to candidate, less time and cost. The study, therefore, recommended that; the University Human Resources Department should enhance the e-recruitment system so that job seekers can simply access the available vacancies, overview the jobs, apply online and received instant feedback with just one click.

Keywords: E-recruitment, Vacancy, University, Ilorin

1. INTRODUCTION

Recruitment process is purposefully for the generation of applicants' pool for organization as a response to a job posting. This process includes those practices and activities carried out by the organization human resource (HR) department with the primary purpose of identifying and attracting potential employees.

However, there is general agreement among scholars such as Corper, Brown, Keeping & Levy (2004), about the growing importance of organizational recruitment in the development of human capital and strategic human resource management and thus, given that the primary objective of recruitment is to identify and attract potential employees. Recruitment therefore, can be defined as practices and activities carried out by an organization for the primary purpose of identifying, attracting and influencing the job choices of competent candidates. Recruitment focus is to identify and attract potential employees and thus can be seen as the practices and activities carried out by an organization for the primary purpose of identifying, attracting and influencing the job choices of competent candidates.

However, the recruitment status in the University of Ilorin years ago has been through traditional process. As a result of several limitations of the procedure, such as limited awareness of the vacancies advert, time in receiving and communicating to the prospective applicants among others as technological advancement in the area of human resource management. Sort of the mentioned has called for advent of e-recruitment in the universities. According to Liviens & Chapman (2009), Millmore, Lewis, Saunders, Thornhill, & Morrow (2007) stated that importance of organizational recruitment in Human resource (HR) sector however is undergoing a transformation on recruitment process. In August 2007, *Monster France* had more than 3 million CVs on their databases and LinkedIn's social network had over 36 million members around the world in February 2009. These show that the traditional method of recruitment and its process has been revolutionized by the influence of the ICT, especially Internet. Leviens & Chapman (2009) opined that "Every sector, every job, every function, was, is or will be disrupted by Internet". Hence, the use of Internet has dramatically changed the face of recruitment and the ways organizations think about the recruiting methods.

Online recruitment and hiring new candidate will still continue their explosion and growth in the human resource management (HRM). Presently, e-recruitment has been adopted in many Institutions, like large organizations as well as small size companies. Even most organizations are already using e-recruitment to post jobs and accept resumes on the Internet, and correspond with the applicants by e-mail (Polyhart, 2006). Also, Lee (2005), who has studied the evolution of e-recruitment systems and analysed the corporate career websites of Fortune 100 companies, emphasizes that e-recruiting has fundamentally changed the corporate recruiting process from batch mode to continuous mode, suggesting a major change in the business process. Unlike the traditional paper-based recruiting process, e-recruiting allows around-the-clock collection and processing of job applications. Thus, a modern e-recruiting process is a two-way communication process, web-enabled, time- and space-independent, and a ubiquitous system for both job seekers and recruiters.

However, the traditional recruitment process entailed a great deal of time in preparation, travel and interviewing. Batram (2000) suggested that, depending on the number of applications, this may have resulted in a good candidate not being asked for an interview. This is common in practice because when a large number of resumes have been received, the approach is to select only a limited number of potential employees for interviews. Candidates who knew the system would frequently try to make their CV "stand-out" by utilising distinctive or novel folders and paper. The whole process was flawed, costly and time consuming.

The use of traditional system of recruitment in most organisations, as outlined above, suggests that it was in need of an overhaul. The advent of computerization of HR departments shows therefore that companies can now advertise jobs on the Internet and as well can even screen applicants thoroughly through various types of software available. Johnson (2003). According to Mencken (1998) technology has progressed to such an extent that organisations can even interview people online and select the suitable person from anywhere in the world. Online recruiting has in fact made the world a global village. Reports suggest that around 60 percent of software engineers recruited in United States are from developing countries especially from India and they were recruited and interviewed through online testing and video conferencing. This has made it very convenient to select a person with the best skills and experience from around the world. It is an effective way for recruiting staff for jobs.

However, despite the observed widespread use of e-recruiting in the corporations, universities and government ministries in Nigeria, there is yet to be a research on the effectiveness of e-recruitment. With this development, traditional recruitment system was jettisoned in most organisations because it lacks transparency, equity, wide coverage and encourages time wastage, high cost of recruiting expenses, etc. Previous studies conducted on e-recruitment dwelled on the design of corporate recruitment websites, applicants perception of career websites, and e-recruitment system design. This study, therefore examines the effectiveness of staff e-recruitment on recruitment process in University of Ilorin. Other specific objectives are to;

- i. determine the effect of e-recruitment on wide coverage of applicants; and
- ii. examine the extent which e-recruitment significantly attracts applicants.

Hypotheses

- Ho₁: There is no significant effect of e-recruitment on wide coverage of applicants.
Ho₂: E-recruitment has no significant effect on easy accessibility of applicants.

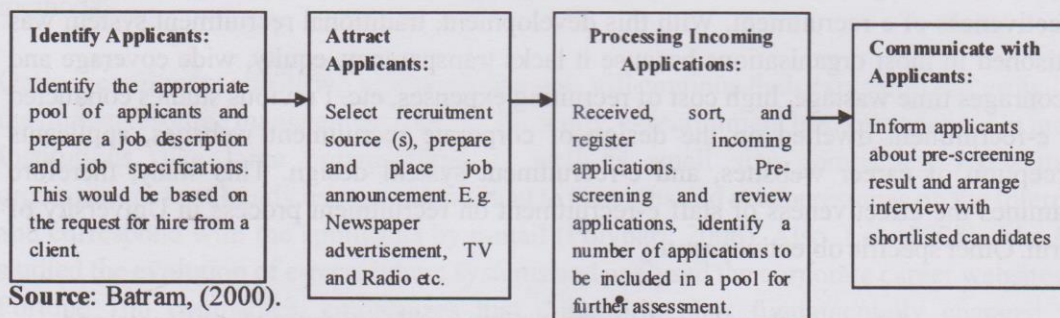
2. LITERATURE REVIEW

E-recruitment is also known as online recruitment. Using this method, a candidates applying for an advertised position forwards their CV and employment letter electronically to the advertiser's website. That particular CV is retrieved by the advertiser and screened among the other CVs received from different candidates.

Rudman (2010) and Härtel& Fujimoto (2010) state that electronic recruitment is the selection of prospective candidates applying for a job via the Internet and Intranet to enhance organisations' access to most suitable potential employees on the one hand, and applicants' access to the right job on the other hand. Anyone from anywhere can apply for an advertised job and it does not matter if the applicant is located in Nigeria and the employer is in London. The system is available for both parties anytime, any day and at anywhere provided there is internet service. Gone are the days when applicants had to send CVs to a job advertiser and had to wait for the reply for days or even weeks.

The traditional recruitment, which uses formal sources like job advertising, starts with the identification of required applicants, their location and placement in the labour market, and proceeds with activities to attract and persuade qualified applicants to apply. Job applications are then received, screened, and sorted, leading to the drawing up of a shortlist. The process ends with communicating the pre-screening results to applicants. Bartram (2000) summarizes recruitment process tasks, subtasks and activities as presented in the Figure. 1.

Fig. 1: Recruitment Process



However, Bemus, Henle&Hogler (1998) referred to e-recruitment as a system that the advertiser, having received the application through electronics could screen it and the applicant would then receive feedback immediately regarding their possible success for the job. Du Plessis (2012) and Rudman (2010) affirmed that technology is an invaluable tool for most HRM processes to execute its tasks in an organisation. It does only streamline the

processing of employee data, but it is also useful in the recruitment process. It is very effective and quick, therefore, it is in vogue in all countries and by more and more recruiters. E-recruitment is growing exceptionally fast as more and more of the population gains access to technology. Even those who do not possess their own personal computers are able to utilize this means for a job search by using cyber-cafes(Rudman 2010).

Organisations and employment agencies, therefore, can display their vacancies and work-seekers can enter their CVs on the World Wide Web at a relatively inexpensive price. According to Willenbrock (2005), it takes organizations that use traditional method of recruitment 62 days to fill vacant positions, but with the help of online recruitment, it has been reduced to 42 days. With the introduction of e-recruitment, line managers got rid of most of the paperwork and seldom loose information because thousands of résumés can easily be stored and retrieved from different countries globally. At the headquarters, they consider each and every application as a prospective employee and they do not want to miss the opportunity to get the most talented person. Therefore, each and every résumé has to be taken care of. Software like 'active recruiter' has made that process easy for the company. 'Active recruiter' is a part of the recruitment process from the beginning. Applicants post their résumés on the company website after filing their profile and once that is done, a major part of the work is done.

However, manager

s can easily at timely view all resume on the data base. and the short-listed employees whenever they wish to do so. In addition to this, the system screened and shortlist candidates, according to their skills and experiences. The rest of the applicants are stored in the databases for future references. By doing this an organisation does not have to rely on agencies when future job openings arise as they have their own pool of interested applicants on their database already. Also, the biggest advantage of e-recruiting is that individuals can quickly and easily access information; e-recruitment covers wide range of job opportunities as well as the applicants twenty-four hours and as such gives room for organizations in getting quality applicants. More so, system sends automatic messages to registered applicants in order to renew their details if necessary.

Lee (2005) who has studied the evolution of e-recruitment systems and analysed the corporate career websites of Fortune 100 companies, emphasizes that e-recruiting has fundamentally changed the corporate recruiting process from batch mode to continuous mode, suggesting a major change in the business process. Unlike the traditional paper-based recruiting process, e-recruiting allows around-the-clock collection and processing of job applications. Thus, a modern e-recruiting process is a two-way communication process, web-enabled, time- and space-independent, and a ubiquitous system for both job seekers and recruiters.

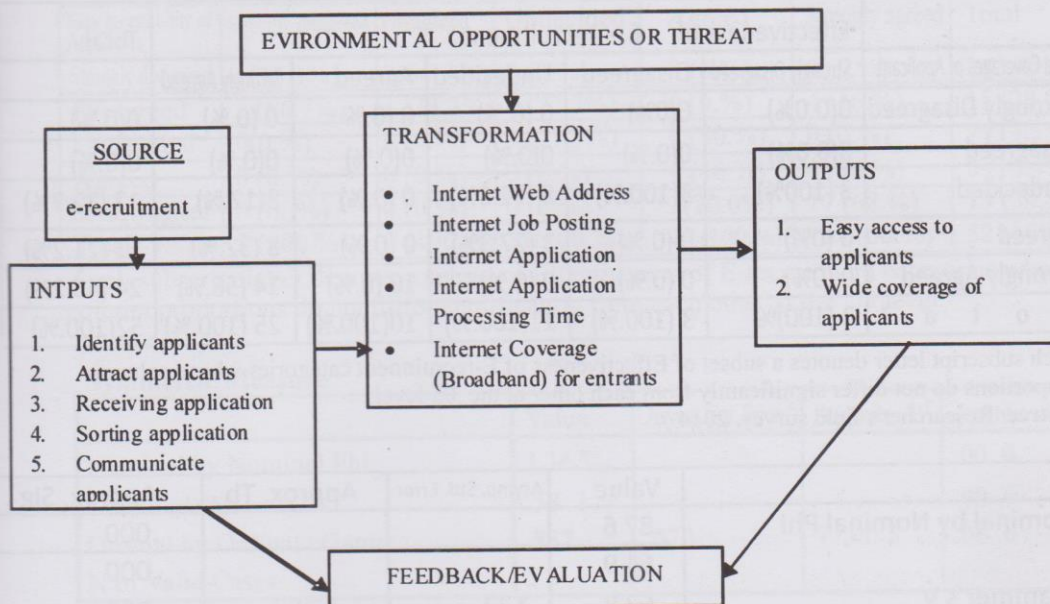
Smith (1999) had worked upon e-recruitment where he had tried to conceptualize that internet helps employer's better target prospective employees. Result of the regression computation of the author showed that the career web, which small companies may consider expensive, is less costly than multiple newspapers. This work supports the e-recruitment method for recruiting as it has merits than the traditional strategy.

Galanaki (2002) had conducted a descriptive study on the decision to recruit online, involving 99 UK IT companies whose shares were traded in London stock exchange. A survey was carried out, in the form of a postal questionnaire, followed by an interview to which 34 companies replied. The author found that internet agencies provide the company with fewer but substantially better applicants than traditional recruitment agencies. The result of this study shows that e-recruitment strategy can effectively provides organisation with quality applicants from wide geographical locations.

The system approach to e-recruitment, as presented in figure 2 below, provides a conceptual basis for undertaking e-recruitment practices within a managerial environment. This is because environmental analysis is the starting point for HRM. It entails the systematic identification and analysis of key trends and forces in the external environment. The key component of these respects is transformation. It is the process of converting the system's inputs into outputs through a series of patterned and interrelated activities. The utility of the inputs is enhanced through interdependent activities performed in sequence.

The transformation at the centre of figure 2 represents an advantageous approach to recruitment in which stakeholders in the recruitment process are actively engaged in posting the vacancies and applying for a job. The output features result show significantly the process outcome as enhances organisation effectiveness in achieving the objective of the recruitment.

Fig. 2: ANALYTICAL MODEL OF E-RECRUITMENT EFFECTIVENESS ON RECRUITMENT PROCESS



Source: Authors Research, 2014

3. METHODOLOGY

The study adopted a survey research design. The study population comprises of 52 staff that form the entire staff members for both junior and the senior human resource departments of the University of Ilorin. Data were sourced primarily through a structured questionnaire administration.

Five points Likert scale technique was used and average distribution of values or weights assigned to the scales as 5,4,3,2 and 1 which represent strongly agree (SA), Agree (A), undecided (UD), Disagree (D) and strongly disagree (SD) respectively. The data obtained from the distributed questionnaires were presented in frequency, percentages, and Cross tabulation. Accordingly, chi square, Crammer's V and Gamma statistical techniques were used in order to test the hypotheses formulated for the study.

4. RESULTS AND DISCUSSIONS

This section describe the analysis and discussions of the data collected from the respondents through the questionnaires administration for the study.

Ho₁: There is no relationship between e-recruitment and wide coverage of applicants.

Table 1: Wide coverage of Applicants * Effectiveness of E-recruitment Cross Tabulation

	Effectiveness of E - recruitment					Total
Wide Coverages of Applicant	Strongly Disagreed	Disagreed	Undecided	Agreed	Strongly Agreed	
Strongly Disagreed	0(0.0%)	0(0%)	0 (0.%)	0 (0.%)	0 (0.%)	0(0.0%)
Disagreed	0(0.0%)	0(0.0%)	0(0.0%)	0(0.0%)	0(0.0%)	0(0.0%)
Undecided	3 (100%)	3(100.0%)	8 (72.3%)	0 (0.0%)	3(12.0%)	17 (32.7%)
Agreed	0 (0%)	0 (0.0%)	3 (27.3%)	0 (0.0%)	8 (32.0%)	11 (21.2%)
Strongly Agreed	0 (0%)	0 (0.0%)	0 (0.0%)	10 (0.0%)	14 (56.0%)	24 (46.2%)
T o t a l	3 (100%)	3 (100.0%)	11(100.0%)	10(100.0%)	25 (100.0%)	52(100.0%)

Each subscript letter denotes a subset of Effectiveness of E-recruitment categories whose column proportions do not differ significantly from each other at the .05 level.

Source: Researcher's field survey, 2014

	Value	Asymp. Std. Error	Approx. Tb	Approx. Sig .
Nominal by Nominal Phi	.87 6			.000
	.61 9			.000
Crammer's V	.63 8	.122	4.353	.000
Ordinal by Ordinal Gamma	5 2			
N of Valid Cases				

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

$\chi^2 = 39.874(df = 8, p < 0.000, Appendix)$; $V = .619, < 0.000$; $G = .638, < 0.000$.

Source: Researcher's field survey, 2014.

The result of the cross tabulation from table 1 above shows 56.20% percent, 21.20% percent and 32.70%percent for responses on strongly agreed, agreed and undecided respondents respectively. The results indicate that e-recruitment has a strong relationship on wide coverage of applicants. However, the $\chi^2 = 39.87(df = 8, p < 0.000; V = .619, p < 0.000; G = .638, p < 0.000$ results as shown in table 2 above, also indicate that there is significant relationship of e-recruitment on wide coverage of applicants (see appendix). Therefore, the null hypothesis is rejected. This implies that the value for wide coverage for applicants to apply for the available jobs is more in large size due to the method of internet use for the recruitment exercise of the University. The positive relationship of the e-recruitment and wider coverage of the applicants, as shown in the result above also suggested that the university human resource has been able to send the job vacancies to many applicants and as such, gives chances for qualified applicants to apply for the job.

H_{02} : e-recruitment has no significant effect on easy accessibility of applicants.

Table 3: Easy access sibility of applicants * Effectiveness of E - recruitment Cross tabulation

Easy accessibility of Applicants	Effectiveness of E- recruitment					Total
	Strongly disagreed	Disagreed	Undecided	Agreed	Strongly agreed	
Strongly disagreed	1(33.3%)	2(66.7%)	0 (0.%)	0 (0.%)	0 (0.%)	3 (5.8%)
Disagreed	2 (66.7%)	1 (33.3%)	8 (72.7%)	0 (0.%)	4 (16.%)	15 (28.8%)
Undecided	0(0.%)	0 (0.%)	3 (27.3%)	4 (40.%)	0 (0.%)	7 (13.5%)
Agreed	0 (0.%)	0 (0.%)	0 (0.%)	4 (40.%)	4 (16.%)	8 (15.4%)
Strongly agreed	0 (0.%)	0 (0.%)	0 (0.%)	2(20.0%)	17 (68.%)	19 (36.5%)
Total	3 (100.%)	3 (100.%)	11(100.%)	10 (100.%)	25 (100.%)	52 (100.%)

Each subscript letter denotes a subset of Effectiveness of E recruitment categories whose column proportions do not differ significantly from each other at the .05 level

Table 4.

Symmetric Measure

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Nominal by Nominal Phi	1.163			.00 0
Cramer's V	.58 1			.00 0
Ordinal by Ordinal Gamma	.837	.072	7 .40 5	.00 0
N of Valid Cases	52			

a. Not assuming the null hypothesis

b. Using the asymptotic standard error assuming the null hypothesis.

$$\chi^2 = 70.311(df = 16, p < 0.000,); V = .581, p < 0.000; G = .837, p < 0.000$$

Source: Researcher's field survey, 2014.

From the above Table 3, the cross tabulation result shows that 68percent of the respondents strongly agreed that e-recruitment provides easy access to contact applicants easily during recruitment. This result, therefore, indicates that e-recruitment provides speedy avenue for organisation to receive and reply many applicants within a snapshot period. Table 4 shows

$\chi^2 = 70.311(df = 16, p < 0.000,); V = .581, p < 0.000; G = .837, p < 0.000$ and this result indicates that there is significant relationship between e-recruitment and easy accessibility of applicants (see appendix). This implies that the value for accessibility of candidates is more for the university human resource. Easy accessibility of candidates is equally important for large and small size institution during recruitment as such will provide opportunity for the institution to be able to select the best out of the pool.

5. CONCLUSIONS

The study sought to establish the effect of e-recruitment on staff recruitment process using University of Ilorin as a case study. The study found that University of Ilorin has been able to attract many applicants through e-recruitment method. Also, the method provides easy channel for the University to widely spread vacancies information and offers easy access to various applicants to supply their information and received instant feedback on the available job/post applied for.

However, e-recruitment has come out to be a significant part of the recruitment strategy. It can be used to track and manage candidate applications, particularly among larger organizations. Where vacancies exist for instance, and company receives 2000 applications, communicating with candidates becomes time consuming without internet. Job Portals are the most popular and widely used tool by companies and recruitment teams to facilitate the smooth flow of recruitment process in the competitive world. Job Portals provide a platform for the employers to meet the prospective employees. Hence this system will help for betterment of traditional recruitment with less time and cost. This will act as platform for both job seeker to search the job and corporate sector to hire appropriate candidates.

5.1 Recommendations

The study recommends the following;

- i. Institutions should test the system thoroughly and make it simple before launch vacancies onto their recruitment site so that job seekers can simply access the available vacancies, overview, simply apply online and get instant feedback.
- ii. Institutions should provide training for staff of HR on loading, lunching, and posting of jobs/vacancies in order to develop the capacity to deliver e-recruitment.
- iii. To make the web link to the internet easy to find as the link will assist the applicants to be able to find and apply for the available jobs on the web.
- iv. To evaluate and assess the post performance levels of recruitment method through past record and series of activities during the exercise and extent the HR was able to have access to the applicant and wide coverage.

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Appendix