

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The way that human resource management is carried out has drastically altered during the past year. Although people are regarded as an organization's most valuable resource, few businesses can fully use their potential. In fact, firms are placing more strategic focus on the management of human resources, and it is well acknowledged how important this role is to corporate plans. Activities including hiring, choosing, training, keeping records, employee relations, performance management, and remuneration are typically included in human resources programs (Amponsah, Torto & Badu-Nyarko, 2018). If the outputs or consequences of these activities are in line with the organization's strategic goals, then they may have strategic value for the organization.

However, effective Human Resources Management is essential in order to be able to meet the market demands with well-qualified employees at all times. Nonetheless, recruitment is a Human Resource Management (HRM) feature that allows a company to recruit potential applicants and choose the best workers for the job. The use of Information Technology (IT) has been advocated as an opportunity for Human Resource (HR) professionals to become proactive in the business world at large in order to gain competitive edge. The idea has been that IT would allow for the HR function to become more efficient and to provide better information for decision-making.

The covid-19 epidemic wreaked devastation on the global economy, businesses, and workforce. The effects of this chaos or crisis on economic health were the same for wealthy, impoverished, developed, and emerging nations. Only individuals considered by the government to be vital employees are authorized to go to work, and only under rigorous guidelines, which significantly curtailed mass mobility of people. The economic effects of the crisis, especially the security of the employment shock, are still largely unknown to company policy makers (David & Michael, 2021). The pandemic affected the recruitment industry so much that one on one job interview can not be carried out. Company policy makes resort to employing few staff with high demand technical skill and knowledge in order to meet up with their company goal and public expectations despite the

global pandemic and the only way to achieve this employment exercise is via electronic recruitment.

People these days are very tech-adaptive, which is why e-recruitment has become a popular way for companies to hire personnel. E-recruitment is a strategy for choosing a company's human resources by leveraging technology. It is said to be effective since it saves time and money while simultaneously guaranteeing that the best candidate is hired for the position. Additionally, it helps by offering adequate details on the job description, duties, location, pay, and a number of other crucial aspects.

The purpose of E-recruitment is to ensure that the process involved is more efficient, reliable and to reach a large pool of probable employees to ease the selection process. It is imperative that organizations find ways to attract job applications from all over the world in quick and expedient ways. Thus, an organization's ability to quickly and efficiently recruit and hire capable employees is an important determinant of organizational effectiveness and competitive advantage. These can only be achieved by following the due process which includes e-application, e-screening, e-selection and e-interview.

1.2 Statement of Research Problem

With the help of e-recruitment, the complete hiring process is handled, including posting job openings, receiving resumes, and choosing the best applicants for each open position (Amponsah, Torto & Badu-Nyarko, 2018). Despite the alleged increase in internet usage, there appears to be a disconnect between e-recruitment studies and actual practice (Sylva & Mol, 2009). In terms of cost savings, efficiency, and convenience for both employers and job candidates, many researchers have provided evidence of a positive relationship between internet recruitment and organizational performance. However, there are other researchers whose studies in this area generally diverge significantly. This study will thereby focus on issues relating to e-application, e-screening e-selection and e-interview.

Firstly, online recruitment is faced with inherent difficulties in clear and consistence interpretation as well as job seekers having difficulties in successfully accessing the company-designed websites with ease and quickly for application. Therefore, there is need to examine the influence of e-

application and performance of telecommunication outlets in Ilorin in order to fill this identified gap in literature.

Secondly, detailed and up-to-date information on job seekers and job openings in various areas across the globe may be found on the recruitment portal as uploaded by the job seeker but the authenticity of the information may be for a very cheap cost but most organizations are faced with challenges of electronically screening the uploaded information of the job seekers to verify the authenticity of the documents (Islam, 2018).

Lastly, the lack of inadequate information and evidence of selection processes within banking sectors may cause organizations not to achieve set out organizational goals and objectives (Daniel, 2019). The overall target of the banking sector can be ruined if adequate recruitment and selection practices are not put into place. Therefore, there is the need for management to put in place strategies that will aid the selection of the best employees to achieve organizational goals and objectives.

1.3 Research Questions

This study will be guided with the following question:

- i. Does e-application significantly improve performance of telecommunication outlets in Ilorin?
- ii. What is the effect of e-screening on the performance of telecommunication outlets in Ilorin?
- iii. What is the effect of e-selection process on the performance of telecommunication outlets in Ilorin?
- iv. How has e-selection influenced the performance of

1.4 Objectives of the Study

The major objective of this study is to investigate e-recruitment and organization performance of Network providers in Ilorin. Other specific objective is to:

- i. determine whether e-application significantly improve the performance of telecommunication outlets in Ilorin.

- ii. examine the effectiveness of e-screening on the performance of telecommunication outlets in Ilorin.
- iii. assess the effect of e-selection process on the performance of telecommunication outlets in Ilorin.

1.5 Research hypotheses

The study will be guided with the following alternative hypotheses:

H₁₁: e-application significantly improve the performance of telecommunication outlets in Ilorin.

H₁₂: e-screening significantly influence the performance of telecommunication outlets in Ilorin.

H₁₃: e-selection process have significant effect on the performance of telecommunication outlets in Ilorin.

1.6 Scope of the Study.

This study is to examine the effect of electronic recruitment on the performance of telecommunication outlets in Ilorin Metropolis from 2017 to 2022, 5-years' time frame. Most of the telecommunication outlets in Ilorin Metropolis have stayed over 10years and therefore, can be easily assessed. The study will focus on five telecommunication outlets in Ilorin Metropolis namely, MTN Office Ahmadu Bello Road, Airtel Office Taiwo road, Etisalat Office Taiwo road, Glo Office Taiwo road and Caricare services Taiwo road.

1.7 Significance of the study

The study will be beneficial to the management of the Organizations as they will be able to assess their recruitment operations in regard to e-recruitment by other organizations and be able to adopt the most appropriate ones. Furthermore, it is expected that the study will stimulate interest in the area of e-recruitment and presumably add to the little literature that are presently available on the subject of e- recruitment in Nigeria. Finally, the study is also expected to be an eye opener for human resource recruiters who may opt to invest in setting up web sites for job hunters and employers.

1.9 Definition of Operational Terms

E-recruitment; E-recruitment refers to the use of web-based technology for the different processes of drawing in, assessing, selecting, recruiting and on boarding candidates. Through e-recruitment employers reach larger number of potential employees.

E-application; the creation and use of an internet form, process or template to apply for a type of job, grant, fund, membership, account, service, funding or for other accurate and specific purpose.

E-screening; the extent of recruiting unique talent across world applicants by internet technology and assessment results of selection process could be generated automatically at the same time.

E-selection; a sophisticated web-based application which would be executed on 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 take the vacancy.

E-interview; this is the final stage selection approach which could be used after reaching a best potential pool of candidates through two previous methods.

CHAPTER TWO

LITERATURE REVIEW

2.0 Preamble

Relevant literature will be reviewed on e-recruitment and organization performance in this chapter. It will discuss the conceptual review which includes the concept of e-recruitment, e-application, e-screening, e-selection, e-interview, organization performance. It will also discuss the theoretical review and some empirical evidence.

2.1 Conceptual Review

This session examining the related literatures on the topic under the review those concepts are: E-recruitment, types of e-recruitment and

2.1.1 E- Recruitment

E-recruitment has several benefits, one of which is the expanded breadth of data that can be exploited to raise a company's public image and attractiveness as an employer. This is one of the advantages of e-recruitment (Wołodźko, 2017). Employer branding is the process of promoting a company to potential employees to increase the number of available positions and attract highly skilled workers (Urbancová, 2017). Regarding this, Gavurová, (2018) assert that employer brand development in the online context is equally crucial. Clearly, the most successful strategies include social media networks. Web portals enable for e-recruitment in addition to other capabilities. Thus, successful firms use recruiting strategies that are resourceful, adaptable, and inventive, making them accessible to a broader range of prospective workers (Álvarez, 2012). According to (Herbell, 2018), Since e-recruitment and social media platforms are a very recent technology development in the business environment, using them as a recruiting strategy for research is a relatively new and current recruitment approach. According to Bejtkovský, Rózsa and Mulyaningsih, (2018), a successful approach is a mix of numerous E-recruitment strategies, including effective job postings on job boards.

Recruitment is the process of identifying human resources and attracting potential candidates (Țîru & Mohorâta, 2020). Due to the context, recruitment was the physical interaction between the

organization and the applicant, trying to figure out whether their needs and expectations were concomitant (Bejtkovský, Rózsa & Mulyaningsih, 2018). Attracting candidates nowadays is very important because an attractive offer published will result in an automatic increase in the number of people interested in that position (Banerjee, Chauhan & Banerjee, 2019). Three stages were identified in the recruitment process: launching the employment ad, interaction and connection between the company and the possible future employee, and not least the job offer (Brandao, Silva, & Vieira dos Santos, 2018).

With the help of e-recruitment, a candidate no longer has to physically go to one place or look for ads in the newspapers (Bejtkovský, Rózsa & Mulyaningsih, 2018). The purpose of e-recruitment is to streamline processes, reduce the costs of an organization and gain access to a larger group of candidates (Lasso Silva, 2018). A study conducted by the Bureau of Statistics shows that in 2011, over 95% of companies had access to the internet and adopted a form of online recruitment, while only people over 60 years old do not use or have difficulty using the internet (Lasso Silva, 2018).

Electronic recruitment system has been explained differently by different authors. According to Fagbolu and Atoloye (2018), e-recruitment is a system that uses technology to find, evaluate and recruit people through web or other media. E-recruitment or online recruitment, is simply the use of technology and specifically a web-based resources for tasks involved with searching, fascinating, evaluating, interviewing and employing new personnel Amusan and Oyediran, (2016). In the world today, many applicants are into the use of electronic system for job hunt and gathering information on job opportunities in an organization because it saves cost and time (Barreto & Alturas, 2018). This study will focus on evaluating electronic recruitment and its performance on telecommunication outlets in Ilorin.

Electronic recruitment can play a pivotally important role in shaping an organisation's performance if organisations can acquire workers who already possess relevant knowledge, skills and aptitudes, and can also make an accurate prediction regarding their future abilities. Electronic recruitment also has an important role to play in ensuring organisational performance in terms of organisational effectiveness. Therefore, a meaningful sense in which it is the responsibility of all managers, and where human resource department exists, it may be that of Human Resource (HR) managers who play more of a supporting advisory role to those people who will supervise or in

other ways work with the new employees. According to Mullins (2018), for the electronic Human Resource Management (eHRM) function to remain active, there must be consistently excellent levels of teamwork, plus ongoing co-operation and consultation between line managers and the HR manager. The needed collaboration is most definitely also the case in e-recruitment as specialist HR managers (or even external consultants) can be an essential repository of up-to-date knowledge and skills, for example on the crucial legal dimensions of this area.

2.1.2 Types of Online Recruitment

e-Recruitment seeks to capture the attention of the most specialized candidates by using an advanced communication system. For example, candidates fill out various online forms, so a quicker sorting of candidates is possible (Brandao, Silva, & Vieira dos Santos, 2018).

Online recruitment can be centralized (decisions are taken at the level of a single department) or decentralized (a specific department has the necessary decision-making authority for all other departments). The most effective sources of recruitment are: recommendations, recruiting agencies and publication of ads (Bejtkovský, Rózsa & Mulyaningsih, 2018).

Another classification of electronic recruitment is: the website of the company targeting the “career” section and, on the other hand, there are professional websites where those interested can find a variety of available jobs (Bejtkovský, Rózsa & Mulyaningsih, 2018).

2.1.3 Effectiveness of e-recruitment.

Manju (2017) established criteria for defining the effectiveness of e-recruiting processes. A metric to measuring the effectiveness of e-recruitment is calculating the return on investment (ROI), comparing the cost and risks involved with the strategy. Due to globalization, e-Recruitment policies must be proactive and adaptable to constant labor market changes. Consideration must be given to both unemployment and turnover rate to accurately evaluate effectiveness (Manju). Lastly, an evaluation of ethical factors such as discrimination should be conducted when assessing the overall effectiveness of e-recruitment. Manju concluded that e-recruitment is an effective and important recruitment strategy in terms of managing the hiring process, providing benefits in both cost and efficiency.

Banerjee, Chauhan and Banerjee, (2019) analyzed the connection between the use of e-recruiting resources by organizations and applicants' perceptions and intentions to pursue employment. They suggested that the overall effectiveness of the e-recruitment strategy was dependent upon the use of advertisement and salary. The two factors were found to be significant motivators for job seekers to become interested in the job posting (Banerjee, Chauhan & Banerjee, 2019). D'Silva (2020) investigated the overall effectiveness of using e-recruitment strategies to recruit and select candidates for open positions within an organization. Using an exploratory, theory developing approach, the research determined that e-recruitment was effective in regard to reducing recruitment and selection related costs.

Another study assessing the effectiveness of e-recruitment conducted by Sultana and Sultana (2017), concentrating on perceived advantages, preferences for various media, and improvements in different stages of the recruitment process. Their analysis of perceived advantages revealed that e-recruitment was effective in terms of recruitment related costs, speed, reducing workload, accessibility, screening candidates, meeting requirements, reaching larger pools of potential candidates, increasing organizational performance, and attracting passive job seekers.

D'Silva (2020) studied the use of Internet-based strategies by organizations for the recruitment and testing of applicants. They investigated how job seekers perceive and use the Internet as a recruitment source and which e-recruitment source led to attracting more qualified candidates. Lievens and Harris concluded that there is a lack of theory in existing research on Internet-based testing and recruitment. However, limitations existed in the review due to e-recruitment being such an emerging field that experienced significant changes.

Effectiveness is a broad concept and is difficult to measure in organisations (D'Silva, 2020). It takes into consideration a range of variables at both the organisational and departmental levels. It evaluates the extent to which the multiple goals of the organisation are attained. It is difficult for managers to evaluate performance on goals that are not precise or measurable. However, performance measurement that is tied to strategy execution can help organisations reach their goals.

2.1.4 Traditional Recruitment vs. Electronic Recruitment

The purpose of organizations is to identify and implement the most suitable recruitment strategies (D'Silva, 2020). The traditional hiring process consisted of hardcopy CVs, personally submitted or mailed to the organization, followed by interviews that were conducted in a certain geographical area. The selection of CVs was very difficult to do, recruiters selected a limited number of potentials, without using very well defined selection criteria (Banerjee, Chauhan & Banerjee, 2019).

Electronic recruitment is fast and efficient; the process is completed in a few weeks. A great minus in online recruitment is the lack of face-to-face interaction. Traditional methods are more strategic, as they have access to the entire population, even to people without a technological education. (Brandao, Silva, & Vieira dos Santos, 2018) The traditional interview stage was more satisfactory and included a suite of methods and techniques such as: preparation of applications, references, aptitude and psychological tests, biographical data, etc. Today, a small number of traditional methods are used, which is why the risk of choosing the wrong person is higher (Zwingina & Anyiam, 2020). The most traditional method of recruitment was that of newspapers, while today newspapers were replaced by the media and online media (D'Silva, 2020).

Online recruitment is an attractive method because candidates can conduct company-related investigations and have access to a wide range of possibilities (Sylva & T. Mol, 2009). E-recruitment plays an important role in today's business so the two methods should be combined especially if we target senior candidates (they enter the comfort zone and fail to adapt to online processes) (Zwingina & Anyiam, 2020).

Both traditional and electronic recruitment are divided into active and passive recruitment. Traditional passive recruitment involved attracting individuals by disseminating advertising materials (leaflets and posters), while online ads are placed on websites depending on the field where one operates. Traditional active recruitment involves a face-to-face approach, whereas in online recruitment the candidate is approached by e-mail. (Catalyst Regulatory Foundations, 2014) Online recruitment goes beyond the barriers imposed by traditional methods and facilitates access to candidates (Lasso Silva, 2018).

2.1.5 Online Recruitment Sources

An online platform where individuals can be recruited is Github. Github is a virtual community where professionals publish their professional achievements (Zwingina & Anyiam, 2020).

LinkedIn is a professional platform and represents an opportunity both to promote vacancies and to contact potential employees. (Bejtkovský, Rózsa & Mulyaningsih, 2018). A study published by Bullhorn in 2013 shows that 85% of respondents from the English speaking countries post on LinkedIn (Lasso Silva, 2018). Potential candidates are divided into: active candidates (who are looking for a job), semi-passive (who do not want to change jobs, but are interested in keeping up to date with opportunities) and passive (who do not seek in any way a job). (Koch, Gerber, & de Klerk, 2018) The LinkedIn profile is the professional mirror, the old-time CV in a modern form (Țîru & Mohorâta, 2020). LinkedIn becomes an indispensable platform for the recruitment process (Koch, Gerber, & de Klerk, 2018).

The Facebook platform is less used for professional purposes, as it is more of a social platform. However, professional groups are created, and we frequently find employment ads (Țîru & Mohorâta, 2020).

Twitter has a low impact on recruitment, although it is a very popular website. This platform is quite difficult to use and is also a great time-saver (Koch, Gerber, & de Klerk, 2018).

2.1.6 E – Recruitment and Social Media Platforms

According to the definition provided by, social media platforms may be thought of as a collection of different web programs that enable the creation of user-generated content and its subsequent dissemination (Zwingina & Anyiam, 2020). Social media platforms, as many writers (e.g., (Chung, 2018); (Zwingina & Anyiam, 2020) have said, may offer a plethora of fantastic potential for businesses, but failing to govern how these apps are utilized can have significant and unintended effects. According to, a social media profile for a company is an online presence and platform that may be utilized by the business for a variety of purposes, including but not limited to marketing, advertising, public relations, recruitment, research, product and service testing, and more (Chung,

2018) respectively (Zwingina & Anyiam, 2020). Classify social media websites as either social networks (such as Face book and Twitter) or media sharing sites (such as Instagram, YouTube, and Snapchat), or both (Pinterest, Google Plus).

2.1.7 Merits and Demerits of Online Recruitment

It is a proven fact that traditional methods take longer, but the Internet is not always used properly. Operating systems provide very well-defined interfaces, accessible to users. (Zwingina & Anyiam, 2020)

2.1.7.1 Merits of Electronic Recruitment

The most important advantage is the profitability offered by this method. Compared to traditional methods, costs are significantly lower. (SABHA, 2018) Publishing ads on the Internet is often free of charge compared to publishing them in the newspaper, which is quite expensive (Brandao, Silva, Morais, & Mario, 2017). Online ads do not have a standard period in which they can be viewed (Banerjee, Chauhan & Banerjee, 2019). Ads can be published locally, nationally, or internationally for free, only if a more special promotion is desired, in which case various charges apply (Banerjee, Chauhan & Banerjee, 2019).

With the help of technology, companies have many applicants available (Țîru & Mohorâta, 2020). The possibility of recruitment outside the company perimeter is a great advantage when the unemployment rate is very low and the market cannot be covered, therefore companies seek potential employees from areas with lower economy or with a higher unemployment rate (Sabha, 2018).

Another benefit is the time saving, because specialized software has appeared that analyses the collected data (Țîru & Mohorâta, 2020). Communication is carried out without delay, for example: before, companies used the postal system or faxes, without access to worldwide communication (Banerjee, Chauhan & Banerjee, 2019). At the same time, feedback is offered in a short time, with the help of e-mail platforms and software scheduled to automatically send feedback. (Brandao, Silva, Morais, & Mario, 2017) Information displayed in the online environment is clear and can be verified on several web sources, and data are collected in standard format (Banerjee, Chauhan & Banerjee, 2019).

The use of electronic methods benefits both the employer and the people who are looking for a job. The Internet is accessible to all, and the amount of information transmitted online is unlimited, which give the organization much more chances to succeed in hiring the right candidate (Fred & Kinange, 2018).

2.1.7.2 Demerits

If the database is very large and the organization is not technologically well prepared, there is a risk of loss of resources (Brandao, Silva, Morais, & Mario, 2017).

E-recruitment can lead to discrimination, especially when candidates are selected based on ethnic criteria (Banerjee, Chauhan & Banerjee, 2019). Organizations should not just use modern methods, because they discriminate against the population that does not use the Internet (Brandao, Silva, & Vieira dos Santos, 2018). Internet access carries a high risk of presenting false statements, because users can write whatever they want, and in order to avoid this risk, organizations apply aptitude and personality tests (Banerjee, Chauhan & Banerjee, 2019). Submitting CVs online is very simple, and the employer risks finding people who are just “testing the market”, who really do not want to change their jobs, which leads to a waste of time (Banerjee, Chauhan & Banerjee, 2019).

We risk choosing an unsuitable candidate when, for example: interviews are conducted only online. Thus, traditional methods should complement modern ones (Fred & Kinange, 2018).

2.1.8 E-recruitment Process

E-recruitment Process is the use of technology and electronic resources for the process of attracting selecting and managing the recruitment in a company. It involves training carried out by the organization using technology for the purpose of identifying probable employees. It is also known as online recruitment as internet communication is vital to the process. However it has certain disadvantages such as being too impersonal, high volume of responses and faces certain technology issues. Much of E-recruitment centers around major job sites which categories open positions by location, industry and seniority. Breaugh and Starke (2017), recruitment includes those practices and activities carried out by the Organization with the primary purpose of identifying and attracting potential employees. Barber (2017) asserts that it is an important part of human resources management as it performs the essential function of drawing important resource

that is human capital into the organization. Online recruitment also known as E-recruitment is one of the worldwide trends for Human Resource functions. Joe Dysart, (2018): it has evolved into a sophisticated interactive engine with the ability to automate every facet of the hiring process virtually.

The success of every organization depends on the vital value of the experience, skills, innovativeness and intellectual capital of its employees and efficient and effective recruitment by human resource personnel give rise to the generation of an organization's intellectual capital. As global competition for talent persists, an organization's ability to attract and recruit top and appropriate talent expeditiously becomes pivotal to the organization's ability to compete successfully.

2.1.9 E-Application

Is the creation and use of an internet form, process, or template to apply for a type of application, grant, fund, membership, account, service, funding or for other accurate and specific purpose. Before application could be out there must be a vacancy, so therefore e-application can also be e-form.

An e-form (electronic form) is a computer program version of a paper form. Aside from eliminating the cost of printing, storing, and distributing pre-printed forms, and the wastage of obsolete forms, e-forms can be filled out faster because the programming associated with them can automatically format, calculate, look up, and validate information for the user. With digital signatures and routing via e-mail, approval cycle times can be significantly reduced. With electronic submission of completed forms, you can eliminate the cost of rekeying data and the associated errors.

Compared to paper forms, e-forms allow more focus on the business process or underlying problem for which they are designed (for example, expense reporting, purchasing, or time reporting). They can understand the roles and responsibilities of the different participants of the process and, in turn, automate routing and much of the decision making necessary to process the form. Some e-form products now support many of the well-established Internet protocol Organizations that rely on intranets and the Internet for internal, public, and business-to-

business communications can further benefit by integrating intelligent e-forms for data collection and process automation. Many software programs include e-forms as an integral part of the application.

Electronic resumes Applicants submit their resume using either email or the organization's website. With electronic submission, applicants can send their resumes to thousands of organizations. More than 2.5 million resumes were already online in January 2001. For experienced candidates, resumes represent an efficient way to stress on cognitive ability, job knowledge, and capacity to work. Resumes that outline position accomplishments with quality indicators represent an individual's work portfolio. Since past performance is one of the best predictors of future performance, resume information that outlines past performance will serve as a proxy measure of job knowledge and an applicant's ability to perform similar responsibilities in a new organization. Resumes will also provide education and grade point average (GPA) information. GPA represents a measure of cognitive ability, being a compound index that captures cognitive ability and motivation. Many large organizations, such as Microsoft, request GPA information from applicants.

2.1.10 E-Screening

Electronic screening is pre-employment assessment using any electronic software, including the Internet for practitioners, ES is electronic applications, resume scanning and tracking, online interviewing and videoconferencing, and electronic database access for inquiries into applicants' backgrounds. These background assessments include, but are not limited to, identity checks (Social Security number and fingerprint verification), credit and criminal histories, workers' compensation claim history, and specialty database queries, such as anti-theft lists.

The use of ES has expanded geometrically primarily due to the widespread availability and increasing number of pre-employment services. ES offers speed, thoroughness, efficiency, impartiality, and significantly more information. Human resource screening, electronic, is receiving increasing attention in all sectors. Organizations have found that a competitive advantage can be achieved through human resource strategies designed to recruit, select, and hire the best candidates for available positions, while eliminating those that pose potential risk or liability.

Global competition ensures that the necessity for thorough screening will continue to offer challenges for practitioners.

As more and more organizations develop Web sites, they are increasingly offering and sometimes require all job seekers to complete electronic job applications. The purpose of this requirement is twofold. First, paperwork is significantly reduced. Second, integrated human resource software systems can be updated immediately and background investigations begun. Although most job applicants' references are checked via telephone or in writing, some organizations do visit the Web sites of companies listed as previous employers to identify and find other sources that might have valuable information about job candidates.

Increasingly, companies are conducting interviews and testing electronically. Work simulations and other tests for both job skills and honesty are often conducted electronically via the computer. Some computerized honesty tests record not only the job applicant's choice but also the time it takes to make that choice (response time). The inference is that if faced with an ethical dilemma, hesitation might indicate dishonest tendencies. There are also national anti-theft databases containing names of workers who have been prosecuted for theft or who have admitted to it. Electronic databases are queried regarding workers' compensation claims, credit histories, conviction and traffic records, and identity confirmation. Only government agencies and selected private sector industries such as transportation, banking, brokering, and gambling have access to the Federal Bureau of Investigation's Information Center for fingerprints and known terrorists.

Screening is the process of reviewing job applications and involves scanning through the resumes and finding the closest applicant who matches the job description. While screening, you not only skim through the resume but also concentrate on the cover letter, applicant education, work experience, and skill set to project the candidate-organization fit. In a nutshell, it is matching the candidate profile with the job description.

The screening process is the most time-intensive facet of the hiring process, despite the major advancement in technology. On average, it takes about 23 hours of screening time with an HR team of three to four members. In addition to this, the best talent never stays in the market for a long time, indicating that the screening process should take a lot less time.

2.1.11 E-Selection

E-Selection is a paperless process where electronic documents and information can be quickly disseminated nationwide or worldwide. The most important methods for e-recruitment are electronic resumes, online assessments, online interviewing online assessment centers. The extent of recruiting unique talent across world applicants by internet technology and assessment results of selection process could be generated automatically at the same time (Anwar, 2017). E-selection is a process that comes at the end of the hiring cycle wherein the HR is required to choose the right candidate for the role.

Choosing the right candidate is the most important function that HR has to perform for the successful implementation of the role. Companies even use a comprehensive selection system that taps into various aspects of human talent to ensure that the candidate can contribute to the company's performance and success in new ways.

Usually, it is difficult to decide where recruiting ends and selection begins. The main purpose of the selection process is to distinguish individuals on the basis of important characteristics. In a changing environment, the speed of the selection process becomes important. Selection systems that process applicants in 2-3 months fall in solving organizational needs (Anwar, 2017). A cycle of 2-3 days from applicant identification to employment offer will be more suitable. There are many formal selection tools available to measure applicants on the characteristics:

Work samples; these involve an individual or group of candidates completing exercise that they would be required to undertake as part of the position.

Structured interviews; is a systematic approach to interviewing where you ask the same predetermined questions to all candidates in the same order and you can rate them with a standardized scoring system.

Personality inventories; a selection procedure measure the personality characteristics of applicants that are related to the future job performance.

Situational judgment tests; they allow employers to assess the suitability, in terms of both drive and core knowledge, of large groups of candidates by providing them with multiple choice questions and scenarios. And; Cognitive ability tests.

2.1.11.1 Process of Selection

Selection process includes a progression of steps to be taken after for picking the suitable employee for the empty position (Anwar & Abd Zebari, 2017). This procedure begins after recruitment and partitions the competitors in two sections the individuals who will be offered work and those won't be (Anwar & Surarchith, 2017). There is a need of all around composed determination process in light of the fact that at exactly that point right kind of applicant can be chosen and unsatisfactory candidates are rejected. The selection process changes from association to association and even from department to another department inside of the same association (Anwar, 2017). Like in a few associations therapeutic examination is done after definite choice while in other it might be done before conclusive choice (Ali, 2016). However, every association plans the choice procedure according to its need. According to Anwar, (2016), some organizations may give importance to various tests, while others may emphasize interviews and reference checks. Similarly, a single brief selection interview might be enough for applicants for lower-level positions, while applicants for managerial jobs might be interviewed by a number of experts (Ali, 2014).

2.2 Theoretical Review

The study reviewed three theories. To understand how applicant perceptions and behaviors relate to an organization's performance, it is posited signaling theory, planned behavior theory, and TAM offer insight into their relationship.

2.2.1 Signaling Theory

Signaling theory. Signaling theory offers a foundation for understanding why an organization's recruitment website may influence an applicant's perception of the hiring organization (Braddy et al, 2008). According to Braddy et al, the signaling theory states that when the individual does not have all of the information and feels unsure of what position to take on the matter, he or she will generally draw conclusions based on cues from the information that has been provided. The theory indicates that the data made available to the candidate will guide his or her perception of the hiring

organization (Braddy et al). Therefore, factors that may not have a direct association with a position or organization can become cues to the candidate for what it may be like to work for the hiring organization (Rynes, Bretz, & Gerhart, 1991). Rynes et al found that a lack of information about the hiring organization caused the candidate to draw conclusions based on peripheral cues gathered from the organization's recruitment website. Consistent with the signaling theory, candidates interpreted a variety of job search related experiences as being representative of broader organizational characteristics and culture (Rynes et al).

2.2.2 Theory of Planned Behavior.

The theory of planned behavior has been used to explain and predict behavior across various settings (Ajzen, 1991). Lin (2010) used a theory of planned behavior-based model to try and understand job seeker behavior when engaging with e-recruitment practices. The study attempted to use theory of planned behavior to create a model for identifying determinants of job seeker intentions to use websites to search for jobs online because theory of planned behavior collects data on social and behavioral control factors (Lin, 2010; Mathieson, 1991). According to Brown, Cober, Kane, and Levy (2018), both social and behavioral controls are significant factors in developing an understanding of candidate behavior. Song, Wanberg, Niu, and Xie (2018) used a theory of planned behavior-based model to analyze job-search intentions. Their revealed that candidates' job search attitude was a positive correlate of job-search intentions. Similarly, Millar and Shevlin (2003) adopted the theory of planned behavior framework to analyze factors that impact job information-seeking behaviors by school students. Their study found that candidate attitudes and previous behaviors strongly influenced his or her job-search intentions. Schreurs, Derous, Hooft, and Proost (2009) investigated the validity of using theory of planned behavior as an explanatory tool for understanding the connection between pretest selection expectations and job pursuit behavior. Their results showed that job pursuit attitudes mediated the correlation between job pursuit intentions and selection expectations. However, the study was unable to support the behavioral link between intentions and applicants withdrawing from the recruitment process. Griepentrog et al. (2012) attempted to use theory of planned behavior to predict applicant withdrawal from an organization's recruitment process. Their findings of the study revealed that applicants with higher behavioral pursuit intentions were not as likely to withdraw from the recruitment process.

2.2.3 Technology acceptance model. (TAM)

TAM is one of the most influential models in the information technology and computer science fields (Monavarian, Kashi, & Ramin-mehr, 2010). Adapted as an extension of Ajzen and Fishbein's Theory of Planned Behavior, Davis (1989) developed TAM to provide a valid measure of predicting end-user acceptance and/or adoption of new technologies. When evaluating technological systems such as websites, software, or applications, many measures are subjective, making their correlation to system adoption and usage difficult to determine. To address this growing concern, Davis (1989) validated two scales for measuring perceived ease of use (PEOU) and perceived usefulness (PU). The model predicted that user acceptance of technology is based on the technology's PEOU and perceived PU by the user (Davis, 1989). PEOU refers to the degree to which a user perceives that a system would be "free of effort" (Davis, 1989, p. 320). PU refers to the degree to which the user perceives that a system would "enhance his or her job performance" (Davis, 1989). According to Davis (1989), users generally only engage with a system to the extent that it helps them perform their job better. And even after the user determines that a system may be useful, an evaluation of how easy or difficult the system is to use is conducted. The evaluation considers if the benefits associated with improved performance through the adoption of the system outweighs the effort of using the system (Davis, 1989). Calisir and Calisir (2004) used PU and PEOU to measure the usability of an enterprise resource planning system. Despite the significant amount of money and efforts poured into the development of enterprise resource planning systems across organizations, data revealed low user adoption. The study found that perceived usefulness and perceived ease of use were determinants of satisfaction with the enterprise resource planning system (Calisir & Calisir, 2004). When assessing a user's experience during their engagement with a system, PEOU is generally measured (Quesenbery, 2017). Often, when evaluating a system's interface, terms such as usability, ease of use, and user-friendliness are used interchangeably (Quesenbery, 2017). Thus, oversimplifying interface design. In a PEOU evaluation, metrics should be considered including, but not limited to usability, self efficacy, and learnability. Monavarian et al. (2010) adapted TAM to determine what factors impact a job seeker's behavioral intention to pursue employment while engaging with an e-recruitment website. The study investigated the relationship among perceived usefulness, perceived ease of use, and a job seeker's behavioral intentions to use an organization's e-recruitment website to pursue employment. The study found that both PU and PEOU were predictors of job seekers' behavioral intentions, revealing the

effectiveness of adopting e-recruitment strategies to attract top talent. Kashi and Zheng (2013) used TAM and signaling theory to investigate factors that impact job seekers' behavioral intentions to apply for jobs online and their perception of the organization's attractiveness. The study found that PU had a significant impact on behavioral intentions, but PEOU did not (Kashi & Zheng, 2013). It also concluded that the job seeker's interaction with the e-recruitment website did influence their perception of the organization. Kumar and Priyanka (2014) studied the adoption of e-recruitment strategies by undergraduate students using TAM. The main purpose of the study was to better understand factors that impact user acceptance of an organization's e-recruitment process, examining the relationships among perceived usefulness, perceived ease of use, attitude, and behavioral intentions of the job seeker. The study found that PEOU had a strong effect on the job seeker's PU, attitude, and behavioral intentions (Kumar & Priyanka, 2014). The study concluded that the ability to use the system easily was critical to user acceptance, but the researchers recommended further investigating the relationship by extending the model to include more specific variables such as trust (Kumar & Priyanka, 2014). Chen, Yi-ming, and Bao-jian (2009) investigated the factors that determine the adoption of e-recruitment systems by job seekers. The study incorporates TAM and additional measures including subjective norm, perceived risk, perceived expenses, and job pressure to examine the relationship between a job seeker's interaction with the e-recruitment website and behavioral intention. Based on Chen et al. (2009) model, subjective norm, perceived risk, job pressure, perceived usefulness, and perceived ease of use all impacted job seekers' behavioral intentions. The study concludes that perceived ease of use strongly influences perceived usefulness, thus, more research is needed on PEOU.

However, this study will adopt the theory of Technology Advance Model (TAM). TAM is one of the most influential models in the information technology and computer science fields (Monavarian, Kashi, & Ramin-mehr, 2010). Adapted as an extension of Ajzen and Fishbein's Theory of Planned Behavior, Davis (1989) developed TAM to provide a valid measure of predicting end-user acceptance and/or adoption of new technologies.

2.3 Empirical Review

Borowska and Wilczewska (2018) conducted a study on new Technologies in the Recruitment Process. The main purpose of the paper is to analyze how new technology has influenced the

recruitment process as a whole. The recruitment process will be presented on the example of ItutorGroup. The paper considers the possibilities of including modern technologies in the recruitment and selection strategies of the organization based on a case study method. The case study describes the project of cooperation of the Work Service personnel consultancy with the international organization ItutorGroup. Its selection and recruitment strategy was based on video-recruitment. The findings indicate that e-recruitment transforms the traditional recruitment process into a time- and space-independent, collaborative hiring process. The most significant changes are recorded in the sequence and increased divisibility of main recruitment tasks. For management, the main task is now that of communicating with candidates. Recruitment and selection strategy based on modern technologies requires an experienced and competent team, two unquestionable benefits are: limiting the length of the process in time and possibility to decrease the costs.

Singh, (2017). Conducted a study on the New Dimension of Human Resource Management in India: E-Recruitment. In the rapidly changing global world economy, the only essential value for an enterprise is the experience, skills, innovativeness and insights of its manpower resources they are the key components and are considered as the assets of the organization. In this highly competitive market organizations need to have that core strength of effective workforce. Every organization put in their best to attract, hire and retain the talented manpower resources, which is the biggest challenge of current system This paper identifies Internet recruitment methods from relevant literature, and describes how their benefits of online recruitment can influence the time and cost containment. Today, one of the most crucial sources of competitive advantage is based on human resource efforts through attracting and retaining talented individuals. Like all other disciplines human resource management has also grown to heights and working incredibly for the betterment of the organizations and people in general. Recruitment through internet has helped in taking HRM to E-HRM attracting potential candidates to an organization from the recruitment process, which is referred to as E-Recruitment. The practice of issuing a vacant position and applying for a job via a website has increased steadily. The purpose of this paper is to broaden the research on the online Recruitment practices for the entire development of the organization with focus on E-Recruitment practices and trends in India.

Vrontis, Christofi, Pereira, Tarba, Makrides and Trichina (2021) conducted a systematic review on Artificial intelligence, robotics, advanced technologies and human resource management. This

study therefore aims to systematize the academic inputs on intelligent automation so far and to clarify what are its main contributions to and challenges for HRM. In a systematic search of 13,136 potentially relevant studies published in the top HRM, international business (IB), general management (GM) and information management (IM) journals, we found 45 articles studying artificial intelligence, robotics and other advanced technologies within HRM settings. Results show that intelligent automation technologies constitute a new approach to managing employees and enhancing firm performance, thus offering several opportunities for HRM but also considerable challenges at a technological and ethical level. The impact of these technologies has been identified to concentrate on HRM strategies, namely, job replacement, human-robot/AI collaboration, decision-making and learning opportunities, and HRM activities, namely, recruiting, training and job performance. This study discusses these shifts in detail, along with the main contributions to theory and practice and directions for future research.

Tîru and Mohorâta (2021) conducted an explorative study in Romania on Attitudes toward e-recruitment. The main objectives seek to identify what sources of recruitment respondents prefer, whether their opinions are differentiated by gender and age; the occupational status is an important variable which might change the participants' opinion on the effectiveness of recruiting websites. The key objective of this paper is to emphasize the relationship between social media and recruitment, more precisely how is the entire process by the virtual environment. Based on the obtained results we may conclude that people who tend to use Facebook above the average are inclined to use and to have a positive attitude with respect to recruiting platforms. Furthermore, it can be noticed that people who would choose as a primary source of search of a job the recruitment websites display differences in perception compared to the other respondents. The conclusions drawn from this research are that age and gender are not a variable which displays differences in perception. Yet, based on the obtained results we may notice that the preferences for the use of recruiting platforms influence their opinions.

Nanayakkara, (2020) conducted a conceptual review on the Impact of Electronic Human Resource Management on Employee Job Performance. The study attempts to investigate how e-HRM has been utilized for employee performance. Paper followed an extensive literature review to form a discussion on theoretical and empirical contents related to e- HRM practices in employee performance. Paper endeavors to appreciate the application of ECG theory and management by

objective theory to explain the theoretical foundation in the use of e- HRM for employee performance. The literature review was developed addressing to key sub contents related e-HRM and employee performance. It reviewed journal articles as the main source of information to organize the contents with empirical justifications. Finally, paper discusses the concepts of employee recruitment, training, performance and communication by applying e- HRM practices.

Hamza, Othman, Gardi, Sorguli, Aziz, Ahmed, Sabir, Ismael, Ali, and Anwar, (2021) conducted a study on Recruitment and Selection: The Relationship between Recruitment and Selection with Organizational Performance. The recruitment is the main function of HR department and the recruitment process is the first step towards making the competitive quality and the recruitment strategic advantage for the association. A quantitative method used to analyze this study, the researchers prepared questionnaire and distributed at Telecommunication Companies in Erbil-Kurdistan. The objective of this research paper is to determine the recruitment and selection procedures in organizations, and finding out the methodologies that are involved in the process. Moreover, finding out how being qualified and having certificates affects the recruitment process, and how different criteria such as gender, race, and culture effect on it as well. The survey was conducted at Telecom Companies. Employees filled the survey. Data was collected and Statistical Package for Social Sciences (SPSS) version 23 was used as the statistical analysis tool while descriptive statistics were calculated and used in the interpretation of findings. The population of this study is approximately 220 employees, The researchers distributed 80 questionnaires, but 69 questionnaires received from participants, however only 60 questionnaires were properly filled out by the participants, accordingly my sample size was initially a total of (60) surveys, and %100 was turned back which means 60 surveys. Data for the research paper was collected through a questionnaire paper distributed to employees working at Telecom Companies. The researchers found that there is no difference in candidates' race and gender in internal promotion at Telecommunication Companies in Erbil-Kurdistan, therefore the researchers answered the first research question, and the second research question which stated that Within our organization, for second question the researchers found that the majority of participants believed that selection methods used (application forms, assessment centers, psychometric tests, interviews, CV data, references, group interviews) are important.

Mindia and Hoque (2018) conducted an Empirical study on Multinational companies of Bangladesh. The study investigate the Effects of E-recruitment and internet on recruitment process. The exploratory research was aimed to identify how e-recruitment and internet is influencing the overall recruitment process of an organization in context of Multinational companies of Bangladesh. In this study, multinational organizations of Bangladesh have been taken as population according to their participation in e-recruitment activities. The sample was drawn from the renowned companies and data were collected from various levels of respondents in context of the job seekers. Statistical analysis has been used to prove that there is a significant statistical analysis of how e-recruitment is practiced and the relationship between e-recruitment and overall recruitment process. It also concluded that there is a moderate relationship between these two variables and the job seekers feel convenient to search potential jobs for their prosperous career. So it is recommended that the organization should continue to use e-recruitment and online sources for hiring candidates so that they can match with the global business world.

Malhotra and Sharma (2016) conducted a study on the effect of e-recruitment on recruitment. The study explained that Recruitment has become an important process in the highly competitive labor market. The traditional methods of recruitment had been revolutionized by the emergence of the Internet. e-Recruitment is the latest trend in the recruitment process and it has been adopted in many organizations from large to small-sized companies. Many companies use e-Recruitment to post jobs and accept resumes on the Internet, and correspond with the applicants by e-mail. The main success factors of e-Recruitment are the value-added services provided by the job sites, cost-effectiveness and speed, providing customized solutions, helping to establish relationships with HR managers and facilitate brand building of the companies. Though there are many benefits to the employers and the job seekers in e-Recruitment, it still has its own limitations and shortcomings. The case study helps to analyze the overall trends in e-recruitment use and practice, recruitment methods, E-Recruitment Challenges and issues of E-Recruitment and its increasing scope in the recruitment process of a company.

Srivani and Varalakshmi (2018) conducted a study on the Impact of E-Recruitment on Human Resources Practices. The study explained that in this contemporary scenario the traditional and conventional recruitment practices has been revolutionized by the origin of internet. E-Recruitment is the recent trend and it has been adopted by various organizatons. Importance of

internet can be seen as searching for best suitable job is just a click away. Even so many organizations are already adopted and conducting their recruitment through Erecruitment channel to post their jobs and accept resumes on the internet, and correspond with the applicants via e-mail. E-recruitment or online recruitment or internet recruitment is the process of recruiting personnel by consuming the technology and e-resources. The E-Recruitment practice has made the process more efficient and effective.

Kubar, Sumayya, Amen and Mubeen (2021) conducted a study on the Impact of E-Recruitment on the Effectiveness of Human Resource Department in Private HEIs in Pakistan. The study aims to expound on the concept of “E-Recruitment” and its impact on the “HR department effectiveness” in the private higher education institutions of Karachi, Pakistan. The core objectives of the research study are to determine the level of effectiveness and relationship between E-Recruitment and the HR department of private HEI’s of Karachi. A worklist can be found on industrial sectors, service sectors in the context of e-recruitment, but the research gap on educational institutions particularly Private HEI’s is still there. An in-depth literature review is discussed. The research methodology briefs that, this study was both an Explanatory and Exploratory design in nature. 2 self-developed questionnaires were utilized. Using SPSS version 25.0, the researchers performed several tests including descriptive statistics, reliability test, KMO, Bartlett’s test, Pearson Correlation, and Multiple Regression tests. The results have proved that there is a strong positive relationship between independent and dependent variables and the relationship between them is accepted at a 5% significance level. Also, it was evidenced from interviews that E-recruitment is a cost-beneficial method, has a greater geographical reach, shortened recruitment procedures, provides reliability in the recruitment procedure, and also facilitates the selection process of the HR department.

Malik and Mujtaba (2018) conducted a study on the Impact of E-Recruitment on the Effectiveness of HR Department in Private Sector of Pakistan. The research paper aims at exploring the impact of latest technological developments (especially the concept of E-Recruitment) in the context of recruitment and how it has facilitated the modern day HR managers. Human Resource (HR) department is one of the most vital departments in any modern organization. Many research studies until date have concluded that HR department plays an important role in the success of any organization. Amongst the various activities, which an HR department expected to conduct,

Recruitment holds special importance, as it is concerned with ‘bringing people into the organization’. Private Sector is one of the largest and fastest growing sectors of Pakistan and it is generally believed that the private companies operative in Pakistan have well established HR departments that tend to utilize modern technology to assist them with the recruitment activities. Thus, it is only logical to assess the effectiveness of this technology through the example of private sector of Pakistan.

Monteiro, Correia, and Gonçalves (2019) conducted a study on Transforming a Company’s Staffing Process: Implementing E-Recruitment. The study discusses the importance of evaluating a company’s staffing methods, in order to improve and optimize people recruitment, selection, as well as integration and socialization in the organization. The particular focus is the implementation of Social Media (SM) and e-recruitment in a private sector company, revealing the importance of these digital media to recruit candidates with the desired profile and to support the new collaborators’ integration and socialization. A business project is presented, following a scientific-technical approach, in the analysis of functions and in the profiles definitions and on information obtained through semi-structured interviews with human resources specialists who are responsible for recruitment and selection as well as interviews with newly hired workers in the company, demonstrating the effectiveness of these means for jobseekers. At the same time, a project study for the implementation of new digital tools in the company is prepared. This study shows that the development of a new website articulated with SM, for which business pages have been built, in addition to the use of e-recruitment portals, is a real benefit for the organization because they facilitate and increase the performance of the recruitment and selection process at the same time promoting the company’s image.

D'Silva (2020) conducted a study on Increase in E-Recruitment and Selection Process. The study concentrates on how there is a drastic increase in the online recruitment process with the emergence of technology. Here efforts are made to understand if users prefer online recruitment or face to face selection. Effective E-recruiting and selection process increases organizations competitive advantage through lower costs and increased efficiency and offers more benefits for both job seekers and recruiters. The businesses set up as a regular recruitment strategies and techniques that would be the most useful to accomplish hierarchical objectives and goals. The main purpose of this research paper is to understand the increase in recruitment and selection

procedures online. We found that most of them select E- recruitment more than regular recruitment process and prove to be more successful in finding the right candidate for the right position.

Junejo, Khawaja and Gul (2019) conducted an empirical study on whether E-Recruitment matters for service sector. The study explained that recruitment is an essential tool to hire candidates. Over the years, the mediums for recruitment have been drastically changed. It principally started with the word of mouth and now is just a click away due to internet and technological advancements. With an increase in use of online platforms, electronic recruitment helps to attract and hire the best candidates to obtain people-based competitive advantage. This study has adopted a quantitative research approach to identify influence of attractiveness, job fit, time, and cost in E-recruitment. Primary data has been collected through questionnaire from a sample of 200 employees of a service sector businesses of Hyderabad Sindh, Pakistan. The findings reveal that large and desirable pool of candidates as well as placing the right candidates to right job has a direct relationship with electronic recruitment. The time and cost of recruitment has inverse relationship with the e-recruitment performed as perceived by employees in the selected service sector organizations of Hyderabad. Based on the findings, the study implies policy makers to apply newly developed concept of e-recruitment for future hiring.

Cavaliere, Nath, Wisetsri, Villalba-Condori, Arias-Chavez, Setiawan, Koti, and Regin, (2021) conducted a study on the Impact of E-Recruitment and Artificial Intelligence (AI) Tools on HR Effectiveness. The study explained that the HRM encompasses a broad variety of topics, including preparation, recruiting, workforce relations and organisational growth. The people in any organisation are a wealth of information and experience. Acquisition of certain workers by recruiting thus plays a major role today. The implementation method for e-recruitment practices is the reason behind the success of organisational performance. The recruiting method used to be longer and entailed a great deal of paperwork for recruiters, but it began evolving steadily as online recruitment became more widespread. In recent years, a study has been carried out on integrating these two essential facets of HRM and technology due to technical developments. Studies are typically carried out about how technologies will render the hiring phase easier and optimised. The research implemented a mixed approach methodology throughout conducting interviews and questionnaires over a defined number of respondents in High Schools. The survey had been distributed using google forms, and the interviews had been conducted through zoom meeting due

to the COVID-19 Pandemic. The results proved a direct relationship between the implementation of e-recruitment in School and employee performance.

Sachdev and Murgai (2021) conducted a study of E-Human Resource Management Practices in Recruitment, Selection and Training with Reference to Selected Service Industries of Nashik City. The research was undertaken with the objectives of studying the E-HRM activities in relation to recruitment, selection and training in selected Service Industries of Nashuik City. Primary data was collected from 400 HR Managers/Officer /Proprietors from 25 different sub-sectors of service industry in Nashik. Findings show that for the variable implementation of e-HRM practices to a reasonable level for recruitment, the disagreement rating was 88%. For the variable implementation of e-HRM practices to a reasonable level for selection, the disagreement rating was 74%. It was found that for the variable implementation of e-HRM practices to a reasonable level for training, the disagreement rating was 70%. It was revealed that for the variable drivers for e-HRM practices, the agreement rating was 74%. For the variable barriers for e-HRM practices, the agreement rating was 78%. On an overall basis, it can be concluded that the implementation of e-HRM practices is far from reasonable levels. Company administration need to take a note of the improvements and focus on the implementation.

Hosain, Arefin and Hossin (2020) conducted a study on the social media perspective of E-recruitment. The study explained that Electronic recruitment (E-recruitment) has become a common phenomenon due to the increasing utilization of information technology by the human resource departments in many organizations around the world. However, recently, we can also observe the integration of social media as a part of e-recruitment although the practice is limited. This review paper aims at discussing the role of social media on e-recruitment process based on existing literature. Most of the previous studies indicate that social media is not being used as the main source of e-recruitment, rather as one of the secondary sources. Further, it has been revealed that such utilization of social media as complementary source is getting popular due to the inexpensive availability of information. The paper is expected to be beneficial for the scholars as a substantial literature evidence for reference as well as for human resource professionals for some practical guidelines (based on recommendations provided) regarding the utilization of social media information for e-recruitment.

Kumar and Kavitha (2019) conducted a study on the modern trends of recruitment practices: E-Recruitment. The main objective of this study is to find out the trends of on-line recruitment. However, now a day the standard recruitment technique has been revolutionized by the wave of internet. E-recruitment is the latest trend and it has been adopted by large and small-sized organizations. Significance of internet can be seen as checking out best appropriate job is simply a click away. Job portals, company websites and social networking all makes recruitment speedy and helps in finding best match for vacant positions. E-recruitment is getting trendy among recruiters and job seekers because of its benefits like time, cost, quality, etc. By simply a click of the mouse or tapping on the screen of his mobile or tablet, one will find the jobs as per his skills, education and professional experience.

Khlebarodava and Remeikiene (2019) conducted a study on Opportunities of E-Recruitment Through Social Media Platforms and its Development in Lithuania. The research highlights the concept of e-recruitment, factors that influence e-recruitment through social media platforms. Theoretical aspects of hiring personnel through e-platforms were analyzed: definition of recruitment, channels of hiring personnel and advantages and disadvantages of e-recruitment. The methodology of expert evaluation was used in the paper. The factors influencing erecruitment through social media platforms were presented and analyzed according to expert evaluation, opportunities of further development were presented as well. After the theoretical, methodological and empirical part conclusions for successful e-recruitment through social media platforms were presented.

Sulaiman, (2019) conducted a study on E-recruitment and its effect on firm performance: the mediating role of HRM capabilities in the context of Saudi Arabia. The study explained that researchers and practitioners regard e-recruitment as a competitive tool. However, current knowledge on e-recruitment mechanisms that affect firm performance remains unclear. Based on the dynamic capability's perspective and the view of a hierarchy of capabilities, this article proposes a model to examine how e-recruitment affects firm performance through HRM capabilities in the Saudi Arabia context. SEM was used to analyse the data collected from 860 respondents. Survey data show that HRM capabilities fully mediate the influences of e-recruitment on firm performance. In addition to the direct effects, e-recruitment also has indirect effects on firm performance. The paper concludes with implications and suggestions for future research.

Okolie and Irabor (2017) conducted a study on E-Recruitment Practices, Opportunities and Challenges. The study showed that E-Recruitment is a new technological means for selecting one of the companies' most crucial resources, i.e. human resource. Recruitment has become an important process in the highly competitive labour market. The traditional methods of recruitment has been revolutionized by the wave of internet. E-recruitment is the latest trend and it has been adopted by large and small-sized organizations. Many companies use e-recruitment to post jobs and accept resumes on the internet, and correspond with the applicants by e-mail. The main success factors of e-recruitment are the value-added services provided by the job sites cost effectiveness, speed, providing customised solutions, helping to establish relationship with HR managers and facilitates brand building of the companies. Despite the inherent benefits, certain challenges are also associated with the e-recruitment process. The emerging trend in technology and process or globalization suggests that the process will continue to expand, and consequently organizations should key in into the process to enhance the quality of their staff recruitment functions. The main objective of this study is to analyse the overall trends in e-recruitment use and practice and to list the opportunities and challenges faced by job seekers and employers.

Raghavendra, Priyanka and Chaithanya (2018) conducted a study on E recruitment. The study explained that E recruitment is also known as electronic recruitment or online recruitment. Now a days the traditional recruitment method has been revolutionized by the wave of internet. Online recruitment has came a long way since its inception. It is the latest trend in recruitment process and it has been adopted by large & small – sized organizations. The Importance of internet can be seen as searching for best suitable job is just a click away. Social networking, company websites etc....E recruitment is getting job seekers and fashionable recruiters because of its advantages to the time saving and cost and quality etc. E recruitment refers to posting vacancies on the corporate websites or an online e mail electronic format. Most of the organizations already using e recruitment to post jobs and accept resumes on the e mails. The E recruitment methods and system have helped to identify the overall concept of e recruitment. Recruitment has become an important process in the highly competitive labor market. The main success factors of e recruitment are the fast process, effectiveness, and cost. The study explores off the elements of e recruitment, recent trends of e recruitment and benefits of e recruitment are discussed. E recruitment importance and challenges are also discussed.

Mwangi and Reuben (2016) conducted a study on the Effects of E-Recruitment and E-Training on Human Resource Performance. The study aimed to establish the effects of erecruitment and e-training on human resource performance: a case study of Telkom Kenya. The study objectives were; E-recruitment on human resources performance, e-training on human resources performance. The study used descriptive research design targeting employees of Telkom Kenya comprising of managers, supervisors and general staff being 210 in total. The target population was sampled randomly from stratus and 50% of the population was sampled making 105 respondents that were obtained and used in the study. The study instruments that were used for data collection were questionnaires for easy administering and answering by the respondents. Data collected was content analyzed using SPSS and results presented on the tables, figures and charts for interpretation. It was clear from the study results that the company website enhances e-recruitment for the desired staff according to 71% while 29% did not agree to this and that use of e-recruitment ensure better applicant tracking during hiring process to employ the suitable person for the duties outlined according to 72% who agreed while the remaining 28% of the respondents did not agree. The study established that 64% of the respondents agreed that e-training provides reliable mentoring and couching necessary for acquisition of necessary skills while 36% did not agree to this. It was also found out that 42% agreed to e-training providing extra training to the employees than other platforms of training in the organization while 58% did not agree to this. the study conclusions were that company website enhances e-recruitment for the desired staff, also the conclusion noted that use of e-recruitment ensure better applicant tracking during hiring process to employ the suitable person for the duties outlined and that e-recruitment enhances hiring decisions by human resource management for effectiveness to a great extent. The study concluded that e-training provides reliable mentoring and couching necessary for acquisition of necessary skills and that that e-training does not necessarily provide extra training to the employees than other platforms of training in the organization. The conclusion also determined that determined that effective reference ensures e-communication being reliable than other forms of communication. The recommendations of the study were that organizations planning to recruit personnel should use the company website so as to get the desired staff for the work needed. Organizations should use erecruitment in the process to track and hire suitable individuals for work prescribed by the organization.

Prakash and Smita (2017) conducted a study on the Conceptual Framework of E-Recruitment in Current Business Scenario. The study explained that recruitment is the method of searching and hiring the best-qualified aspirant from inside or outer side of a business for a job opening, in a timely and cost effective manner. The recruitment method includes analyzing the necessities of a work, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee to the organization. So far since its opening online recruitment has come a long way and has become the latest inclination in HR processes. Human resource is the most important resource for any organization in any sector. The use of internet has altered the overall process of recruitment. Many organizations have already employed e-recruitment processes for posting jobs and accepting resumes on internet and corresponding with applicants through e-mails. This paper aims to discuss the concept, nature, problems, benefits, methods and trends and conditions for good electronic recruitment.

Daniel (2018) conducted a study on E-Recruitment and its Effects on Organizational Creativity and Innovation in Nigerian Manufacturing Firms. The aim of the study was to determine e-recruitment and its effects on organizational creativity and innovation in Nigerian manufacturing firms. Using qualitative research methods, a onetime survey was conducted in three selected Nigerian manufacturing firms. Primary data was analyzed using descriptive and inferential statistical (t-test) techniques with the aid of Statistical Package for Social Science (SPSS). The findings of this study revealed that the most frequently used forms of recruitment were the internet, newspaper advertisement, TV/radio advertisement, transfer and promotions. Cost recruitment of recruiting applicants was the major challenge faced by the Nigerian manufacturing firms. The study concludes that labor productivity and organizational creativity can be increased by ensuring that organizations are more creative and up to date with technology.

Buhari, Akyuz and Opusunju (2021) conducted a study on the Effect of Electronic Recruitment on the Performance of First Bank Branches in North West, Nigeria. The study investigates the effect of electronic recruitment on the performance of first bank branches in North West, Nigeria. The study used survey research design. The population of this study comprises of all the branches of first bank Plc in North West, Nigeria which is 98 and 6931 population of employees. Taro Yamane formula was adopted to realise the sample size of 378. The study collected data from the respondents who were employees of First bank Plc branches in North West, Nigeria. Descriptive

statistics, correlation test and regression, were used for analysis. The study found that electronic recruitment has a positive and significant effect on the effectiveness of branches of First Bank Nigeria Plc, North West, Nigeria. The study recommended that branches of First Bank Nigeria Plc, North West, Nigeria should continue to use electronic recruitment such as e-recruitment agencies and corporate website to ensure that they recruit well-trained employees that should be capable of performing effectively in the organisation to increase output, promote the goal of the organisation and management the resource effectively in the organisation.

Akyuz and Opusunju (2019) conducted a study on the effect of recruitment and selection on employees' performance in Diamond Bank Plc Abuja, FCT. The main objective of this study is to find out the effect of recruitment and selection on employees' performance in Diamond Bank Plc Abuja, FCT. The study made use of survey research design. The entire population of the study is three hundred and forty-four (344) comprising of all the staff of fifteen (15) Diamond bank branches in Abuja. Taro Yamane formula was employed to arrive at a sample size of one hundred and eighty-five (185). The primary source of data was mainly used and out of 185 questionnaires distributed only 129 were retrieved and used for the analysis. Multiple regression and correlation matrix were used to analyse the data. A normality test was also carried out on the data. The e-view statistical software package, excel and SPSS were employed for these purposes. The findings reveal that there is a significant positive relationship between recruitment and employees' performance in Diamond bank Plc branches in Abuja, also there is a significant positive relationship between selection and the performance of employees in Diamond bank branches in Abuja. It was concluded that improvement in the recruitment and selection process in diamond bank plc will improve the performance of employees in Diamond bank branches in Abuja. The study recommends that the management of Diamond bank should pay more attention to the employment agencies being used by the bank for recruitment exercises to ensure that the best candidates are recruited from the beginning as this will improve the performance as well as reduce the high labour turnover being experienced by the bank.

Ngozi (2021) conducted a study on E-Recruitment Process and Organizational Performance. The study examined E-recruitment Process and Organizational Performance. The dimensions examined in E-recruitment process include E-application tracking, E-interview, E-Selection and E-On boarding. Organizational performance was measured in terms of Employee performance,

Operational performance, Economic performance and profitability. The aim and objectives of the paper was to determine the influence of E-recruitment process and organizational performance by evaluating the influence of E-tracking on employee performance, the influence of E-interview on operational performance, the influence of E-selection on economic performance, the influence of E-on-boarding on profitability. The study provided an empirical analysis on E-recruitment process and Organizational performance. To this end, the paper revealed that E-recruitment process is advantageous to organizations and contribute significantly towards the growth of an Organization as the study observed that candidate(s) recruited using E-recruitment are competent and reliable which enhance organizational performance. Therefore the paper recommended that there should be adequate Information Technology in an Organization in other to utilize Erecruitment process and the benefit attached to it. There should be adequately trained personnel that can conduct proper E-recruitment. E-recruitment process should be used to select productive employee(s) that would enhance organizational performance.

Daniel (2019) conducted a study on the impact of E-recruitment on Organizational Performance. The aim of the research is to determine the e-recruitment and its effects on organizational performance in Nigerian Banking Sector. Using qualitative research methods, a onetime survey was conducted in two selected Nigerian commercial banks. Primary data was analyzed using regression analysis and Pearson moment product coefficient) techniques with the aid of Statistical Package for Social Science (SPSS). The findings of this study revealed that the most frequently used forms of recruitment were the internet, newspaper advertisement, TV/radio advertisement, transfer and promotions. The study has established that e- recruitment is a key component of human resource management and thus a building block of an organisation's performance and success. The study concludes that automating the recruitment and selection process by integrating e-recruitment software with the existing recruiting activities provides more competent, cost-effective procedures for human resource hiring managers and line managers. Implementing the following best practices with the support of e-recruitment software ensure that organizations are efficient in identifying and retaining talented individuals.

Audan, Robert and Shitseswa (2019) conducted a study on the influence of E-Recruitment and Selection on Organizational Effectiveness among Selected Universities in Western Kenya. The purpose of this study was to establish the influence of e-recruitment on Organizational

effectiveness among the selected Universities in Western Kenya. Specifically, the study sought to evaluate the influence of e-recruitment and selection and adopted descriptive survey design. The contemporary Human Resource strategy of an organization in relation to HR information is concerned with the use of computerized information system for strategic decision making, the range of applications to be included in the system and the provision to line managers of the facility to have direct access to any personnel data they need to manage their own teams in a devolved organization. Globally, organizations strive to gain competitive advantage; many firms have put their effort to improving their performance, productivity, quality, profitability and mostly effectiveness. One of the ways of attaining this is through Human Resource Information System which comprises of both the manual and Computerized Information Systems (CHRIS).

Alabi, Ezekiel, Afolabi and Adeyemo (2017) conducted a study on the influence of e-recruitment on the performance of organizations in Nigeria. The paper investigated the influence of e-recruitment on the performance of organizations in Nigeria with specific focus on telecom industry. Self-administered structured questionnaire was employed to collect data from one hundred and twenty participants through purposive sampling method. Inferential statistics was used to analyze the data, specifically; ordinary least squares linear regression method was employed with the aid of statistical package for social science (SPSS) version 20 in order to determine the influence of independent variable (e-recruitment) on dependent variable (organizational performance). The result showed that e-recruitment has significant influence on organizational performance. The study also revealed that reduced costs of advertising and other benefits such as attraction of wider pool of candidates, fastness and reduced costs of communications and improved organizational attraction jointly predict better organizational performance, which counted for 69% variance of organizational profitability. The paper, therefore recommended that organizations should adopt e-recruitment as a part of their operational components of their HR strategy in this fast changing and highly competitive world.

Pradeeksha, Parvathy and Ahmed (2021) conducted a study on the effects and impact of the adoption of E recruitment sites for job-seeking. The study aimed to investigate the effect of e-recruitment on candidates' intentions to apply for job openings. The way Human Resource Management functions are carried out has changed significantly since the introduction of Internet Technology. Shifting from a labor-intensive approach to providing human resource management

functions to a more productive, cost-effective approach (technology intensive) has now become a major consideration in the literature. Rather than traditional methods of employee recruitment, many companies today use electronic recruitment (e-recruitment). Furthermore, prospective job seekers are more interested in using the internet to browse for and apply for job openings. Organizations used a variety of methods to hiring workers before technical development. Campus recruiting, newspaper ads, various work agencies, and so on were among the outlets. Those are also known as conventional sources of recruitment. However, due to technological advances, several more sources have been added to this list in addition to those listed above. Various job-related websites, such as Naukri, LinkedIn, Monster.com, Glassdoor, and Indeed (both on the web and mobile apps), and social media are the sources which are added with traditional recruitment which is called as e-recruitment. Firms aim to create attractive, content-rich, easy-to-use, and user-friendly recruitment via their website or through career portals to generate a suitable applicant pool.

Vumilia, Onyancha and Mtenga (2021) conducted a study on the Potentiality of E-recruitment System for Schools and Hospitals in Moshi Catholic Diocese. The adaptation of e-recruitment is a very complex phenomenon as it tends to address numerous organizational obstacles and overcoming operative costs. In this digital era, many organizations' human resource panels prefer to use a set of digital appliances to identify new employees and examine their credentials, certifications, and characteristics. This study was conducted to examine the Potentiality of the e-recruitment System in the Religious Schools and Hospitals in Moshi Catholic Diocese. The study was guided by two specific research objectives stated as: To examine the potentiality of e-recruitment system in Schools and Hospitals under the Catholic Diocese of Moshi, and to oversee e-recruitment system-related benefits gained by Schools and Hospitals under the Moshi Catholic Diocese. Additionally, the study employed a cross-sectional research design whereby 71 participants were obtained through purposive sampling from six Schools and Hospitals under the Catholic Diocese of Moshi. Furthermore, a questionnaire was used to collect data from the respondents. Validity and reliability of the instrument was considered. The study used descriptive (frequency and percentages) to analyze the data with the aid of SPSS (Statistical Package for Social Science). The findings revealed that the Catholic Diocese of Moshi is using e-recruitment system in the whole process of hiring employees in their respective Schools and Hospitals higher than traditional approaches. Moreover, the method brought huge advantages to their institutions as most

of the employees hired were found to be extremely reliable for the work assigned and effectively in the task implementation.

Samuel and Nyarko (2017) conducted a comparative study on Leveraging Information Technology (IT) in Recruitment and Selection Processes. The purpose of the study was to investigate the role of IT on HR functions in Fidelity Bank and National Investment Bank (NIB). The Survey approach was adopted for this study, with staff from the HR department as the subjects. The purposive sampling technique was adopted and the SPSS as an analytical tool was used to create tables and correlation of some variables. It was found out that Online Social Network (OSN) among other IT tools is mostly used for recruitment by private banks whereas daily newspapers are used by the public banks. Moreover, the study revealed that HR functions in scope and responsibilities have increased in the last three years in both private and public banks. Furthermore, it was revealed no relationship between the e-recruiting and employee performance. It is recommended that banks endeavour to heighten intensive application of existing HRIS and employee appraisal to help with the implementation of IT in HR functions.

Gronmo (2020) conducted a study on the role of social media on the e-recruitment process based on existing literature. According to most prior studies, social media is employed as a secondary source of e-recruitment rather than as the primary one. Furthermore, it has been found that the use of social media as a complementary source is becoming more popular as a result of the low cost of information. Most profit-oriented companies relied on social Media in finding the best employees. However, the current study will examine the impact of e-recruitment on the performance of Telecommunication outlets in Ilorin metropolis.

George (2017) conducted a study in South Africa to explore the strategies to be taken to increase the effectiveness of the recruitment and selection process in automobile industries in Cape-town province. The researcher employed a descriptive survey research design; Data was collected through an in-depth personal interview, whereby purposive sampling was employed to select a sample of 75 respondents. The study revealed that the government has to review labour laws and remove some of the conditions, which found to pull down the power of companies in employees selections basis on their demands. The study finds suggested that for effective recruitment and selection process the automobile industries must think about adopting the e-recruitment system

which will help to minimize overrunning recruitment costs and also widen the applicant market since it will be easier to get the applicant from the wider areas in the country. Though the study was conducted in more than one automobile industry, the researcher did not indicate how many entities were involved and how many respondents were selected from each entity.

Kamala (2019) conducted a study on the efficacy of career portal and networking web recruitment. According to the results of the report, recruiters obtain applicants via career portals as well as personal recommendations. They compensated for referring those candidates, but if the applicant leaves the organization, the individual who referred the candidate must find a substitute. Employees are put under strain as a result of this. To stop a situation like this, job boards and networking pages lend a helping hand in this case. Finally, he makes several recommendations for HR to follow to improve their recruitment teams or working workers. Although technology is rapidly evolving, he agrees that the use of career portals and networking has its benefit. Recruiters must receive separate training to build good sites.

Bogatova (2017) conducted a study in Finland to investigate the good approaches for improving the recruitment and selection process in private institutions. The study adopted both qualitative and quantitative approaches. Interview schedules, questionnaires, and focus group discussions were used for data collection. The study findings have shown that most of the interviewees emphasize companies adopting electronic recruitment systems, which are also able to perform preliminary selection processes to reduce the burden of passing through a bulk of application letters. The study also found that HRs was also insisted to abide by their professional principles by ensuring that candidates got an equal chance of being selected unless otherwise the condition not meet. Concerning Tanzania the strategies adopted by the private sectors in reviewing and determining best candidates for the advertised job is not well investigated.

Irabor and Okolie (2017) conducted a study on the challenges associated with the e-recruitment system in Nigeria. The study involves 63 HR's from different private-owned institutions. The researcher used tools like questionnaires, and documentary review to collect data and finally analyzed through descriptive statistics. The study findings revealed that, despite its many advantages, the e-recruitment process has some drawbacks. As the result of an emerging trend in technology and process, also known as globalization, organizations should focus on the process to

improve the superiority of their staff enlistment utilities. The study found that cost and time savings, an increased pool of candidates, and a worldwide catchment opportunity are all big advantages of using deep core ICT in recruitment. This study will be centered on telecommunication outlets in Ilorin.

2.4 Gaps in Literature

Gaps in Scope

Previous studies like the work of Borowska and Wilczewska (2018) Vrontis, Christofi, Pereira, Tarba, Makrides and Trichina (2021) on the impact of e-recruitment were carried out in developed countries like Pakistan, Italy, New Zealand. Furthermore, Pradeeksha, Parvathy and Ahmed (2021) and Vumilia, Onyancha and Mtenga (2021) on the Impact of e-recruitment on organizational performance was carried out in a developing nation. Therefore, this current study will be carried out in Nigeria.

Also, studies conducted by Bogatova (2017) Irabor and Okolie (2017) were carried out in Deposit money banks while this study will be carried out in telecommunication outlets in Ilorin metropolis.

Gaps in Variables

Studies on the impact of working capital management by Vumilia, Onyancha and Mtenga (2021) and Amponsah, Torto, and Badu-Nyarko (2018) used IT and HR functions as variables to measure e-recruitment. However, this study will use of e-application, e-screening and e-selection as proxies to measure e-recruitment, also profitability, market share and sales volume will be used to measure the performance of the organization.

CHAPTER THREE

METHODOLOGY

3.0 Preamble

The methodology used for this study will be discussed in this chapter. Which includes the research design, population, sample size, sampling technique, and methods of data collection. Others will include instrument of data collection validity and reliability of the instruments to use and methods of data analysis.

3.1 Research Design

This study will investigate the impact of e-recruitment and performance of telecommunication outlets in Ilorin metropolis. The study will adopt the use of quantitative methods that involves the administration of questionnaire to the sample size. Similar to this, the approach will be used in order to get the necessary data from the study's population. Yet, data will be analyzed using descriptive and inferential statistics. This method will therefore allow the research to gather information on its respondents in all areas of human life. Thus, cross-sectional survey will be used to collect the data from the staff of the selected telecommunication outlets in Ilorin metropolis.

3.2 Population of the Study

Population of this study is staff of selected telecommunication outlets in ilorin Metropolis. The population of this study is totaled eighty nine (89) employees of the selected telecommunication outlets in Ilorin Metropolis.

S/No	Name	No of Population
1.	MTN Office Ahmadu Bello Road	15
2.	Airtel Office Taiwo Road	17
3.	Etisalat Office Taiwo road,	13
4.	Glo Office Taiwo road and	18
5.	Carlcare Services Taiwo Road	26

	Total	89
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3.3 Sample Size Determination

The study will select samples from employees of each of the selected telecommunication outlets in Ilorin metropolis. The Sample size will be determined by Taro Yamane formula (1967). The Taro Yamane formula is depicted as;

$$n = \frac{N}{1 + N(a)^2}$$

Where; n = Sample Size

N= Population size

a = Level of significance

1 = a constant number

For the purpose of this research our level of significance (a) = 5% or 0.05 leaving 95% confidence limit. Thus N = 89 employees of the telecommunication outlets in Ilorin.

a = 0.05 or 5%

Substituting in the above formula, our sample size for employee is thus;

$$n = \frac{89}{1 + 89(0.05)^2}$$

$$n = \frac{89}{1 + 89(0.0025)}$$

$$n = \frac{89}{1 + 0.2225}$$

$$n = \frac{89}{1.2225}$$

$$n = 72.8$$

Approximately, 73.

the sample size of this study is totaled seventy three employees from the selected telecommunication outlets in Ilorin Metropolis.

S/No	Name	Sample Size
1.	MTN Office Ahmadu Bello Road	12
2.	Airtel Office Taiwo Road	14
3.	Etisalat Office Taiwo road,	11
4.	Glo Office Taiwo road and	15
5.	Carlcare Services Taiwo Road	21
	Total	73

3.4 Sampling Techniques

This study will employ the use of stratified sampling technique. The sampling techniques will be adopted for the quantitative approach because of the uniformity in the population.

3.5 Methods and Instruments of Data Collection

Data will be collected for this study with the use of five point likert scale questionnaire. The questionnaire will be closed ended five-point Likert scale consisting of strongly agree, agree, neutral, disagree and strongly disagreed. The questionnaire will be broken into five parts, A, B, C, D and E respectively. Each of these is in accordance to the variables to be used for the study.

Section A will cover the demographic profile of the respondents, section B, C, D and E will focus on items to measure the independent constructs and dependent constructs which are e-recruitment and performance of telecommunication outlets in Ilorin metropolis.

3.6 Validity of Research Instrument

To determine if the questionnaire's content is acceptable and pertinent to the study's goals, content validity will be used. To determine if the topic under inquiry is appropriate to address the research issues, the supervisor and other experts with an interest in Human Resources Management will verify the questions in this study.

3.7 Reliability of Research Instrument

In ascertaining the reliability of research instruments, Cronbach's alpha will be computed for each of the variables after construct validation was computed. Opinions differ about the ideal alpha value, but for the purpose of this study an alpha of 0.70 is acceptable for a new instrument as suggested by (Devon 2007).

3.8 Methods of Data Analysis

The data analysis techniques are the process of research analysis using the statistical instrument to establish the relationship between the independent and dependent variables. In this study, statistical packages for social science (SPSS) will be adopted through descriptive analysis. The study will employ percentages, frequency counts and tabulations in the descriptive analysis of the data collected.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, INTERPRETATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This section focuses on the presentation, analysis and interpretation of the data gathered. The data obtained for the study is presented in tables, analyzed and interpreted using frequencies and simple percentages. The bio data of the respondents was first dealt with after which the main focus of the study was treated.

The Statistical Package for Social Science (SPSS) package was used to analyses frequencies and testing the hypotheses.

4.2 Presentation of Data

A total number of 73 questionnaires were distributed. A total of 71 copies were returned and analysed.

Questionnaire	Respondents	Percentage (%)
Returned and useful	71	97.3
Not Returned	2	2.7
Total	73	100

4.3 DATA ANALYSIS AND INTERPRETATION

The questionnaire was divided into two parts;

Part A: This contained respondents' Demographic data

Part B: This forms the focus of respondent's assessment for evaluation.

Summary of Respondents' Demographic Information

S/N	Items	Frequency	Percentage (%)
1.	Sex		
	Male	30	42.3
	Female	41	57.7

	Total	71	100.0
2.	Age		
	21-30 years	7	9.9
	31-40 years	44	62.0
	41-50 years	20	28.2
	Total	71	100.0
3.	Marital Status		
	Single	28	39.4
	Married	37	52.1
	Others	6	8.5
	Total	71	100.0
4.	Educational Background		
	B.S.c/HND	53	74.6
	Others	18	25.4
	Total	71	100.0
5.	Work Experience		
	1- 5yrs	31	43.6
	6-10years	40	56.2
	Total	71	100.0

Source: Author's Field Survey, 2023

Table 4.1 above is a representation of the summary of the demographic information of the sampled questionnaire where the gender column presented shows that 30 of the respondents amounting to 42.3% are Male and 41 with 57.7% are female respondents which means that the study has more female respondents covered in the cause of the administration of questionnaire.

Also, the age column has 7 respondents with 9.9% between the ages of 21-30 years, 44 respondents of 62.0% are between the ages of 31-40years, 20 of the respondents with 28.2% are of 41-50years, this implies that the study has more respondents between the ages of 31- 40yrs sampled.

Also, for the marital status which illustrates those 28 respondents with 39.4% are Single, 37 respondents with 52.1% are Married while 6 of the respondents with a percentage of 8.5%. This by implication means that the study has more of Married respondents sampled in the process.

In addition, the educational background column discussed that 53 of the respondents amounting to 74.6% are B.Sc./HND holder, while 18 of the respondents amounting to 25.4% are with Other certificate. The level of experience from the range 1-5yrs comprises of 31 respondents with 43.6% while the range of 6-10yrs comprises of 40 respondents with 56.2% this implies that there are more respondents in the range of 6-10yrs.

4.3.1 Applicants data are protected using e-application

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agreed	14	19.7	19.7	19.7
Agreed	30	42.3	42.3	62.0
Undecided	13	18.3	18.3	80.3
Disagreed	9	12.7	12.7	93.0
Strongly Disagreed	5	7.0	7.0	100.0
Total	71	100.0	100.0	

Source: Field Survey, 2023

The above table shows the that applicants data are protected using e-application from the responses given by the respondents, 19.7% (14) strongly agree, 30(42.3%) Agree, 13(18.30%) Undecided, 9(12.7%) Disagree and 5(7.0%) Strongly disagree. This by implication means that there are more respondents who agreed to the statement that applicants data are protected using e-application while least of the respondent strongly disagreed.

3.4.2 E-recruitment allows companies to function without storage limitations

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agreed	7	9.9	9.9	9.9
Agreed	47	66.2	66.2	76.1
Undecided	11	15.5	15.5	91.5

Disagreed	6	8.5	8.5	100.0
Total	71	100.0	100.0	

Source: Field Survey, 2023

From the table, it can be depicted that from the question above which state that e-recruitment allows companies to function without storage limitations shows that 47 (66.2%) of the respondents which is the highest, agreed to the statement while the least of the respondents with a frequency and percentage of 6(8.5%) disagreed to the statement that e-recruitment allows companies to function without storage limitations.

4.3.3 Applicant comparison are easily done.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agreed	27	38.0	38.0	38.0
Agreed	25	35.2	35.2	73.2
Disagreed	15	21.1	21.1	94.4
Strongly Disagreed	4	5.6	5.6	100.0
Total	71	100.0	100.0	

Source: Field Survey, 2023

As seen in the table 4.3.3 above it can be depicted that most of the respondents strongly agreed to the statement that applicant comparison are easily done with a frequency and percentage of 27(38.0%) while the least of the respondents disagreed to the statement with a frequency and percentage of 4(5.6%). This by implications means that there are more respondents who strongly agreed.

4.3.4 E-application is flexible and convenient to applicants.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agreed	43	60.6	60.6	60.6
Agreed	17	23.9	23.9	84.5
Undecided	11	15.5	15.5	100.0
Total	71	100.0	100.0	

Source: Field Survey, 2023

Also, the table 4.3.4 shows that there is an higher number of respondents that strongly agreed that e-application is flexible and convenient to applicants with a frequency and percentage of 43(60.6%) while the least of the respondents undecided to the statement with a frequency of 11 and a percentage of 15.5% this by implications means that there are more people that strongly agrees to the statement above.

4.3.5 Test is more convenient and accessible to the applicants

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agreed	39	54.9	54.9	54.9
Agreed	27	38.0	38.0	93.0
Undecided	5	7.0	7.0	100.0
Total	71	100.0	100.0	

Source: Field Survey, 2023

Also, the table 4.3.5 shows that e-screening test is more convenient and accessible to the applicants shows that 39(54.9%) Strongly agreed that test is more convenient and accessible to the applicants while the lest of the respondents shows that 5(7.0%) undecided to the statement.

4.3.6 E-screening is cost effective.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agreed	27	38.0	38.0	38.0
Agreed	25	35.2	35.2	73.2
Disagreed	15	21.1	21.1	94.4
Strongly Disagreed	4	5.6	5.6	100.0
Total	71	100.0	100.0	

Source: Field Survey, 2023

The above table shows the responses that e-screening is cost effective, from the responses given by the respondents, 38.0% (27) strongly agree, 25 (35.2%) Agree, 15(21.10%) and 4(5.6%) Strongly disagree. This by implication means that there are more respondents who agreed to the statement that e-screening is cost effective while least of the respondent strongly disagreed.

4.3.7 E-screening saves time and minimize the waste of resources.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agreed	17	23.9	23.9	23.9
	Agreed	48	67.6	67.6	91.5
	Undecided	6	8.5	8.5	100.0
	Total	71	100.0	100.0	

Source: Field Survey, 2023

The above table shows the responses that e-screening saves time and minimize the waste of resources, from the responses given by the respondents, 23.4% (17) strongly agree, 48 (67.6%) Agree, and 6 (8.5%) Undecided. This by implication means that there are more respondents who agreed to the statement that e-screening saves time and minimize the waste of resources.

4.3.8 E-screening reveals the candidate personality traits.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agreed	20	28.2	28.2	28.2
	Agreed	44	62.0	62.0	90.1
	Undecided	7	9.9	9.9	100.0
	Total	71	100.0	100.0	

Source: Field Survey, 2023

The above table shows the responses that e-screening reveals the candidate personality traits, from the responses given by the respondents, 28.2% (20) strongly agree, 44 (62.0%) Agree, and 7 (9.9%) Undecided. This by implication means that there are more respondents who agreed to the statement that e-screening reveals the candidate personality traits.

4.3.9 E-selection gives access to larger talent pool

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agreed	7	9.9	9.9	9.9
	Agreed	48	67.6	67.6	77.5
	Undecided	14	19.7	19.7	97.2
	Disagreed	2	2.8	2.8	100.0
	Total	71	100.0	100.0	

Source: Field Survey, 2023

Also, the table 4.3.9 shows that **e-selection gives access to larger talent pool** shows that 48 (67.6%) Strongly agreed that **e-selection gives access to larger talent pool** while the least of the respondents shows that 2(2.8%) disagreed to the statement that **e-selection gives access to larger talent pool**.

4.3.10 Online personality of the candidates are easily determined.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agreed	21	29.6	29.6	29.6
	Agreed	35	49.3	49.3	78.9
	Undecided	15	21.1	21.1	100.0
	Total	71	100.0	100.0	

Source: Field Survey, 2023

Also, the table 4.3.10 shows that Online personality of the candidates are easily determined shows that 35(49.3%) Agreed that Online personality of the candidates are easily determined while the least of the respondents shows that 15 (21.1%) disagreed to the statement that Online personality of the candidates are easily determined.

4.3.11 E-selection makes it possible to scan through large collections of resumes and applications to find unique candidates.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agreed	17	23.9	23.9	23.9
	Agreed	48	67.6	67.6	91.5
	Undecided	6	8.5	8.5	100.0
	Total	71	100.0	100.0	

Source: Field Survey, 2023

The above table shows the responses that e-selection makes it possible to scan through large collections of resumes and applications to find unique candidates., from the responses given by the respondents, 17 (23.9%) strongly agree, 48 (67.6%) agree, and 6(8.5%) undecided. This by implication means that there are more respondents who agreed to the statement that e-selection makes it possible to scan through large collections of resumes and applications to find unique candidates. while the least of the respondents undecided to the statement that e-selection makes it possible to scan through large collections of resumes and applications to find unique candidates..

4.3.12 Technical skills are improved electronically

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agreed	21	29.6	29.6	29.6
	Agreed	35	49.3	49.3	78.9
	Undecided	14	19.7	19.7	98.6
	Disagreed	1	1.4	1.4	100.0
	Total	71	100.0	100.0	

Source: Field Survey, 2023

Also, the table 4.3.12 shows that **technical skills are improved electronically** shows that 35 (49.3%) agreed that **technical skills are improved electronically** while the least of the respondents shows that 1 (1.4%) disagreed to the statement that **technical skills are improved electronically**.

4.3.13 Within our organization, selection criteria based on electronic applications are important.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agreed	21	29.6	29.6	29.6
	Agreed	35	49.3	49.3	78.9
	Undecided	15	21.1	21.1	100.0
	Total	71	100.0	100.0	

Source: Field Survey, 2023

Also, the table 4.3.13 shows that within our organization, selection criteria based on electronic applications are important shows that 35 (49.3%) agreed that that within our organization, selection criteria based on electronic applications are important while the least of the respondents shows that 15 (21.1%) undecided to the statement that within our organization, selection criteria based on electronic applications are important.

4.3.14 Within our organization, recommendation and/or personal acquaintance with the potential candidate are important.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agreed	42	59.2	59.2	59.2
	Agreed	13	18.3	18.3	77.5
	Undecided	10	14.1	14.1	91.5
	Disagreed	6	8.5	8.5	100.0
	Total	71	100.0	100.0	

Source: Field Survey, 2023

The above table shows the responses that within our organization, recommendation and/or personal acquaintance with the potential candidate are important., from the responses given by the respondents, 42 (59.2%) strongly agree, 13 (18.3%) agree, 10 (14.1%) undecided while 6(8.5%) disagreed to the statement. This by implication means that there are more respondents that strongly agreed to the statement that within our organization, recommendation and/or personal acquaintance with the potential candidate are important. while the least of the respondents disagreed to the statement that within our organization, recommendation and/or personal acquaintance with the potential candidate are important..

4.3.15 My performance is better than that of my colleagues with similar qualifications.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agreed	24	33.8	33.8	33.8
Agreed	31	43.7	43.7	77.5
Undecided	12	16.9	16.9	94.4
Disagreed	4	5.6	5.6	100.0
Total	71	100.0	100.0	

Source: Field Survey, 2023

Also, the table 4.3.15 shows that my performance is better than that of my colleagues with similar qualifications shows that 31 (43.7%) agreed that my performance is better than that of my colleagues with similar qualifications while the least of the respondents shows that 4 (5.6%) disagreed to the statement that my performance is better than that of my colleagues with similar qualifications.

4.3.16 Employee Performance in our organization has been improved over the past 12 months in relation to Efficiency.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agreed	21	29.6	29.6	29.6
Agreed	35	49.3	49.3	78.9

Undecided	15	21.1	21.1	100.0
Total	71	100.0	100.0	

Source: Field Survey, 2023

Also, the table 4.3.13 shows that Employee Performance in our organization has been improved over the past 12 months in relation to Efficiency shows that 35 (49.3%) agreed that Employee Performance in our organization has been improved over the past 12 months in relation to Efficiency. While the least of the respondents shows that 15 (21.1%) undecided to the statement that Employee Performance in our organization has been improved over the past 12 months in relation to Efficiency.

4.4 HYPOTHESIS TESTING

4.4.1 Test for Hypothesis 1

H₀: E-application does not significantly improve the performance of of telecommunication outlets in Ilorin.

H₁: E-application significantly improve the performance of of telecommunication outlets in Ilorin..

4.4.1.1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.752 ^a	.566	.563	1.74717

a. Predictors: (Constant), e-application

The model summary as indicated in table 4.3.1.1 above shows that R Square is 0.56; this implies that 56% of variation in the dependent variable (organizational performance) were explained by the Independent variable (e-application) while the remaining 44% is due to other variables that are not included in the model. This mean that the regression (model formulated) is useful for making predictions since the value of R^2 is close to 1

4.4.1.2 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	584.595	1	584.595	191.506	.000 ^b
	Residual	448.734	69	3.053		
	Total	1033.329	70			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), e-application

The table above summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares 584.595) in comparison to the residual sum of squares with value of 448.734 (this value indicated that the model does not fail to explain a lot of the variation in the dependent variables. However, the estimated F-value (191.506) as given in the table above with significance value of 0.000, which is less than p-value of 0.05 ($p < 0.05$) which means that the explanatory variable elements as a whole can jointly influence change in the dependent variable (Organizational performance).

4.4.1.3 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.235	.436		5.126	.000
Loan	.739	.053	.752	13.839	.000

a. Dependent Variable: Organizational Performance

Interpretation

The dependent variable as shown in the table 4.4.1.1 was Organizational Performance. This was used as a yardstick to examine the relationship between the two constructs (i.e. E-application and Organizational Performance). The predictors is e-application, as depicted in the table above, it is obvious that there is a direct relationship between e-application and Organizational performance)

According to the result in the table above e-application t-test coefficient is 13.839 and the P-value is 0.000 which is less than 0.05 (i.e. $P < 0.05$). This means that these variables are statistically significant at 5% significant level.

Decision Rule

As a result of the outcome, the Null Hypothesis (H_{01}) is rejected on the basis that the p-value is less 0.05. Hence the alternative hypothesis is accepted, that e-application significantly improve the performance of of telecommunication outlets in Ilorin.. Hence, it explains how significant hypothesis one is to be recommended to Organization Performance.

Test for Hypotheses Two

H₀₂: E-screening does not significantly influence the performance of telecommunication outlets in Ilorin.

H_{i2}: E-screening significantly influence the performance of telecommunication outlets in Ilorin.

4.4.2.1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.255 ^a	.065	.051	1.64342

a. Predictors: (Constant), e-screening

The model summary as indicated in table 4.4.2.1 above shows that R Square is 0.65; this implies that 45% of variation in the dependent variable (organizational performance) were explained by the Independent variable (e-screening) while the remaining 44% is due to other variables that are not included in the model. This mean that the regression (model formulated) is useful for making predictions since the value of R^2 is close to 1

4.4.2.2 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	12.939	1	12.939	4.791	.032 ^b
Residual	186.357	69	2.701		
Total	199.296	70			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), e-screening

The table above summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares 12.939) in comparison to the residual sum of squares with value of 186.357 (this value indicated that the model does not fail to explain a lot of the variation in the dependent variables. However, the estimated F-value (4.791) as given in the table above with significance value of 0.000, which is less than p-value of 0.05 ($p < 0.05$) which means that the explanatory variable elements as a whole can jointly influence change in the dependent variable (organizational performance).

4.4.2.3 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.696	1.001		5.691	.000

E-screening	.255	.116	.255	2.189	.032
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a. Dependent Variable: Organizational Performance

Interpretation

The dependent variable as shown in the table 4.4.2.3 was service quality. This was used as a yardstick to examine the relationship between the two constructs (i.e. E-recruitment and Organizational Performance). The predictors is e-screening, as depicted in the table above, it is obvious that there is a direct relationship between e-screening and organizational performance)

According to the result in the table above Loan t-test coefficient is 13.839 and the P-value is 0.000 which is less than 0.05 (i.e. $P < 0.05$). This means that these variables are statistically significant at 5% significant level.

Decision Rule

As a result of the outcome, the Null Hypothesis (H_{01}) is rejected on the basis that the p-value is less 0.05. Hence the alternative hypothesis is accepted, that e-screening significantly influence the performance of telecommunication outlets in Ilorin. Hence, it explains how significant hypothesis two is to be recommended to Organization Performance.

Test for Hypotheses Three

H₀₃: E-selection process does not have significant effect on the performance of telecommunication outlets in Ilorin.

H_{i3}: E-selection process have significant effect on the performance of telecommunication outlets in Ilorin.

4.4.3.1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.278 ^a	.077	.064	1.40534

a. Predictors: (Constant), e-selection

The model summary as indicated in table 4.4.3.1 above shows that R Square is .077; this implies that 77% of variation in the dependent variable (Organizational performance) were explained by

the independent variable (e-selection) while the remaining 23% is due to other variables that are not included in the model. This mean that the regression (model formulated) is useful for making predictions since the value of R^2 is close to 1

4.4.3.2 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.388	1	11.388	5.766	.019 ^b
	Residual	136.274	69	1.975		
	Total	147.662	70			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), e-selection

The table above summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares (11.388) in comparison to the residual sum of squares with value of 136.274 (this value indicated that the model does not fail to explain a lot of the variation in the dependent variables. However, the estimated F-value (136.274) as given in the table above with significance value of 0.000, which is less than p-value of 0.05 ($p < 0.05$) which means that the independent variable as a whole can jointly influence the increment in the dependent variable (organizational performance).

4.4.3.3 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.817	.735		7.918	.000
	GRANTS	.232	.097	.278	2.401	.019

a. Dependent Variable: Organizational Performance

Accreditation of Courses was used as a yardstick to examine the impact between the two variables (i.e. e-selection and organizational performance). The predictors is organizational performance, it is obvious that there is a direct relationship between e-recruitment and organizational performance)

According to the result in the table above Grants t-test coefficient is 2.401 and the P-value is 0.000 which is less than 0.05 (i.e. $P < 0.05$). This means that these variables are statistically significant at 5% significant level.

Decision Rule

As a result of the outcome, the Null Hypothesis (H_{01}) is rejected on the basis that the p-value is less 0.05. Hence the alternative hypothesis is accepted, that e-selection process have significant effect on the performance of telecommunication outlets in Ilorin. Hence, it explains how significant hypothesis two is to be recommended to organizational performance.

4.5 Discussion of Results

This study examines 'E-recruitment and Organizationa Performance of Telecommunication outlets in Ilorin. The X construct is E-recruitment in which three variables were to demystify which are e-application, e-screening and e-selection while Y construct also which is Performance of telecommunication outlets in Ilorin. The findings however show a linear relationship between variables used to measure the two constructs after the postulation of three hypotheses which invariably declares that e-application significantly improve the performance of of telecommunication outlets in Ilorin, e-screening significantly influence the performance of telecommunication outlets in Ilorin and e-selection process have significant effect on the performance of telecommunication outlets in Ilorin.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter is the final part of this study and it is divided into summary of findings, conclusions made in the course of this study, recommendations made to the case study, sector, regulating body and other interested bodies. In addition, this chapter addresses the areas in which further studies can be conducted.

5.2 Summary of findings

This section presents the summary of the study as related to the set hypotheses; hence, the following are the summary of the findings.

Hypothesis one states that e-application significantly improve the performance of of telecommunication outlets in Ilorin.. However, the null hypothesis was rejected and alternate accepted which states that e-application significantly improve the performance of of telecommunication outlets in Ilorin. Hence, it can be stated that e-recruitment affects the overall performance of telecommunication outlets in lorin. This aligns with the study of Celine (2020).

Hypothesis two states that e-screening significantly influence the performance of telecommunication outlets in Ilorin. Hence, the null hypothesis was rejected and alternate accepted. The study also revealed that e-screening significantly influence the performance of telecommunication outlets in Ilorin.

Hypothesis three states that e-selection process have significant effect on the performance of telecommunication outlets in Ilorin. Conversely, the null hypothesis was rejected and alternate accepted. The result then revealed that e-selection process have significant effect on the performance of telecommunication outlets in Ilorin. This study also aligns with the study of Mavis (2016).

5.3 Conclusions

E-recruitment is becoming one of the important tools for selecting a required pool of human resource for the industries. Although this method has few disadvantages but it is completely relevant and applicable in today's modern world. In spite of the huge amount of research available in the field of e-recruiting, there are still many possibilities to proceed accepting of e-recruiting research and apply. Mainly the recruiters' perspective and research regarding the influence of e-Recruiting on the overall recruitment process has established slight consideration.

The majority research has been completed on applicants' desirability, reflection and awareness of organizations' corporate career websites. Most important agreements from this research stream advocate that navigational usability impacts on applicants' organization attraction and that organization acquaintance is not related to organization attraction. But above all is the need for a lot more research of the entire e-Recruiting field, to speak to the vast amount of gaps and substantiate current knowledge. Slight research has been undertaken to confront what has been published in the field so far.

5.4 Recommendations

In relations to the above findings and conclusion, the study recommends that;

While e-recruitment is becoming more routine, many companies are still not employing the solution as effectively as possible. Six strategies for better e-recruitment practices comprise:

Follow the feat of new hires and utilize that data to recognize the best social network sources ensuing in industrious employees.

Maintain job applicants in use by emailing them incessant updates on interview schedules, expected program for feedback, and links to recruitment videos.

Produce a comprehensive profile of the ideal candidate, including significant skills, proficiency, and character needed for cultural fit. Once the information is detailed, shape the e-recruitment system to search for this data.

Make certain that e-recruitment options are available on an assortment of platforms, including mobile.

Keep a pool of capable employees who may be recruited as a rehire. These "boomerang" employees have confirmed skill sets and are known to be a good fit culturally.

Combine with payroll to ensure that HR is instantaneously aware when positions become open, and can publicize for a new candidate instantly. Also, this data can be used to present current employees promising opportunities in vacant positions.

5.5 Suggestions for further studies

This study is conceptual in nature only based on both primary and secondary data available from websites and scholarly articles. Considering the upcoming possibilities of increase in business and hence in increased recruitment, a more detailed study needs to take place in future with solid primary database pan India because so far proper focus has not been given on recruitment issue. Companies either have their own HR department for recruiting or they outsource the process hence fragmented information is available from the corporate. Also with increasing use of online recruitment portals, its effect should also be increased but only there are increasing number of complaints that online recruitment sites no longer reply to candidates resulting in frustration. These issues could be addressed by future researchers in their focused primary study.

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APPENDIX

INTRODUCTORY LETTER

Department of Business Administration,

Faculty of Humanities Management and Social
Science

Kwara State University,

Malete, Nigeria.

Dear Respondent,

LETTER OF INTRODUCTION

The bearer, Islamiyah Dolabomi Akinwale with matriculation number 19/27EM/00463 is a student of Business and Entrepreneurship Department, Faculty of Humanities, Management and Social Sciences, Kwara State University, Malete, currently conducting a research study titled "E-Recruitment and Organizational Performance of Selected Telecommunication Outlets in Ilorin". Hence, your support is needed in filling this questionnaire attached therein in order to make her carryout this research work objectively. Please note that the information supplied shall be treated with utmost confidence and use purely for academic purposes only.

Thanks for your cooperation.

Yours faithfully,

Project Supervisor

TOPIC: E-RECRUITMENT AND ORGANIZATION PERFORMANCE OF SELECTED TELECOMMUNICATION OUTLETS IN ILORIN

QUESTIONNAIRE

SECTION A: Bio-data (Please tick whichever is applicable)

Introduction: Please Tick (√) in the Box provided where appropriate and fill the blank spaces as where necessary.

Gender: Male () Female ()

Age: 21-30 years () 31-40 years () 41-50 years () 51-60 years ()

Marital Status: Single () Married () Divorce () Others ()

Educational qualification: OND/NCE () Bsc/HND () MSc/MBA ()

Working experience: 1- 3 years () 4-6 () 7-9 years ()

SECTION B:

Please tick (√) the column that is applicable to you using the following key:

SA – Strongly Agree, A – Agree, N- Neutral, D – Disagree, SD – Strongly Disagree

S/N	Research Statements	SA	A	N	D	SD
	E-Application					
6.	Applicants data are protected using e-application					
7.	It allows companies to function without storage limitations					
8.	applicant comparison are easily done					
9.	Flexible and convenient to applicants					
10.	E-application have significant impact on organizational performance					
	E-Screening					
11.	Test is more convenient and accessible to the applicants					
12.	E-screening is cost effective					

13.	E-screening saves time and minimize the waste of resources					
14.	E-screening reveals the candidate personality traits					
15.	E-screening have significant impact on organizational performance					
	E-selection					
16.	E-selection gives access to larger talent pool					
17.	Online personality of the candidates are easily determined					
18.	E-selection makes it possible to scan through large collections of resumes and applications to find unique candidates.					
19.	Technical skills are improved electronically					
20.	E-selection have significant impact on organizational performance					
	Organization Performance					
21.	Within our organization, selection criteria based on electronic applications are important					
22.	Within our organization, recommendation and/or personal acquaintance with the potential candidate are important.					
23.	My performance is better than that of my colleagues with similar qualifications					
24.	Employee Performance in our organization has been improved over the past 12 months in relation to Efficiency					
25.	E-recruitment significantly influence organizational performance					

