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## THE EFFECTS OF ELECTRONIC RECRUITMENT ON ORGANISATIONAL PERFORMANCE

BY

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### ABSTRACT

*With the growth of internet penetration, level of youth attraction to internet, and high rate of unemployment, recruiting employees through internet would ordinarily be more beneficial to organisations than traditional paper-based recruitment. But with low level of E-Recruitment adoption, one begins to wonder what specific factors influence E-Recruitment adoption that consequently will improve organisational performance. This disconnect necessitates this research to investigate how E-Recruitment influences organisational performance. Hence, the study examines E-Recruitment dimensions in terms of cost, time, quantity and quality of applicant attracted to the organisations. The study made use of secondary data and as the Theoretical framework. The findings revealed that E-Recruitment cost, E-Recruitment time, E-Recruitment quantity and E-Recruitment quality have positive significant influence on organisational performance. The study concluded that factors identified here provide sufficient guide for organisations on E-Recruitment adoption and they should be considered in E-Recruitment practices for effective and efficient employment of suitable employees that will contribute to achievement of organisational goals and objectives.*

**Keywords: E-Recruitment, Organisations, Performance, Employees, Internet**

### INTRODUCTION

The global economy has largely become an Electronic-World (E-World) where organizations constantly harness revolutionary ways to be more productive, efficient and competitive to deliver high performance. A high-performing organisation starts with the acceptance and commitment of human resource practitioners (HRPs) who recruit high-performing workforce bearing in mind cost and time efficiency. Therefore, organizations are substantially focusing on increasing their productivity, profitability and operational activities through the right set of

people, with the right skills and in the right roles. With such significant focus becoming an area of concern, there is a need for diligent innovation when it comes to recruitment practices. Recruitment marks the first contact for an organization with its potential employees. So, having a solid recruitment pattern that informs candidates about the job openings and persuades them to apply for the available job vacancies is an advantage to organisations. As a result, there is a need for recruiters to understand a conceptually intact pattern (person-job fit) and financially worthwhile, speedy and convenient system (online testing) convincingly in order to hit the mark in their personnel selection needs in a highly competitive environment. These days, one way of achieving this landmark in human resource practice is via Electronic Recruitment or online recruitment- a method of attracting applicants, sorting applications and contacting applicants <sup>via</sup> the internet.

It is important to note that, most organisations now outsource their business processes such as performance management, talent sourcing, capacity building, background checks and business process re-engineering to professional human resource institutes. Reduction of cost, time, access to information and efficient delivery of projects are most documented benefits of outsourcing in extant literature (Dean, 2015). Service outsourcing helps in improving organization's performance especially for services or goods that it cannot provide by herself. This helps in improving skills and knowledge of the staff that can be used for the development and growth of the organization (Kegeza & Nzulwa, 2018).

Cooperation with an outsourced organization leads to significant improvement in organizational effectiveness, productivity, profitability, quality, continuous improvement, quality of work life, and social responsibility levels (Kegeza & Nzulwa, 2018). The survival template today for any company is how to manage product or service cost, quality and quantity as well as performance (Innes, *et al.*, 2013). Strategic outsourcing reduces and controls operating costs, improves company focus, gains access to world-class capabilities, frees internal resources for other purposes and makes capital funds available as well as improves the company's competitive position and helps to avoid labour issues.

The genesis of this research stems from the fact that, many organizations have not adopted this E-recruitment method despite the internet penetration and its abundant benefits of the availability of wider pool of applicants, lower cost for job-seekers and recruiters, frequent search of internet by job-seekers for vacant job positions (Odumeru, 2012). This study focuses broadly on E-recruitment and the influence of such factors on organisational performance.

## **STATEMENT OF THE PROBLEM**

It is glaring that traditional paper-based recruitment as a means of sourcing and engaging job seekers is characterized with inefficient and ineffective procedure. This is occasioned by high administrative burden in terms of paper sorting, time wastage, high cost of sourcing and placing applicants such as provision of accommodation, travelling and feeding expenses, low quality of sourced personnel due to favouritism, low number of applicants pooled as the print media covers limited area compared to the electronic media etc. These obvious bottlenecks in traditional recruitment have consequential effect on organisational performance in terms of pooling employees whose specifications do not suitably match the job description in the organisations concerned. This is considered risky bearing in mind that, the financial cost of hiring a poor recruit extends beyond the costs involved in appointing the person (Bature, Friday, & Mustaphar, 2013).

## **OBJECTIVES OF THE STUDY**

The general objective of this research is to investigate the effect of E-recruitment on organizational performance. This will enable us to determine the influence of E-recruitment cost on organisational performance, to establish the relationship between E-recruitment timing and organisational performance and to examine the impact of E-recruitment efficiency on organizational performance.

## **THEORETICAL FRAMEWORK Social Network Theory**

This theory was proposed by Johanson and Mattsson (1988) which postulated that every business venture makes use of available network to acquire resources both human and material to achieve its goal. The network theory is appropriate for this study in addressing the issue of companies in Nigeria, how they relate, align and network with the business environment, to make use of the available recruiting channels through social networking for them to source and recruit quality talents. Social network theory came from sociology but has been

appropriated in business studies and HRM. It refers to social relations with reference to nodes and ties (Cheng *et al.*, 2020). As noted by Papakonstantinidis (2014), nodes are the individual actors in the networks, while ties represent the relationships between the actors.

This situation allows a form of exchange between two or more linked business relationships where the exchange takes place. Thus, organisations and their social networks – involving applicants and recruitment agencies – are in a connected business relationship (Boyd & Elliston, 2007; Gentina *et al.*, 2018). The idea of the network is premised on the creation of ties amongst business partners, which leads to the establishment of social networks (Kimball & Rheingold, 2000). However, social networks vary depending on heterogeneity and size.

While small homogeneous groups can be seen in workgroups, larger, more heterogeneous networks are characteristically more sophisticated and are linked to more diverse social groups (Wasserman & Faust, 1994). Technological advancement and business innovation have reshaped the dynamics of social networks (Boyd & Elliston, 2007; Muninger *et al.*, 2019).

In contrast to traditional social networks, interactions are currently mediated by computers, which indicate a more impersonal type of communications as well as enhance heterogeneity. Members of an online network in a social network can thus exchange information and offer solutions from and to diverse locations globally in a short duration of time. So, in view of the significance of social networks and the Internet that enables direct unmediated interpersonal and inter-organizational relationships, it is argued in this paper that social-media-enabled system, and specifically E-recruitment, can support businesses in developing countries particularly Nigeria by helping build relationship between organisations and their networks and strategically position them. Correspondingly, it should not be considered as a technology that changes how organisations survive, but a tool to sustain organisational competitive edge (Papakonstantinidis, 2014). This contention is vital to this study.

Nigeria is not an exception in the adoption of new media technology in business and social interaction (Ozuru & Chikwe, 2015). As of 2013, there were over 53m users of the Internet in Nigeria compared to 8m users in 2003 (Adomi *et al.*, 2003). Currently, the number of Internet users is estimated at 91.6m, surpassing Egypt, Morocco and South Africa, which are some of the biggest economies in Africa (Sahara Reporters, 2010). More than half of Nigeria's population uses the Internet. It is also projected that in 2025 more than 70% of Nigerians will be Internet users (Vanguard, 2017) given the rising level of computer skills and literacy

including an upsurge in the quest for information literacy (Adomi *et al.*, 2003). According to Ozuru and Chikwe (2015), Nigeria is experiencing high unemployment rate and economic meltdown; however, E-recruitment is one of the ways employers can appropriate to rise above Nigeria's bleak economic and employment situation.

Given the advantages associated with new media, employers in Nigeria have not embraced E-recruitment compared to the rapid growth of internet users in the country. This is evidenced in the high rise of Internet users from 2003 to date (Adomi *et al.*, 2003). The use of the Internet in recruitment and selection in Nigeria has enormous benefits for organisations, including competitive business edge, cost reduction and clarity in selecting and hiring the right candidates.

The theoretical framework is relevant to the study because, organisations ride on their social contacts to attract potential job candidates. Social network theory came from sociology but has been appropriated in business studies and HRM. It refers to social relations with reference to nodes and ties (Cheng *et al.*, 2020). As noted by Papakonstantinidis (2014), nodes are the individual actors in the networks, while ties represent the relationships between the actors. This situation allows a form of exchange between two or more linked business relationships where the exchange takes place. Thus, organisations and their social networks – involving applicants and recruitment agencies – are in a connected business relationship (Boyd and Elliston, 2007; Gentina *et al.*, 2018).

The idea of the network is premised on the creation of ties amongst business partners and professional human resource consultants, which leads to the establishment of social networks (Kimball and Rheingold, 2000). However, social networks vary depending on heterogeneity and size. While small homogeneous groups can be seen in workgroups, larger, more heterogeneous networks are characteristically more sophisticated and are linked to more diverse social groups (Wasserman and Faust, 1994). Technological advancement and business innovation have reshaped the dynamics of social networks (Boyd and Elliston, 2007; Muninger *et al.*, 2019).

## **METHODOLOGY**

Secondary method of data collection was used to explore the effect of E-recruitment and Organisational performance. It determines the influence of E-recruitment cost on organisational performance, establishes the relationship between E-recruitment timing and

organisational performance and examines the effect of E-recruitment efficiency on organizational performance.

## **LITERATURE REVIEW Electronic -Recruitment**

Given the pressure of globalization and competition as well as the need for a more skilled workforce, attracting and recruiting talented and skilled applicants are getting tougher (Schroeder, 2014; Chang & Chin, 2018). The use of traditional recruitment strategy is no longer valid in order to attract the right and qualified applicants. Therefore, many companies have resorted to adopting sophisticated recruitment process, including E-recruitment (Tong & Sivanand, 2005). E-recruitment is conceptualized as a web-based (online) or Internet recruitment process, characterized by varied elements as well as a variety of practices, tools and procedures in connection with recruiting. It means the strategic efforts aimed at recruiting prospective employees by electronic means (Llorens & Kellough, 2007). According to Holm (2012), E-recruitment covers the following digital Human Resource Management (HRM) practices: advertising of employment opportunities on job databases, career portals, social networking sites, corporate web sites and intranets, and other online resources for application submission, tracking, screening and candidate management; résumé databases and search engines.

Mike and Irwin (2020) highlighted how E-recruitment has been conceptualized from different perspectives. According to them, E-recruitment can be seen as technology tool, system, service, process as well as proxy. When it is seen as technology tool it is taken to be technical artifact (Orlikowski & Iacono, 2011). This view was demonstrated by Faliagka *et al.* (2012) who presented an E-recruitment tool to automate the ranking of applicants in recruitment. When it is viewed as system, it is regarded as comprising independent although interrelated elements, at the crux of which is information technology, society, organizations, etc. The system view allows each component to receive input from the other elements and produce input for other components (Chiwara, Chinyamurindi, Mjoli, 2017).

E- Recruitment commenced in the fashion of sovereign job sites tagged bulletin board systems far back in the 1980s. This new global trend was initiated in the United States of America, International Journal of Human Capital Management  
<https://www.insthumcapman.org/journal/articles.php>

when Jeff Taylor floated Monster.Com, which started with 20 clients and 200 job openings in 1994. Today more than seventy five percent of the fortune 500 companies utilize online recruiting, while people also utilize the mobile application for uploading resumes and searching jobs on portals. E-recruitment is being practiced using company website, social sites and online job portals. In 1991, the introduction of World Wide Web (www) to academic scientist by British scientist Tim Berners-Lee, was a forerunner to internet recruiting.

There are enormous sums of online job portals, such as; indeed.com, careerjet.com, jobberman, Naukri, Timesjob, monster.com, jobsahead.com, clickjobs, etc. Also, social networking sites like linkedIn, facebook, twitter, google+, all play major roles in online recruitment. Online domain has played a crucial role in administering quality application, combined with the required qualification to be filled in the organization. E-recruitment has demonstrated to be a very convenient approach for both the organizations and job seekers as both can upload the necessary details required and are likely to find a suitable opportunity there (Bhupendra & Swati, 2015). The emergence of E-recruitment as a strategy of cost and time saving mechanism coincide with the Government efforts geared towards addressing the institutional and socio-cultural challenges afflicting recruitment process in both developing and developed countries (Snell, Stueber, & Lepak, 2002).

Latest trends in E-recruitment are the use of mobile application for job search. Use of mobile application makes job searching much more easy. Company online sites also play a major role in scouting for potential candidates. Numerous social networking sites are available and accessible to connect and associate with job seekers, and attracting them towards organizations. Blogs on the other hand are also gaining momentum currently. Major reasons for E-recruitment usages include but not limited to having web presence and using internet to improve corporate image, minimize hiring costs, and reduces paper work and administrative burden, ability to arrange advanced web tools for the recruitment team (Bhupendra & Swati, 2015; Anand & Chitra, 2016). The employer must learn to reach job seekers by creating profiles on facebook, Linked In (social networking) along with using job portals for making recruitment more effective. Also they can advertise job vacancies with the numerous online recruitment agencies- to brace the talent hunt process.

Furthermore, resume scanner aids organizations to screen and shortlist the resumes as per candidates, qualifications and experience, special skills and salary details which apparently is provided by major portals.



### **E-recruitment Efficiency**

Efficiency measures how adequate organizational resources are used in satisfying organizational requirements. Online recruiting can produce cost savings and higher applicant yields. Studies show that online recruitment allows around-the-clock collection and processing of job applications (Holm, 2012) while at the same time acting as a realistic job preview and a good avenue for organization to market itself. Although E-Human resources management has various advantages to the organisation in terms of cost and time saving (Stone & Dulebonn, 2013). It gives access to quick turnaround time for processing of employment requirements. This study situate E-recruitment efficiency into time and cost involved in online recruitment.

### **E-recruitment Cost**

One significant aspect of E-recruitment is reduction of the recruitment cost by a considerable size as compared to advertisement through newspaper (Lee, 2005). Companies have reported savings of 95% when changing from traditional to online recruiting sources (Cober *et al.*, 2000). From the applicants' perspective, access to over 1 million job postings has been made available through career enhancement sites such as Monster.com, and as many as 18 million job seekers compete for these job openings by posting their resumes annually on Monster.com (Cappelli, 2001). This benefit have reduced the cost incurred by both recruiters and applicants on maintaining recruitment auxiliary services like provision of accommodation for invited job seekers and cost of transportation incurred by applicants respectively.

Martinez and Martineau (1998) asserted that, when organization reforms aim at efficiency savings or overall cost reduction, they go by changing the way in which staff are employed. Internet technology also allows a company to promote their employer's brand thus minimizing advertisement costs. Online testing offers the benefit of draining out unsuitable candidates at an early stage in large scale recruitment (Barber, 2006). The adoption of E-recruitment was shaped as reducing application costs to workers and improving screening technology for firms. Hadass (2004) concluded that firms may embrace E-recruitment strategies based on the direct reduction in recruiting costs, and due to competition among HR Managers for competent hires. Conclusively, there lingers a question as to whether the achievement of online recruitment is in any way connected to the type of organization utilizing the method, or if it is simply a



consequence of the nature and implementation of the online method utilized (Parry & Tyson, 2008).

### **E-recruitment Time**

Time consumption due to hiring is reduced drastically when jobs are posted online and the ease of completing online application forms and attaching CVs to emails (Barber, 2006). To reduce the burden associated with these source effects, human resource managers have adopted the use of specialized software to screen for only the qualified applicants and to immediately import applicant data into their databases (Dysart, 1999). This approach has afforded organizations the opportunity to reduce the recruitment and selection cycle time by up to 25% (cf. Cober et al., 2000).

The use of back-office functionality where advances in internet technology have meant that a system can be designed that posts an advertisement to several jobs boards simultaneously, acknowledges applications and forwards them to line managers automatically and performs a number of initial screening activities which removes some of the administrative burden from the human resource function and offers the recruitment process time saving efficiency (Parry & Tyson, 2008). In terms of the timeliness of actions taken by an employer during the recruitment process, Boswell *et al* (2003) documented the importance of timely recruitment actions. Their results showed that receiving prompt responses from HR Managers resulted in job candidates having a more positive view of the employer.

The meta-analysis of the research by Chapman *et al*, (2005) concluded that timely responses from HR Managers were linked to greater applicant attraction to a job with an organization. As expressed by Aqayo Research on efficient talent acquisition through E-recruitment (2008), a survey was conducted among several hiring managers at NRG Engineering Pte Ltd.; a consulting company specialized in the Oil and Gas industry, to identify how the E-recruitment operating system they utilized boosted the efficiency of their recruitment exercise. It was found that, applicant tracking systems significantly reduce the time spent on recruitment exercise, and smoothen the recruitment process.

### **E-recruitment Applicant Pool**

Marr (2007) focused his study on the pre-hire measures relating to the quantity and quality of candidates, with a strong attention on E-recruitment. It was evident from his study that there

is need for firms to improve a recruitment technique which incorporates a diverse range of Erecruitment sources to reach quality applicants in the desired target market.

### **E-recruitment Quantity**

The ability to attract a large and more qualified talent depends on how the organization will establish a favourable image in the mind of the applicants (Dutta, 2014). Individual companies have generated as many as 10,000 applicants through their recruitment web sites to fill fewer than 1000 jobs (Cober *et al.*, 2000). This is why employer branding and reputation is key to Erecruitment. The internet provides access 24 hours a day, 7 days a week and reaches global audience (Barber, 2006). Irrespective of whatever you put in the advertisement about having a work permit, it is certain that, it will attract applications from everywhere in the world, and that is a challenge sometimes to deal with (Parry & Tyson, 2008). People can respond within seconds of reading about an opportunity by emailing their CV to the employer and shortlisting can be undertaken quickly with the use of CV- matching software or online application forms (Torrington *et al.*, 2008). Needed data about candidates can be captured automatically which can then be kept by the organisation as a kind of ‘talent pool’ and can be searched at a later date should another vacancy arise (Parry & Tyson, 2008).

### **E-recruitment Quality**

Successful organisations have minimized unsuitable applications, by including information in different formats on their corporate recruitment websites. Proposed employees can easily learn more about the company and the role they are applying for by reading text, watching videos or listening to audio files. This enables candidates to self-select as to whether they are suitable for a role or not (Parry & Tyson, 2008). It is this self-veting features enabled by different Erecruitment software that makes it unique and attract suitable applicants to an organisation. A typical newspaper advertisement has a lifespan of 10 days while online advertisement may have 30 or more days attracting applicants. This helps advertisers/employers average around nine times as many applications via the internet at less cost (Dessler, 2008).

## **E-recruitment Infrastructure**

E-recruitment infrastructure ranges from website design, internet, applications, software and hardware for E-recruitment.

Firstly on job web-site design, poor web site design can have detrimental effects on recruitment outcomes. The navigational usability and stylistic features of web sites has been found to affect the degree to which job seekers are not only attracted to an organization but also their subsequent decision to accept a job with the organization (Cober, Brown, Levy, Cober, & Keeping, 2003; Hoffman & Novak, 1996; Thoms, Chinn, Goodrich, & Howard, 2004; Williamson, Lepak, & King, 2003; Zusman & Landis, 2002). For example, Nielson (2000) found that the inability to easily navigate a company's employment web site resulted in only 26% of applicants being able to search for a job and successfully submit an online application. Similarly, Hoffman and Novak (1996) found that users became frustrated and bored when experiencing difficulties in navigation and ultimately terminate their information searches and visit other web sites.

The social media skill of attracting and selecting candidates is being used to make a global pool of eventual employees on one hand and prospective employers on the other. It dispose of distances and costs, and enables the candidate(s) selection to be made from anywhere in the world (Aspridis et al., 2013). Furthermore, it erects networks and connections between users and enhances the publicity of both the prospective employer and the prospective employee. The most common recent approach to social networking screening is viewing profiles for potential disqualifying information. This approach mirrors a kind of background check. It seems that applicants with social network information that express drug use, discriminatory comments, misrepresented qualifications, or shared confidential information about a current employer (Forty-five Percent of Employers, 2009) could provide a ground to reject an applicant, especially when the organization is considering the applicant for deviant workplace behaviours.

Therefore, a primary concern of some organizations could be related to public relations. Organizations want potential employees to have a clean online slate that will not harm the organization if the information is viewed by the organization's stakeholders (Kluemper, 2014). There are many different platforms for social media today. The three most popular social media websites in October 2015 according to eBizMBA, (2015) are: Facebook at number one

with 900,000,000 unique monthly visitors, Twitter at number two with 310,000,000 visitors and LinkedIn at number three with 255,000,000 visitors. In short, the difference between these three social media sites can be described as follows: LinkedIn enables individual and corporate bodies to “tell others who they are”, Facebook means; “tell others who you know”, and Twitter means “tell others what you are doing. LinkedIn, is more like an expanded resume and explicitly used for connecting with each other professionally, including connecting because of recruitment and selection (Kluemper, 2014). LinkedIn appears to have gained wide acceptance as an effective recruiting tool, Facebook and Twitter on the other hand are viewed with skepticism by the device companies.

Furthermore, E-recruitment software and applications for matching resumes with job descriptions include: Semantic Web Technology which is one of the earliest systems that took advantage of semantic resources to find matches between job offers and their corresponding resumes (Bizer, *et al.*, 2005). It is constructed by integrating widespread standards and classifications to annotate the content of job offers and resumes. In order to collect candidates resumes, web-based application forms are used to acquire CVs as semi-structured resumes. Then, the human resource ontology is utilized to detect the semantic aspects of the produced semi-structured resumes and job posts.

A semantic matching algorithm is employed to generate a list of qualified applicants. However, although semantics-based approaches enhance the effectiveness of E-recruitment systems (Mochol, Wache, Nixon, 2007), they are penalized by limitations of the exploited semantic resources, namely semantic knowledge incompleteness and limited domain coverage (Suerdem & Akalin, 2015). Another software is Expert, proposed by Umaman and Sankar (2013). It was designed to adequately establish match between resumes and job posts based on employing semantics and knowledge-based methods similarly to Semantic Web Technology. However, in order to start the matching process, this Expert system first produces ontological representations of resumes and job posts to detect knowledge encoded in their contents. After that, the ontology documents (ontological representations) of resumes are mapped to ontology documents of job offers to retrieve relevant candidates. In this context, an ontology mapping according to Kalfoglou, and Schorlemmer (2013) approach is utilized to determine the correspondence between the concepts of the produced ontology documents.

To measure the effectiveness or precision of this system, Kalfoglou, and Schorlemmer (2013) suggested that scores should be assigned between job offers and the applicants' resumes.

MatchingSem is another E-recruitment software that Aseel, Kmail, and Belkhatir (2015) regarded as having the feature of matching unstructured documents (resumes and job posts) based on employing multiple semantic resources and statistic-based techniques. The proposed system first employs natural language processing (NLP) tools to find and extract lists of candidate concepts from the content of both resumes and job offers. Next, existing semantic resources are employed to analyze the lists of candidates' concepts at the semantics level. When a concept is not recognized by the used semantic resources, statistical-based conceptrelatedness measures are then used to address this issue.

To evaluate the effectiveness of the methods and techniques employed in the proposed system, an experimental instantiation is conducted by comparing manually assigned scores between resumes and job posts and those produced by the proposed system in the same manner (Faliagka *et al*, 2014). Although the system shows high precision and recall ratios for most of the examined job posts, its overall performance is hindered by the skill gap as inferior precision and recall results were exhibited for job posts that require specific skills in terms of years of experience.

Futhermore, E-Gen has also been used for E-recruitment as an automatic E-recruitment system that matches unstructured resumes to their relevant job posts. It is based on employing Support Vector Machine (SVM) classification algorithms in order to annotate segments of job offers with the appropriate topics and features. Additionally, E-Gen addresses the issue of ranking applicants according to their relevance score by utilizing the vector space model. In this context, job offers and resumes are transformed into vector space representations and then similarity measures for their associated vectors are computed. Relevance feedback is then utilized to expand the job post vector representation with terms extracted from relevant candidate resumes. Next, similarity measures are recomputed in order to ameliorate the produced results. An experimental instantiation of the proposed system is conducted to prove its effectiveness in a real-world recruitment scenario.

However, the utilized SVM classification algorithms are subjective to high error rates since they depend on manually developed training corpora (Kessler, 2012). Finally, Dan, (2004) mentioned Convex as an automatic E-recruitment system built to match unstructured/semi structured resumes to job posts. The system starts by employing a single domain-specific

knowledge base in an attempt to extract concepts from both job posts and candidate resumes. If the used knowledge base fails in identifying a specific concept, extraction techniques are then utilized to compensate for missing background knowledge.

### **ORGANISATIONAL PERFORMANCE:**

Organizational performance is the analysis of an organization's performance compared to its goals and objectives. Armstrong and Baron (2004) view organizational performance as a unified approach used in delivering constant achievements to organizations by improving the performance of employees and developing their capabilities as teams or individuals. The organizational model of performance unlike the economic model suggested that, behaviour of employees can be influenced by managers towards achieving organizational performance. Therefore, organizations' performance depends on effectiveness. Hence, the adoption of organizational model of performance becomes suitable in line with the focus of this present study because of its bias towards the importance of human factor in organization. The measurement of organisational performance is of considerable importance in many areas of personnel psychology and management research, as investigators examine whether organizational practices and processes affect "the bottom line." Studies of human resource management have focused on how practices, such as selection, training, empowerment, and communications, collectively contribute to organisational company performance (e.g., Becker & Huselid, 1998; Huselid, 1995).

### **ELECTRONIC RECRUITMENT AND ORGANIZATIONAL PERFORMANCE**

Organizational performance is a major focus of research as it pinpoints the way organizations enforce their policies and achieve their mission and vision. There is an increasing awareness amongst managers that competitive advantage is derived from having the appropriate systems of attracting and conducting their human resources. Some organizations could be profitable with little or no effort of employees that are dedicated to excellence and quality standards are dependent on organizational commitments to better their performance. Organizational performance is the analysis of an organization in comparison with their goals and objectives. Armstrong and Baron (2004) consider organizational performance as a unified style used in conveying constant achievements to organizations by boosting the performance of employees, and evolving their capabilities either individually or as a team.

Literature has displayed that recruitment boosts employee's abilities, and advancement opportunities are related with better employee commitment, higher retention, higher performance; better service performance, enhanced safety performance, and better financial performance. Most cost-effective recruitment methods, and the laudable benefits of E-recruitment have significant effect on organizational performance. Productive assets of business comprising of intellectual property rights and technical possess these intangible assets that play a major role in organizational competitiveness (Breese, 2001). Innovation and creativity starts with an identification of both internal and external knowledge source. That is to say those organizations should possess employees that can provide or develop know-how through recruitment (Albert 2004; Olfert 2003).

According to Soo, Devinney, Midgley, and Deering (2002) the ability of an organization to absorb information and know-how increases innovation which in turn improves objective and subjective performance. The arrival of internet gave an upsurge to more flexible organizational designs and collaborations. These collaborations (Malone & Laubacher, 1998) have drastically reduced employment durations while also matching people to job offers frequently. Organizational creativity is a tool used by organizations to fill gaps in production, marketing and administrative processes to create competitive advantage (Parjanen, 2012).

## **CONCLUSION**

The study has revealed that there is influence of E-recruitment cost on organisational performance in organisations. The cost of recruitment campaign through internet is affordable, the cost of posting job on corporate websites and private job board, the cost of purchasing software and application for E-recruitment and sorting of applicants' requests are generally low which has caused positive influence on organisational performance when compared to traditional paper-based recruitment. Also, the reduced time on E-recruitment due to automation has positive relationship with organisational performance in Nigeria. Savings in time result to efficient and effective recruitment and consequently improved organisational performance. The time spent on the three main activities of E-recruitment (attracting applicants, sorting applications and communicating to applicants) is low compared to traditional recruitment. E-recruitment quantity which means the number of applicants attracted to organisations through online recruitment impact positively on organisational



performance. The E-recruitment makes large number of applicants available to organisations with which suitable ones are selected for appointment. This also gives an organization the advantage of being highly selective in hiring. E-recruitment quality affects organisations positively. The adoption of E-recruitment in organisations helps to pool applicants who will need minimal training and have the ability to use diverse skills. The highly qualified applicants pooled during E-recruitment will guarantee job enrichment and skill enhancement as well as quality management understanding to easily improve performance.

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