



13

LAPAI JOURNAL *of* **MANAGEMENT SCIENCE**

Volume 6 No 5 August, 2016
ISSN: 2315-9243



LAPAI JOURNAL OF MANAGEMENT SCIENCE

ISSN: 2315-9243

2016 Volume 6 No. 5

**Published by the Department of Business Administration
Ibrahim Badamasi Babangida University, Lapai**

**Telephone: 08058177360
E-mail: angoaliyu76@yahoo.com**



CALL FOR MANUSCRIPTS

Lapai Journal of Management Science (LAJOMAS) is a peer-reviewed journal, published by the Department of Business Administration, Ibrahim Badamasi Babangida University, Lapai. The journal publishes research papers in the fields of business management, economic, finance, insurance and other related fields.

Prospective contributors should be guided by the following guidelines and requirements:

- Articles should be in A4-size of not more than 7000 words;
- All manuscript should be prepared in MS-Word format and submitted online to: lajomas@yahoo.com
- One hard copy should be posted to the Managing Editor;
- The cover page should contain information on title, author's name, department, institutional affiliation, phone number and e-mail address;
- Abstract should be followed immediately by 5 key words;
- References must adhere strictly to the current version of American Psychological Association (APA) referencing style;
- Authors would be required to pay assessment fee of N5000 only to:
 - **Name of Bank:** Access Bank Nig Plc
 - **Account No:** 0054642742
 - **Account Name:** Lapai Journal of Management Science
- Authors of accepted articles would be contracted for the payment of pagination fee of N15,000 only while those whose articles are not publishable would also be notified;
- Submission of an article implies that the work described has not been published previously and that it is not under consideration for publication elsewhere in the same form;
- Copyrights for articles published in LAJOMAS are retained by the authors, with first publication right granted to the journal;
- It is the author's responsibility to bring an infringement action if so desired by the author; and
- All other enquiries should be directed to:

Managing Editor
Department of Business Administration
Ibrahim Badamasi Babangida University,
P.M.B. Lapai, Niger State
E-mail: angoaliyu76@yahoo.com
Tel: 08058177360



CONTENT

1. Evaluation of the Effect of Qualification of Board of Directors on the Performance of Banks in Nigeria: An Empirical Analysis Emmanuel Umoru-oki, Ph.d.....	524
2. The Non-Negativity of Motivation: A paradigm shift in Organizational Theory Jones Oghenemega EJECHI (PhD) & Osazee Frank OGIEVA.....	530
3. Impact of Appraisal on Employee Performance in the Benue State Ministry of Education Oravee Aule, Ph.d & Zayum, Solomon Sumumma.....	541
4. Entrepreneurship Development and Insecurity in Nigeria: Concepts and Issues Onakoya Samuel Adekunle ¹ & Banwo, Oluyomi Stephen ²	551
5. Survival and Growth of Local Companies and the need for Global Mindset: the Dangote Experience Dr. Balarabe Abubakar Jakada & Aminu Jakada.....	560
6. Impact of Insecurity on Nigeria Development (1994-2014) Isah Adamu (Phd).....	568
7. Experience-based Entrepreneurship Learning: Lessons from David Kolb's Experiential Learning Model Mohammed, T. Haruna, Mustapha, N. Mustapha & Muhammad, H. Shafii.....	580
8. Effect of E-recruitment Strategy on selection of Job Applicants in some selected Organisations in Nigeria Salman, Abdulrasaq (Ph.d).....	586
9. Stock Exchange Index and share Price Volatility of United Bank for Africa, Nigeria Plc Mohammed Habibu Sabari (Phd).....	600
10. Prevalence and Factors Associated with Drug Abuse among Adolescents in Kano Metropolis Mohammed Mustapha Namadi, Ph.d.....	611
11. Devaluation of Naira And its Implication on Small and Medium Scale Enterprises in Nigeria: A Critical look at the Activities of Some Importers In Lagos Okulenu, Samuel Adetayo, Oloyede, Isaiah Abidemi, Atere Akinsogo & Obasan, Olabowale Taiwo.....	619
12. Assessment Of Rural Development Policies In Nigeria From 1960-2011. Dr. Tijjani Adamu Aliyu	634
13. Examination of National Tax Policy and Government Services: Evidence from Tax System Otaru Ayo Peter & Abubakar Mohammed Jibrin.....	641



© **Lapai Journal of Management Science**

Published by

Department of Business Administration
Ibrahim Badamasi Babangida University
P.M.B 11, Lapai, Niger State-Nigeria.

Printed by:

FAITH PRINTS

S.W. 489 Keteren Gwari, Minna
080-64400919, 08181890687

**EDITORIAL BOARD**

Prof. M.N. Maiturare	-	Editor-in-Chief
Dr. J.A. Oladipo	-	Associate Editor
Dr. N.A. Ango	-	Managing Editor
Dr. M. A. Mawoli	-	Business Manager
Dr. M.O Fashagba	-	Secretary

EDITORIAL ADVISORY BOARD**Dr. A.A. Salihu**

Department of Business Administration,
IBBU Lapai.

Prof. M.I Nwoye

Department of Business Administration,
IBBU Lapai.

Prof. Sheik Abdallah

Department of Business Administration,
Ahmadu Bello University, Zaria.

Prof. V.A. Kolawole

Department of Political Science
IBBU Lapai.

Prof. S.I Adeyemi

Department of Business Administration,
University of Ilorin, Ilorin.

Prof. J.O. Olujide

Department of Business Administration,
University of Ilorin, Ilorin.

Prof. Sabo Bello

Department of Business Administration,
Ahmadu Bello University, Zaria.

Prof. I. M. Fodio

Department of Accounting
University of Abuja, FCT



EFFECT OF E-RECRUITMENT STRATEGY ON SELECTION OF JOB APPLICANTS IN SOME SELECTED ORGANISATIONS IN NIGERIA

SALMAN, Abdulrasaq (Ph.D)

Department of Business Administration,
Faculty of Management Sciences,
University of Ilorin, Ilorin, Nigeria.

salrasaq@yahoo.com

+2348039504925

ABSTRACT

Development of internet has continued to pose many challenges to traditional recruitment and selection processes in Nigeria. These challenges include: burden in sorting of applications and bias exhibited during the selection process. The study objective of this study examined the impact of e-recruitment strategy on selection of job applicants in the selected organisations. The study population comprises of 400 employees that were working in the human resource and administrative departments of the selected organisation. A purposive sampling technique was used to select 375 employees as sample size for the study. 375 copies of structured questionnaire were administered and returned. Multiple regression were techniques used to analyze the collected data. Findings of the study shown that sorting time at $p\text{-value} = 0.000$ and there is a significant impact of e-recruitment strategy on appointment of job applicants from the result of multiple regression analysis as $p\text{-value} = 0.000$. The study concluded that e-recruitment strategy has significant impact on applications sorting time and selection of job applicants. The study recommended that organisations should use e-recruitment strategy for managing time, sorting of applications and preventing human interference during recruitment and selection process.

Keywords: E-recruitment, Job Applicants, Selection, Nigeria.

INTRODUCTION

Organizations around the world have been affected by series of technological development, economic and political changes which however have implications on the social, cultural and business environment, consumer expectations and employers-employee relations. Nowadays, organizations focus on profitability through growth, leverage on information for business efficiency, management of intellectual capital and geared for continuing changes. Therefore, organizations need to build new competencies to face new challenges. (Galanki, 2002). These changes force organizations to improve their internal processes in order to exceed standards in order to operate in a highly competitive market and as a result, human resources policies and practices need to be transformed to realize better customer service, cost efficiency, speed and creative employees.

In recent time, recruitment landscape has changed globally, high level of unemployment and increasing shortage of skills in many areas have led to increase in competition to recruit the best hands. The increased competitiveness in the labour market has also led to organizations spending more time, effort and resources in attracting applicants from broad and diverse pools, developing their recruitment brands and expanding the range of advertising methods. The recruitment process in some organisations is conducted mostly through conventional and traditional or manual sourcing of teeming number of qualified applicants from unqualified. The problems associated with this process are time wasted during response to advertisements, wastage of papers, lack of coverage, delayed in applications processing time, high cost of advertisement, loss of applications, burden in sorting of applications, errors and bias



exhibited during applicants' job selection process etc. Thus, as recruitment plays a critical role in enhancing organizational survival and success, the conventional recruitment process has been profoundly affected by all the above mentioned and other challenges. In view of all these problems, development of new media technology called "Web 2.0" according to Martin, Reddington, Kneafsey and Sloman (2008), Lengnick-Hall, Moritz and Mark (2003), offers companies and job seekers new perspectives and suggests that the use of information technology may enable organisations to achieve cost-saving and optimization of recruitment goals.

The internet has caused the largest change to the recruitment process in the past decade acting as a link between employers and job seekers. Mondy (2008) opines that technology has enabled corporate websites, suppliers and job seekers to become more sophisticated and interactive. It is against this background that this study examines the extent to which the adoption of *e*-recruitment strategy has effect on selection of job applicants in some selected organizations in Nigeria. Other specific objectives are to;

- i. examine the effects of *e*-recruitment strategies on sorting time of submitted applications in the selected organisations in Nigerian.
- ii. examine the impact of *e*-recruitment strategies on appointment of job applicants in the selected organisations in Nigerian.

Concept of Recruitment

Recruitment includes those practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees. It is an important part of human resource management as it performs the essential function of drawing human assets into the organization. To Barber (1998), recruitment is a process of searching candidates to fill staff vacancies in any organization. The recruitment process attracts and secures the services of capable personnel with effective and optimum utilization of human resources. Recruitment is the activity that links the employers and the job seekers. it is a process of finding and attracting capable applicants for employment.

Recruitment, according to Ruel (2011), refers to positive action taken to find the right mix in both quality and quantity of personnel of an organisation by paving way for producing the optimal mixture of candidates who appear to be capable of either performing a task or developing the ability to do so within a period of times. He states further that recruitment needs are of three types;

- i. Planned: i.e. the needs arising from changes in organization structure and retirement management.
- ii. Anticipated: Anticipated needs are those movements in personnel, which an organization can predict by studying trends in internal and external .
- iii. Unexpected: These are issues relating to Compulsory retirement, deaths,

Randall (2004) describes recruitment as "a set of activities and process used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organisation can select each other in their own best short and long term interest".

Peretomode (2001) views that recruitment as an integral part of human resource, and involves the process of identifying and attracting or encouraging potential applicants with needed skills to fill vacant positions in an organisation. Pavitra (2012) opines that recruitments are those practices and activities carried out by the organization with the primary aim of identifying and attracting potential employees.



Importance of Recruitment

The importance of recruitment as opined by Raymond (2012) through his post on http://www.itweb.co.za/index.php?option=com_content&view=article are as below.

E-recruitment is essential in placing job advertisements at cheaper amount than placing them in newspapers, magazines and other media. Using social media like Facebook and Twitter can even make publicising a position an essentially free exercise for companies, if it is linked to a web site on the company's web site where candidates can view the job specs, input their CVs, apply and follow up. Press insertions have word and space limits that can lead to unclear messages.

The use of internet in recruiting virtually allows instant information reaching broader pool of candidates, which increases the chances of finding the right candidate. This is particularly important for companies that are recruiting in fields where the brain drain has hit hard with the global economic downturn. Candidates can also permit recruiters to keep their CVs on file, and even update them from time to time. This means that recruiters have a deeper pool of candidates on which to call for future positions. Thus, information provided by candidates is obtained in a standard, uniform format, which facilitates easy comparison. This allows for more objective adjudication of candidates in order to compile shortlists, and provides an auditable data trail, which assists with regulatory compliance.

Concept of e-Recruitment

E-recruitment originated in the form of independent job sites Bulletin Board Systems in the 1980s. Initially, only the United States Universities and the Military had access to internet facilities.

The e-recruitment revolution has embraced the world in the early 1990s. It has changed the corporate landscape completely. For instance, studies by Li, Charron, Roshan, and Flemming, (2002) show that online sources now hold 110 million jobs and 20 million unique resumes (including 10 million resumes on Monster.com alone), and that US online recruitment revenues will top \$2.6 billion in 2007. Rao (2001), also points out that in 1994, United States launched Monster.com with 20 clients and 200 job openings. Today, Monster.com is regarded as the pioneer e-recruitment platform and the leading in the internet recruitment portal globally. Later, Netscape revolutionised the concept of web browsing by making the internet accessible to the public.

In Nigeria Federal parastatals, e-recruitment is a new phenomenon and was introduced around 2005 when Bureau for Public Service Reform recommended the usage of online recruitment tools to hire personnel in the public sector. Agencies like Federal Civil Service Commission, Nigerian Army, Nigerian Police Force, Nigerian Customs Service, and Corporate Affairs Commission, Independence Electoral Commission, Universities among others adopted the use of online recruitment process. Ahmad and Ahmad (2011) state in their writings that recruitment as a human resource management function is one of the activities that impact most critically on the performance of an organisation. While it is understood and accepted that poor recruitment decisions continue to affect organisational performance and limit goals' achievement, it is taking a long for public service agencies in many jurisdictions to identify and implement new effective hiring strategies.

The e-recruitment process however, begins when new recruits are sought and ends when their applications are submitted. Online recruitment offers recruiters one of the most powerful and cost-effective ways to recruit staff for an organization. Online recruitment, e-recruitment, or web-based recruitment is the use of online technology to attract and source candidates and aids the recruitment process. What this usually means is the use of a company's own website, a third-party job site or job board, a CV database, search engine



marketing or social media platforms to fill vacancies. Many big organizations use internet as a source of recruitment. *e-* recruitment is the use of technology to assist the recruitment process. They advertise job vacancies through worldwide web. The job seekers send their applications or curriculum vitae i.e. CV through e-mail using the internet. Alternatively, job seekers place their CVs in worldwide web, which can be drawn by prospective employees depending on their requirements.

Sources of E-Recruitment

Galanaky (2002) asserts that the online recruitment, electronic recruitment or *e*-recruitment can be sourced through the following sources.

Internal Source of *e*- Recruitment

This type of technology is beginning to revolutionize internal recruiting. Job posting and job bidding have changed significantly as companies and employees continue to expand usage of the intranet. The intranet is a system of computers that enables people within an organization to communicate with each other. In the past, many disgruntled employees have discovered that a vacancy existed in another location a month after it was filled. Posted jobs often did not find their way to the bulletin boards in all locations. This approach has changed in many companies across nations and internationally with the use of the intranet. Now, if a worker does not know about a new vacancy, it is because he or she did not check the intranet posting regularly.

Assume that a vacancy occurs in a University and permission was granted to fill the position. The position announcement and qualifications required are placed on the University intranet. That very day, an employee in liaison office of another University in Lagos or elsewhere, may see the posting and apply for this position, using the company résumé format. The common format/approach permits each applicant to be analyzed on an equal basis. Many organizations have already had all of their employees complete a standardized application form. In this case, the applicant merely submits the completed application when applying for a vacant position. Distance is not a factor when using the intranet for internal recruiting. Assuming that several qualified applications exist; the company has the option of using teleconferencing to conduct the initial screening. The screening may actually result in an immediate hiring.

External Source of *e*-Recruitment

External sources of recruitment have remained viable today, and they all have one thing in common attracting candidates from these sources is enhanced and altered through the use of the internet. A computer with a modem and an internet connection makes the recruitment methods used unique to this time in history.

Galanaky (2002) further describes external internet recruitment through the following external methods;

1. **Advertising:** Web recruiting sites become readily apparent because advertising plays a major role in financing the site. Advertising job openings on the internet is becoming increasingly popular. The homepage of most Web sites makes a person feel like studying the information presented.
2. **Private Employment Agencies:** Employment agencies often have their own Web site to show prospective employees the array of jobs available through their agencies. Rather than bombarding the agency's representative with phone calls, a searcher can review the site to see what jobs might provide a fit, and then contact the agency.



3. **Public Employment Agencies:** Nigerian Television Authority (ntajobs.com), and other related State-operated Public Employment Service (PES) for example, provides labour exchange services to employers and job seekers through a network. The service of posting résumés from job seekers has helped employers recruit the employees they need to help their businesses succeed, while providing the country's labour force with an increased number of opportunities to find work and realize career goals. For employers, it provides rapid, national exposure for job openings and an easily accessible pool of candidates.
4. **Online Job Fairs:** The internet provides a special opportunity to conduct online job fairs, which are quickly becoming commonplace. Most major job sites regularly conduct online job fairs targeting major national and international job markets. The fairs are featured on the Web's homepage as well as on various other pages. Each corporate logo takes a user to a page with information on each company, job openings, and an online response form.
5. **Executive Search Firms:** The primary difference between traditional work done by executive search firms before and after the internet is one of speed. Often, searches now take weeks instead of months. For instance, internet subsidiary promises to help companies line up candidates in four short weeks rather than the months it typically takes.

Advantages of e-Recruitment Strategy in an Organisation

The popularity of using an on-line method of advertising jobs as opposed to more traditional means can be attributed to a number of advantages as follows:

1. The biggest advantage of internet recruiting is that individuals can quickly and easily access information on a wide range of job opportunities round the clock whilst performing current job duties, thereby minimizing the visibility of the job search. (Feldman *et al.* 2002; Galanaki, 2002)
2. Given that an average job hunters spend around six to seven hours each week searching and pursuing suitable positions, the flexibility of the internet is extremely attractive as a means of sourcing jobs instantly. (Smith *et al.* 2004).
3. For organizations, online recruitment provides an opportunity for jobs to be advertised in global, local or niche markets, presenting the flexibility for recruiters to adapt the source to target an identified job market, or allowing for a broad scope of potential applicants by opening the job to the global market (Smith *et al.*, 2004).
4. A further benefit of incorporating e-recruitment into the recruitment strategies and a key factor in its increasing popularity as a source is the ability for organizations to perform recruitment activities concurrently on the internet, as opposed to a sequential batch process for traditional recruiting, as organizations are able to source and process applications round-the-clock as opposed to the long hiring cycle time associated with traditional sources. (Lee, 2005).
5. These days, organizations are able to post job vacancies almost instantaneously, generating applications and resumes for these positions in hours (Galanaki, 2002; Pollitt, 2004).

Concept of Selection

Selection is the process of identifying individuals who have relevant qualifications/experience/ skills and competencies to fill in the jobs. Once there is a pool of applicants for a job, the next step is to select the best candidate for the job. Selecting the right employees is critical because.



- The organizations performance is dependent on its employees. Employees with the right skills and attributes will do a good job.
- It is costly to recruit and hire employees. Hiring and training a new employee costs a lot of money.
- Incompetent hiring could impact the organization in a big way. The employee may commit a wrongful act that will impact the image of the organization adversely.

Selection Process

The selection process is a series of a screening test that companies usually employ to determine the candidate who fit for a vacant position. The following selection processes are explained by Myrna (2008) in <http://www.shrm.org/education/hrededucation/documents/recruitment%20and%20selection%20im.pdf>.

The Application

Asking the candidate to complete an application form is generally done early in the selection process. Despite the widespread use of application forms for employee selection, research demonstrates that illegal (or inappropriate) application items are still quite common. Questionable items are those that request information on gender, race, national origin, education dates and disabilities.

1. Screening Interview

Before moving further into the selection process, many organizations prefer to do a screening interview of those applicants that appear qualified based on information submitted on their résumé and application. Screening interviews are usually conducted by telephone. The interviewer asks a few straightforward questions to determine the candidate's job qualifications and appropriateness for the open position

2. Selection Test

There are a number of methods organizations use to determine if an applicant has the potential to be successful on the job. Selection tests are used to identify applicant skills that cannot be determined in an interview process. Using a variety of testing methods, applicants are rated on aptitude, personality, abilities, honesty and motivation. Properly designed selection tests are standardized, reliable and valid in predicting an applicant's success on the job.

3. Interviewing Candidates

Selection testing will trim your recruitment pool, but you will likely need to narrow your list of candidates even further to establish a reasonable number for interviewing. The nature of the job and how much time you can afford to allot to the interview process will determine how many applicants you choose to interview. Three or four may be plenty, but more may be important for you to get a good feel for the candidates' qualifications. The interview is really a verbal test for the candidate.

4. Team or Individual Interview

In the past, the supervisor may have been the only person interviewing the candidate, but the trend now is to use an interview team consisting of representatives from the various areas of the organization that will interact with the new person. The advantage of this approach is that multiple interviewers represent broader areas of interest, and when interviewing is completed, there is more than one person to make the selection decision.

5. Background Verification and Reference Check

Once you have made your selection decision, you must verify the information provided by the candidate and check the candidate's references. Millions of



background and reference checks are done on applicants annually, and unfortunately, much of the information on application forms and résumés is inaccurate. In screening and selection processes, many applicants lie about their work histories and educational backgrounds and false credentials and applicants misrepresentations on their résumés.

6. Making the Job Offer

A job offer may be extended by phone, letter or in person—whatever is customary in your organization. Most commonly, the job offer is handled by the HR department. At this time, salary and benefits are discussed and the prospective employee is told of any further conditions that must be met. If your organization requires a physical examination or a drug screen, arrangements should be made to complete the process. If the candidate needs time to think over the job offer, a time should be established for notification. At this point, you must ensure that your potential new hires receive a realistic job preview.

Concept of E-Selection

Often time one is tempted to ask whether an application would suffice to determine an applicant's appropriate capabilities for a job or not? Believe or not looking at the fact that most large organisations utilize it to determine fitness for a position instead of traditional approaches. E-selection, to Hogler, Henle and Bemus (1998), is a sophisticated web-based application which would be executed on the data collected from the applicants or a kind of electronic interaction among employer and potential candidates so-called e-interview that could be vocal or video-based through which try to find the most appropriate job seeker to fill a vacancy. The collected information could range from biological background like educational level, related jobs possessed before, etc. to psychological testing like measuring honesty.

Bodea, Bodea, and Zsolt (2003), indicate that deciding about the decoupling point between e-recruitment and e-selection processes is usually difficult but generally e-selection would start when the analysis on data would start to feed decision making process. Marić and Ilić (2012) assert that, e-recruitment process increase efficiency through; (1) attract candidates (2) communicate with candidates (3) assess, and (4) Provide feedback to candidates, based on the previous definition proposed the selection would start on second step since the knowledge about the applicant would start to form whereas they call it as a pre-selection process during e-recruitment.

Chapman and Webster (2003), divide various stages of recruitment and selection as (a) advertising positions, (b) receiving applications, (c) initial screening, (d) and final selection. So, according to the first definition, selection starts from third stage whereas according to the second one, initial screening is a pre-selection process. As a result we can say generally that e-selection process is composed by two steps as pre-selection and the final selection which would be elaborated more by focusing on different methods of e-selection.

Methods of e-Selection

- a. *Key Word Search (KWS)*: One of the popular and old-rooted ways to screen the applicants is the use of applications which are able to search into the resumes uploaded or sent by the job seekers to find relevant key words which have been recognized and introduced to the application as the most important indicators to judge the consistency of applicant's capabilities of the position. This software generally would be executed on the large pool of received resumes and screen them to a short



list of candidates who are more eligible to take the position due to the presence of some specific words inside their resumes. As it is clear this method can be seen as a pre-selection process which feeds final decision about the screened applicants (Kart and Muahad 2006).

- b. *Online Testing:* This method, according to Stone, Stone-Romero, and Lukaszewski (2006), could be used in parallel with collecting biological information from the applicants, based on type of questions, would bring different implications such as: access which measure the ability of the applicant, access critical thinking or decision making skills or self-assessment of personality to find if the applicant's traits are consistent with organizational culture or not and any other kinds of tests which could be structured according to the needs of the organization.
Bodea *et al* (2003) and Satam (2012) opine that (KWS) method has immediate feedback on test assessment and as a result, the large pool of applicants can be reduced to the small amount of potential candidates who get the highest scores or fit more within the context. So, generally, it can be used as a pre-selection approach to find the best pool of candidates like previous method. It also represents an objective way to assess job seekers by disregarding the race, gender or age.
- c. *Online Interview:* Regarding the rapid development of different kinds of media to create a live interaction among people around the world with lowest possible costs and in many cases (e.g. Skype video call) have attracted a lot of organizations to consider it as a powerful medium for selection through watching their potential employees speak to them and lesson to their ideas and above all to observe the way they demonstrate themselves which is really important to observe during recruitment and selection exercise in some industries.

e-Selection Process

The diagram below illustrates a typical e-selection process map

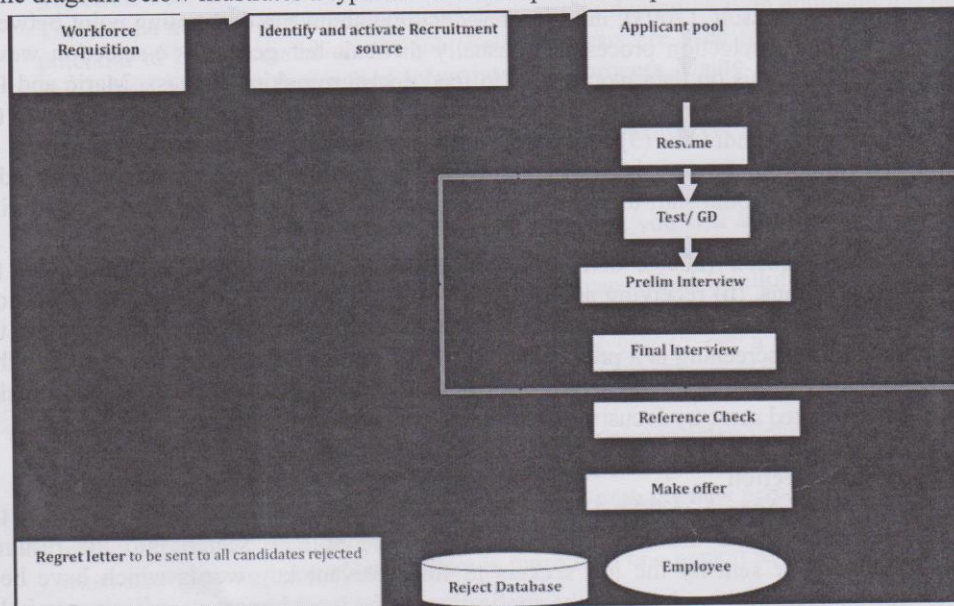


Figure 2.5: E-selection process by: Robin and Gangaram (2003).



1. **Workforce requisitioning:** The management or the Department Head in charge places a request for increasing manpower for a particular department with the HR Manager.
2. **Recruitment Sources:** The HR Manager, based on the requirement in terms of numbers & budget approved, select the online channel/s to be used to source the required candidates.
3. **Resume Screening:** The HR team screens candidate resumes for their profile in terms of educational qualification, years of experience, etc. & shortlist the candidates through several technological innovations prescribed for the objective of the organisation.
4. **Test:** The test which checks for job specific skills & competencies is administered and scores tabulated for all short listed candidates. If the candidate passes the test, he/she is short listed for the Preliminary Interview.
5. **Preliminary Interview:** All candidates go through at least 2 rounds of interview through phone call or internet skype, web video message, etc.
6. **Final Interview:** Only managerial candidates (Area Managers and above) who clear the preliminary functional and HR interviews are called in for a final interview or a decision round with the Director of the specific function, the Head HR and the ECO. This interview focuses on the validation of the functional skills of the individual and also probes into behavioural attributes. The decision to hire the candidate is made in this interview.
7. **Selection and Offer:** HR makes an offer to the selected candidate based on his/her experience and educational background. Candidate however may be rated and selected through the use of computer programme by instructing the system to select any candidate for instance, whose score is up to a certain percentage.

Methodology

The design was a survey study which used both quantitative and qualitative tools to e-recruitment strategies and selection practices adopted by selected organisations. The study data was based on the use of questionnaire administration. This approach was used because it was a satisfactory tool for collecting data for the sampled population to investigate the topic under study. The population of this study consists 400 employees in human resource and administrative departments of the selected organizations. Using purposive sampling technique, 375 were selected as sample for the study. The 375 respondents filled and returned the questionnaire administered to them. For accuracy of result, SPSS software version 16.0 was used to estimate the value of the parameter estimate and to test the research hypotheses using series of statistical techniques which include F-test, standard error, ANOVA (Analysis of Variance), R-squared and adjusted r-squared. The following regression model was employed for the study.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \dots \beta_{20} X_{20} + \mu$$

Where β_0 is the constant $\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6, \beta_7$ are the coefficient of the parameter estimate.

Where:

$X_1, \dots, X_{20}$ = Explanatory variables.

Y = Dependent variable (effectiveness of e-recruitment strategy).

X_1 = provision of vacancy awareness

X_2 = targeting right people

X_3 = e-aptitude test



X₄ = e-marking /scoring test

X₅ = e-selection.

X₆ = data base record of applications

X₇ = prevent loss of applications

X₈ = removal of unnecessary applications

X₉ = reduce burden of applications sorting

X₁₀ = matching of jobs and employees

Result Obtained and Discussions

Hypothesis One: H₀₁: e-recruitment strategy has no effect on sorting time of submitted applications to the selected organisations.

Table 1: Model Summary

	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.882 ^a	.778	.777	.49180

a. Predictors: (Constant); reducing burden of application sorting time
e-recruitment targeting right applicants, remove unnecessary applications
Source: SPSS Printout, 2016.

The model summary shows the reward for best performance of e-recruitment variables on applications sorting during each period of selection process. Thus, reducing burden of application sorting, targeting right applicants, and removing unnecessary applications account for about 77.7% of the variation of the sorting of submitted applications to the selected organisations (i.e coefficient of determination). The remaining 26.3% is due to other variables/factors that were not accounted for in the computation.

Table 2: ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	315.185	3	105.062	434.380	.000 ^a
Residual	89.732	371	.242		
Total	404.917	374			

a. Predictors: (Constant); reducing burden of application; sorting time,
E-recruitment targeting right applicants, remove unnecessary applications

b. Dependent Variable: Sorting time of submitted applications

Source: SPSS Printout, 2016.

Table 2 shows the result of analysis of variance obtained from regression analysis of dependent variable and independent variables. Since the p-value is less than 0.05, it shows that the result is significant. That is, the independent variables selected (reducing burden of application sorting, targeting right applicants, and remove unnecessary applications) were significant variables that affected the dependent variable (Sorting time of submitted applications).

**Table 3: Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	-2.880	.219		-13.152	.000	-3.311	-2.450
E-recruitment targeting right a applicants	.381	.037	.285	10.208	.000	.308	.455
Remove Unnecessary Applicants	.959	.050	.636	18.988	.000	.859	1.058
Reducing burden of application sorting time	.183	.053	.108	3.468	.001	.079	.287

a. Dependent Variable: Sorting time of Submitted Applications

Source: SPSS Printout, 2016.

Table 3 above shows the result of coefficients, which affirmed the t-test result with targeting right applicants, reducing burden of application sorting, and removing unnecessary applications on the sorting of submitted applications to the selected organisations coefficients being significant, i.e. t (-13.152); 10.208, 18.988 and 3.468 respectively, $p < .05$. It could be concluded that the identified e-recruitment variables are significant to the sorting of the submitted applications to the selected organisations. Hence, the null hypothesis was rejected and the alternative hypothesis was accepted.

Ho₂: e-recruitment strategy has no effect on appointment of job applicants for the selected Organisations.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.907 ^a	.824	.822	.43949

a. Predictors: (Constant); effective matching of job and employee, e-apptitude ttest, programmed marking, bias free selection of best candidate.

Source: SPSS Printout, 2016.

The result of R^2 showed in table 4 that the model has a good fit and that nature of effective matching of job and employee, e-apptitude test, programmed marking, and bias free selection of best candidate account for 82.4% variation in selection of staff for the selected organisations. The variables identified show a strong correlation to the selection of job applicants for the job while the remaining 17.6% is due to other variables not accounted for in this computation.

**Table 5** ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	333.451	4	83.363	431.589	.000 ^a
	Residual	71.467	370	.193		
	Total	404.917	374			

a. Predictors: (Constant); effective matching of job and employee, e-aptitude test, programmed marking, bias free selection of best candidate

b. Dependent Variable: Appointment of job applicants

Source: SPSS Printout, 2016.

The above 5, the F-test showed that there is significant effect of e-recruitment variable (i.e. effective matching of job and employee, e-aptitude test, programmed marking, bias free selection of best candidate), as shown in table 10 indicates that the p-value is less than 0.05 and hence the result is significant. That is, the independent variables selected (effective matching of job and employee, e-aptitude test, programmed marking, bias free selection of best candidate) were significant variables that affected the dependent variable (Appointment of job applicants).

Table 6. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		
	B	Std. Error	Beta			Lower Bound	Upper Bound	
1 (Constant)	.834	.230		3.625	.000	1.286	.381	
E-aptitude Test	.671	.072	.415	9.273	.000	.528	.813	
Programmed Marking	1.483	.119	1.067	12.443	.000	1.248	.717	
Matching of job and employee	.207	.037	.151	5.597	.000	.280	.134	
Bias free selection of best candidate	.837	.132	.514	6.362	.000	1.096	.578	

a. Dependent Variable: Selection of job applicants
Source: SPSS Printout, 2016.

From table 6, the result of the t-test shows t-value of 3.625 with p-value of 0.000 which is less than the 0.05 (i.e $p < 0.05$). This supports the previous analyses above that there is a positive effect of e-recruitment strategy on selection of job applicants. Each e-recruitment strategy in the analysis was significant at 5% level of significant (i.e $p < 0.05$). With this, it can be concluded that e-recruitment strategies (i.e matching of job and employee, e-aptitude test, programmed marking and bias free selection of best candidate) have positive effect on appointment of job applicants. Similar findings were reported by Kerrin (2005) who state that online advertising opens up a wider candidate pool, by providing 24/7 access to job seekers, at local, national and international locations, thus providing a better chance of attracting and selecting the right candidates.

Discussion of Findings

Sorting of applications is not easy manually. Therefore, more attention should be paid to e-recruitment strategy which will allow instant sorting of all the qualified applicants for the job. Following our analysis of the study's objectives, it was found that the impact of e-recruitment strategy on appointment of job applicants was significantly accepted. People are one of the highest costs and also one of the main assets of contemporary organizations. In



the contemporary business, customers are demanding quality and organisations must provide it. Quality is now a competitive tool used to gain market share. Organisations need to know the cost of providing quality services and its impact on their bottom line. This becomes one reason for the increased use of the internet to support HRM. These technological changes are thought to increase the ability of HR practitioners to monitor the workforce, utilize employees' skills effectively and even reduce labor costs.

Conclusion and Recommendations

The above findings can be concluded that there are effects of e-recruitment strategy on sorting of applications in the selected organisation under study. Hence, several applications which come to the organisations across the globe will be effectively sorted out for consideration during recruitment in the existence of e-recruitment strategy and appointment of qualified job applicants to fill job vacancy will also aided by e-recruitment strategy because systems automatically select the most qualified candidate out of the pool of applicants.

The study therefore recommends that:

1. More attention should be paid to e-recruitment strategy which will allow instant sorting of all the qualified applicants for the job as software programme will within few seconds sort out all the needed applications after accessing their supplied information.
2. E-recruitment strategy ensures free bias appointment of job applicants who are qualified for the vacancy position. Organisations are therefore encouraged the adoption of e-recruitment in the selection process in order to prevent human influences such as halo effect ; bias; god-fatherism etc that usually occur during manual selection processes.

REFERENCES

- Ahmad S. & Ahmad M.M. (2011): Public Sector Reforms and E-recruitment in Nigeria: Will Good Governance Count. *European Journal of Social Sciences* – 26(4). pg. 61-620.
- Barber, A. E. (1998): *Recruiting employees: Individual and organizational perspectives*. Thousand Oaks, CA: Sage Publications.
- Bodea C., Bodea V., & Zsolt M. (2003). "Human Resource Management in the Internet Age: e-recruitment and e-Selection Methods", *Economy Informatics*, 3(3): 5-7.
- De Cenzo, A. D., & Robbins, P. S. (2002): *Human Resource Management* (7th ed.). New York: John Wiley & Sons Inc.
- Epstein, R. & Singh, G. (2003): Internet recruiting effectiveness: evidence from a biomedical device firm. *International Journal of Human Resources Development and Management*, 3(3): 216-225
- Galanaki, E. (2002): *The decision to recruit online: a descriptive study*. Career Development International, 7(4): 243-251.
- Hogler R. L., Henle C. and Bemus C. (1998), "Internet Recruiting and Employment Discrimination: A Legal Perspective", *Resource Management Review* 8(2): 149-194.
- Internet: http://www.itweb.co.za/index.php?option=com_content&view=article
- Kart, A.T. & Muahad, R.S. (2006) "Human Resource Management Systems and Organizational Performance: A Test of a Mediating Model in the Greek Manufacturing Context", *The International Journal of Human Resource Management*, 17(7), pg.1223-53.
- Lee, I. (2005): The evolution of e-recruiting: A content analysis of Fortune 100 career web sites. *Journal of Electronic Commerce in Organizations*, 3(3): 57-68.
- Lengnick-Hall, M., Moritz, S., & Mark, L. (2003): The Impact of e-HR on the Human Resource Management Function. *Journal of Labor Research*, 24: 365-379.



- Li, C., Charron, C., Roshan, S., & Flemming, G.N. (2002): *Online recruitment grows up*. Forrester Research. Available at www.forrester.com Retrieved on 09/11/2013. Registered, same date.
- Marić V. A. & Ilić G. (2012), "Management in the Internet Environment", *Management Information Systems* 7(4): 026-033.
- Myrna, L.G. (2008): *Recruitment and Selection: Hiring the Right Person*. A two part learning module for undergraduate students. <http://www.shrm.org/education/hreducation/documents/recruitment%20and%20selection%20im.pdf>. Accessed on 18/08/2014.
- Martin G., Reddington M., Kneafsey M. B. & Sloman M. (2008): *Web 2.0 and HRM: A Discussion Document*. CIPD.
- Mondy, R. W. (2008): *Human resource management* (10th ed.). Prentice Hall, NJ: Pearson
- Pavitra D. (2012): E-recruitment: A Roadmap Towards E- Human Resource Management. *International Refereed Research Journal* www.researchersworld.com. 3,(2): 35-48
- Peretomode, V.F., & Peretomode, O. (2001): *Human Resources Management: Principles, Policies and Practice*, Lagos: Onosomogbowho Ogbinaka Publishers.
- Pollitt, D. (2004): E-recruitment helps Xerox to pick the cream of the crop. *Human Resources Management International Digest*, 12(5): 33-35.
- Randall, L. (2004): "E-recruitment in Australia and New Zealand: An International Perspective". *International Human Resource Management Journal*, 7: 57-62.
- Rao, P.S, & Rao V.S.P. (2001): "*Personnel/Human Resource Management: Text, Cases and Games*", Delhi: Konark Publishers PVT LTD.
- Robin, E. & Gangaram, S. (2003). Internet recruiting effectiveness: Evidence from a biomedical device firm. *International Journal of Human Resources Development and Management*. 3: 216-25.
- Ruel H. J. M., Bondarouk T V, & Looise J C (2011): *E-HRM: Innovation or Irritation?*. An Exploration of Web-Based Human Resource Management in Large Companies, Purdue University Press/Lemma Publishers, Utrecht.
- Satam N. (2012), "eHR: Byte More Than You Can Chew", *Beacon Management*: 22-28.
- Smith, A. D. & Rupp, W. T. (2004): *Managerial challenges of e-recruiting: extending the life cycle of new economy employees*. Online Information
- Stimpson, J. (2004): *Recruiting via the Web*, Practical Accountant, 37: 26-30.
- Stone, D. L. Stone-Romero E. F., & Lukaszewski B. K. (2006), "Factors affecting the acceptance and effectiveness of electronic human resource systems", *Human Resource Management Review* 16 (2): 229-244.