

**E-RECRUITMENT AND ITS IMPACT ON HUMAN  
RESOURCE SYSTEM:  
EMPIRICAL EVIDENCE FROM SERVICE SECTOR OF  
HYDERABAD, PAKISTAN**

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**Abstract**

***Purpose:** Recruitment is an essential tool to hire candidates in organizations. The mediums for recruitment have been drastically changed over the past years. It started with the word of mouth and now is just a click away due to advancement in technology and internet. With an increase in use of online platforms, electronic recruitment helps to attract and hire the best candidates to obtain people-based competitive advantage.*

***Design/Method:** This study has adapted quantitative research approach to identify influence of attractiveness, job fit, time, and cost on E-recruitment. Primary data has been collected adopted and sample size obtained from 200 employees directly in questionnaire form service sector of Hyderabad.*

***Findings:** The findings reveal that large and desirable pool of candidates as well as placing right candidates to right job have 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.*

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***Practical Implications:** The policy maker of organization should apply newly developed concept of e-recruitment for future hiring based on results of this study.*

**Key words:** *E-Recruitment, Job fit, Time, Cost*

## **1. Introduction**

Recruitment is a roller coaster, becoming more thrilling with advancement in technology and innovations. It started with the word of mouth and now is just a click far away. Recruitment involves practice and activities by companies with main purpose of identifying and attracting the prospective potential employees. It is a crucial segment of human resource management as it delivers the critical function of drawing human assets in organization (Baber, 1998). Recruitment is an essential tool to hire candidates in organizations. The mediums for recruitment have been drastically changed over the past years. During industrial revolution, a simple sign on factory front was prime recruitment media. Newspapers ruled as a recruitment source from 1950's – 1980's by sourcing candidates over newspaper advertisements. In 1980's the recruitment consultants used telephone, local as well as national newspapers and specialist job seekers to hire candidates. In 1990's the World Wide Web was introduced. It revolutionized the recruitment methods, sources and tools. Technology affected the entire recruitment process and recruitment market modifying traditional recruitment to Electronic recruitment or E-recruitment. Organizations changed their recruiting medium from publishing job requirement in newspapers or magazines to posting job descriptions and vacancies online. Since then online recruitment has grown rapidly and is used widely by recruiters and job aspirants throughout the world (Cobra and Brown, 2006). According to Kaur (2015), following are the commonly used e-recruiting methods by organizations to acquire talent:

- Job Boards: A medium where employers post job and find the prospective employees. The aspirants are notified about vacancy.
- Employer Website: The official website of the organization or employer owned website.
- Professional Website: The websites specific for profession, talent, trait or skill.

The influence of internet has impacted the service sector organizations working in Hyderabad, Sindh. Many organizations have their own established human resource departments. With an increase in use of online platforms, they are using

e-recruitment to attract and hire the best candidates to obtain people-based competitive advantage over the competitors. Many employers are not only limited to attracting the best candidates from Hyderabad but also from all over Sindh. The same case is for the job seekers. Therefore, organizations in Hyderabad are using internet for recruiting people to win the race of acquiring best talent. As e-recruitment is considered as a recruiting tool for service companies in Hyderabad, Sindh, it is fundamental to explore the factors influencing it. This research is based on the perception of employees in identifying and understanding the impact of factors that affect electronic recruitment in the organizations of Hyderabad, Sindh.

### **1.2 E-Recruitment Employee Perspective**

The job search intention and to attract the applications is the first stage of the recruitment process. While in this stage individual perception matters a lot for the organization's success rate for the effective recruitment (Smith et al., 2001). Job intention can be defined as candidate intention to pursue job, in this behavior various factors are covered such as applying for the vacant job, availability in interview and wish to be a part of this whole process (Chapman et al., 2005). It is very important to know for the effective recruitment the intention or perception of applicant and firm would have to design their HR strategies with candidates' point of view for the win-win situation.

### **1.3 E-Recruitment Candidate Perspective**

Nowadays, it has been noticed the growth of new technology and this growth can be understood for many things likewise online banking, online shopping and no doubt online job searching. This behavior is adopted by the individual for two key reasons such as cost effective and save time. There are certain negative impacts of e-recruitment on minority groups (Sylva and Mol, 2009), with estimate in many papers it has been discussed that less than 5 percentages the e-recruitment to be taken in account of candidate-oriented (Anderson et al., 2004). This the key challenge for the applicants' perception two words this emerging e-recruitment matter a lot. There are certain factors in regard of applicants' perception are derived from literature review such as user friendless, fairness perception, information provision and perceived efficiency (Cober et al., 2003).

### **Methods/Process of E-Recruitment**

1. Company's website: The firms can use their website for the positing of vacant positions in organization and the future employee can follow this provided link in order apply these vacant positions. HR department is

mainly responsible for managing this activity through company's website, this act will attract to potential candidates for future hiring.

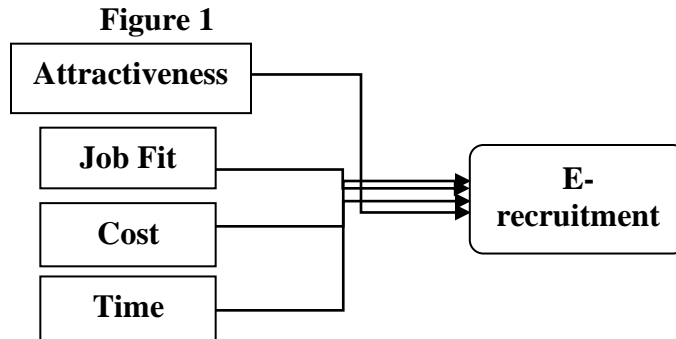
2. Job portals by commercial companies: Many companies use commercial job portal for the vacant position into organization such as naukri.com and jobee.com.pk so on for the posting of vacant position and finding the talented and organizational fit candidates.

#### **1.4 Motivation of Study**

The e-recruitment has resolved the problems of old method of recruitment and it is easy to find right person for the right job. Most of employers are not limited to their cities or countries for the hiring the people according to their organizations' vision statement. The Hyderabad is growing city with very limited pool of right candidates available for the employer to fill vacant positions into their respective organizations. This study will help firms which are operating in Hyderabad, Pakistan by using internet, they can advertise for their vacant position after understanding advantages or effectiveness of e-recruitment through this study.

#### **2. Theoretical and Conceptual Framework**

The resource-based view theory developed in 1990s, this theory helps to develop all possible benefits can be driven from effective recruitment. According to Barney and Wright (1998), there are five key performance indicators are used in order to get complete advantage through resource-based view theory in context of recruitment. First, the recruitment activity should add value in terms of labor cost effectiveness especially in perspective of hiring. Second, it is job recruitment to ensure to attractive the right person for right job which is rarer into labor market. Third, the recruitment strategy should be unique which cannot imitable by the competitors in specific industry. Fourth, the recruitment might be innovative to great extent or new way to recruit the needed employees for the organization. Lastly, which is also important that the recruitment must be aligned in terms of strategic **fit** with HR practices. Once, the firm is able to meet above five important outcomes from recruitment than it will have impact on firm's financial performance at bottom line. Figure 1 depicts the impact e-recruitment, (innovative way) among the constructs of current study.



Sources: Barney and Wright (1998)

### 3. Critical Literature Review

Today, the employer is using social media websites for the recruitment purpose but most of time they are unable to get new information as through candidates' resume (Reiners & Alexander, 2013). The advantage to employer is that through social media the great pool of candidates can be obtained. The web process ensures the easy of research to demanded applicant via search process in shorter duration (Compton et al., 2009 and Torrington et al., 2004). The great portion of work has been shifted to applicant from employer because nowadays, the candidate has to ensure his or her availability on website and try to develop their information in provided platform in well manner. Cost also reduced to great level due to these social websites (Jacobs, 2009). The online recruitment has proved to save up to 30 percent faster in rate than the old job filling methods (Worforce, 2000), this is possible due to elimination of middlemen and shorter the hiring stages than pervious or old once.

The most time the information provided on social media in misleading or incorrect that is provided by the jobseeker, this problem create barrier for the job provider to select the right person for the right job (Brown & Vaughn, 2011). This is very serious issue which seems to be smaller but it has huge consequences on the overall image of firm or company. The exchange of key incorrect information between both the recruiter or jobseekers will have negative impact on psychological contract between both parties (Roberts & Roach, 2009).

The applicant usually updates their personal information on social media websites that might leak the personal information to general public (Madejski et al., 2011). Most of times, the candidates may be face the unusual comments on social media websites and this create misunderstanding between both parties such as employer and potential employees. When applicant sees the malpractices on these social media websites the potential jobseekers left these website and personal

information can be theft (Connerly et al., 2001). The employer may reject the jobseeker based on provided information on these social media websites (Kluemper, 2012). These reasons can be which are practically observed such as inappropriate pictures, information related to drugs, poor communication skills and sharing confidential information related to past organization so on.

### **2.1 Empirical Literature Review**

Mindia and Hoque (2018), conducted an empirical study on multinational companies of Bangladesh on finding the effects of e-recruitment and Internet on recruitment process. Primary and secondary sources of data were gathered for the study in form of questionnaires and interviews. The researched focused 120 respondents from 30 multinational companies with convenience sampling technique. The findings revealed e-recruitment can award strategic contributions to the organization if implemented by adequately trained recruiters for building effective online recruitment system. Investment made by organization into job portal and on their website is long run benefits can be driven and many companies are considered online recruitment as an effective method and rising trend in future too.

Nasreem (2016), researched technological advancement and improvement it has brought in recruitment in the employment sector. This research specifically explores the effect of E-recruitment in small and middle scaled IT based ventures majorly located in Lahore. The researchers used descriptive analysis to support the study. Advantages and disadvantages are the attributes to measure the effectiveness of E-recruitment. The results show for small and medium IT enterprises, HR Managers in Lahore Pakistan focus more on online recruitment to earn high return on investment in a long run.

Pessis and Frederick (2012), focused different ways of electronic recruiting and their impact on Human Resource Department in comparison of traditional recruitment methods and tools. Secondary data was gathered from 529 businesses of Auckland Rosebank Business Precinct. A random stratified cluster sample was used for collecting the data. The research resulted that in job categories like cost-time efficiency and wider audience targeting, e-recruitment is effective, while in others like effective talent acquisition and quality applicants, electronic recruitment has same impact as that of traditional recruitment. The online recruitment has many benefits but key it can attract the suitable candidate for job and this will help to firms for achieving their selective targets and goals in future.

Holm (2010), analyzed the undeniable effect E-recruitment has on design and structure of recruitment process. This is a qualitative exploratory research conducted in Human resource departments of 3 large organizations of Denmark in 2008-10. Findings of the study revealed that e-recruitment not only saves time but also changes whole structure of recruitment process. Usefulness of e-recruitment depends on certain factors that includes such as security, reliability, performance and cost-effectiveness.

Ha (2003), objective was to measure e-recruitment effects on competency of human resource management. Qualitative approach was employed for conducting the research. The data was collected through structured questionnaire from HR managers, middle managers and functional manager of multinational companies in Vietnam. Studies summarize that the E-Recruitment reduces HRM stress by minimizing cost to recruit and save huge time and reduce HRM burden by actively recruiting staff and employees. In addition to e-recruitment, the companies were trying to avoid and demolish traditional recruitment techniques. Despite advantages, few negative impacts of e-recruitment cannot be neglected. Based on findings, the study concludes that effective conduct of e-recruitment, critical thinking and proper analyzing can lead to hire skilled employees in companies.

Malik (2008), focused on problem of e-recruitment in number of applicants applied, the cost associated with e-recruitment, reduction in recruitment cycle, effectiveness in job provision, assistance in job provision and its effectiveness in human resource departments in the private industries in Pakistan. The methodology used was interviews and questionnaire sent to the Human resource managers among prominent firms of Karachi, Lahore, Islamabad, Rawalpindi, Faisalabad, Peshawar and Quetta. The result show that E-recruitment higher is significantly determined by Effectiveness of HR Department, Finding better quality of applicants, Cost Effectiveness, Reduced Recruitment Cycle, Consistent Recruitment Process and Potential Job Seekers Facilitation.

Holme (2009) talks about the appropriate definition of E-recruitment and its execution in recruitment process. The main objective of this research is to understand whether E-recruitment is only limited to virtualizing of recruitment process or something greater than that. Data for this exploratory research is gathered from secondary as well as primary sources. The primary data was collected through questionnaire and interviewing high-level managerial staff of fourteen different types of multinational companies of Denmark. The research describes all the possible elements of E-recruitment and how it is influenced by

organizational structure and outer circumstances. Findings of the study indicated that e-recruitment is not just limited to recruitment process but also requires expansion of whole organizational structure. The tools and methods of online recruitment can only work properly if integrated with other departments of organization.

Parry (2008), explored the widespread use of online recruitment in organizations in UK. However, it has not dominated the traditional recruitment. The aim was to find out extent of usage of online recruitment. The methodology used was qualitative and longitudinal large-scale survey of the activity of recruitment to interrogate its 'proposed success' in commercial and corporate websites. The respondents interviewed were 20 users of online recruitment website. The results showed the strong positive impact and adaptation of online recruitment by the practitioners in the UK.

Mar (2007), analyzed the source of E-recruitment that examines pre-hire criteria. Longitudinal approach was used to focus pre-hire quality and quantity of applicants. The total five hundred and thirteen respondents participated in the research. The methods to assess source include secondary data, survey data and interviews. Distributing questionnaires and surveys to real participants assessed applicants, whereas the organizational perspective was obtained by interviewing Human Resource practitioners. The findings show quality of applicant chosen by E-recruitment process is equal to and less than other practices of recruitment.

Nike (2005), was getting around 800-900 resume' per month for average 120 openings at Europe, Middle East and Africa (EMEA) Headquarter (HQ) in Hilversum, the Netherlands. The task of handling applicants was challenging as the head quarter increased in size. This created further issues to track the progress of prospects rather than aimlessly circulating the resume' among different departments. The methodology used was to standardize the HR process, reduce the cost associated and improve the quality hired. An integrated e-recruiting mechanism 'Active Recruiter' was included in PeopleSoft software. These steps helped Nike reduce 54 percent of the total recruiting cost, decrease average time to fill vacancy up to 20 days and reducing the overall recruitment time.

### **3. Method and Measure**

#### **3.1 Method**

The respondents of this research comprise 200 of employees of service sector Hyderabad, Pakistan. The author of study determined the sample size used in this



thesis is calculated using rule of thumb the formula proposed by (Roscoe, 1975) and is given as:

$$\begin{aligned}\text{Sample size} &= \text{Number of items in questioner} * 10 \\ &= 12 * 10, \text{ Sample size} = 120\end{aligned}$$

In order to get better response and results optimal sample size determined is 120 but authors have distributed among 200 respondents in the service sector of Hyderabad, Pakistan. In this study the participants were selected through convenience sampling technique which is a form of non-probability sampling technique. The data collection process continued for 1 month from 200 respondents. 250 copies were successfully completed, returned and utilized for analysis out of 250. The response rate was 80%. The various service sectors such as Telecom, Banking and Education industry has been considered for respondent of this study.

### **3.2 Measure**

The questioner included structured close-ended questions and consists of two parts. In 1<sup>st</sup> part personal profile of respondent was needed to be filled while in the 2<sup>nd</sup> part both dependent and independent variables of was measured for testing the hypotheses. The questioner is developed and adopted from (Singh, 2016). In this study 5-Point Likert scale is used for determining the respondent's response by using negative to positive approach that ranges from 1 (strongly disagree) to 5 (Strongly agree).

## **4. Result and Discussion**

### **4.1 Descriptive Analysis**

The total questioners filled in this research were 200 out of 250 distributed to service employee of Hyderabad. The 80% response rate includes both male and female employees in which 52% were males and 48% were females, education level were divided into three categories such as intermediate, Graduate and Post-graduate. The percentage of each level of education was Intermediate, 13.5% and Post-graduate 26.5%. In terms of occupation level authors of this study were taken into two categories; Managers 9% and Lower employees 91%. The table 1 which explains respondent profile is summarized as under.

**Table 1**  
**Respondent Profile Descriptive Analysis**

<i>Construct</i>	<i>Category</i>	<i>Frequency</i>	<i>Percentage</i>
Gender	Male	104	52%
	Female	96	48%
Education	Intermediate	27	13.5%
	Graduate	120	60%
	Post-graduate	53	26.5%
Occupation level	Managers	18	09%
	Lower Employees	182	91%

Source: Author's Estimation

#### 4.2 Reliability Analysis

You can see in above table 2 the Reliability Statistics, the value of Cronbach's Alpha is used for final decisions about the reliability of studied data. On that basis, we can level of reliability in terms of poor or good, in our case Cronbach's Alpha value of E-recruitment 0.776, N=3, Attractiveness 0.647, N=3, Job fit 0.705, N=3, Cost 0.753, N=3 and Time 0.806, N=3. All the studied variables are found reliable and the conclusion for reliability can be drawn as data is reliable.

**Table 2**  
**Summarizes the results of Reliability analysis**

<i>Name of variable</i>	<i>Cronbach's Alpha</i>	<i>No of Items</i>	<i>Remarks</i>
E-recruitment	0.776	3	Excellent
Attractiveness	0.647	3	Excellent
Job fit	0.705	3	Excellent
Cost	0.753	3	Good
Time	0.806	3	Good

Source: Author's Estimation

### 4.3 Multiple Regression Analysis (Hypothesis Testing)

A multiple regression analysis table 3 shows two important values, the value of beta and p-value. The value of beta usually determines the relationship between dependent variable with independent variables whereas p-value shows the level of significance. In this study all independent variables such as Attractiveness ( $\beta=0.230$ ,  $p<0.05$ ) and Job fit ( $\beta= 0.126$ ,  $p<0.05$ ) are found positive and significant impact on dependent variable e-recruitment. However, two other independent variables such as Cost ( $\beta=-0.359$ ,  $p<0.05$ ) and Time ( $\beta=-0.106$ ,  $p<0.05$ ) are found negative and significant impact on dependent variables e-recruitment. The value of  $R^2= 0.421$ , that indicate the total variation explained this study independent variables such as Attractiveness, Job fit, Cost and Time in dependent variable e-recruitment.

**Table 3**  
Summarizes the results of multiple regression analysis

Dependent variable	Independent variable	$\beta$ -value	P-value
E-recruitment	Attractiveness	0.230	.000**
	Job fit	0.126	.000**
	Cost	-0.359	.001**
	Time	-0.106	.003**
R-Square	0.421		

Note: \*\*significance level at 0.05

Source: Author's Estimations

## 5. Discussion on Findings

### 5.1 Attractiveness

Based on these results, hypotheses discussed in section and reproduced here are accepted. That is:

**$H_{a1}$** : Attracting large and desirable pool of candidates has significant effect on E-recruitment in service sector of Hyderabad, Pakistan.

In this case null hypothesis is rejected and its alternative hypothesis is accepted. This is because estimate of attractiveness is positive and significant. This implies that attractiveness of job has positive and significant effect on e-recruitment. Candidates data can be obtained automatically that is stored in server of organization and this data may be utilized for other related vaccines within

organization (Parry and Tyson, 2008). However, a large pool of candidate depends on image of firm in the mind of potential candidate (Dutta, 2014). Due to market saturation and hard competition for several reasons such as diversified skills and high turnover can be addressed to great extend through this attractive variable of this study.

### **5.2 Job Fit**

**$H_{a2}$ :** Placing right people to the right job has significant effect on E-recruitment in service sector of Hyderabad, Pakistan.

As far as second hypothesis is concerned, null is rejected and its alternative that e-recruitment places right people on the job is accepted. The basis of this conclusion is that the estimated slope parameter of job fit is positive and significant. This mean job fit does have significant positive effect on e-recruitment, which enables us to reject that null that it is irrelevant determinants of e-recruitment. The findings of this study strongly suggest that the e-recruitment in most of organizations for hiring the right person for the right job. With respect to traditional method of hiring the online method of recruitment develop appropriate strategy for successful implementation and use of it in effective manner.

### **5.3 Cost**

**$H_{a3}$ :** Cost has significant negative effect on E-recruitment in service sector of Hyderabad, Pakistan.

In case of third hypothesis, null is rejected, and its alternative is accepted. Regression results display that estimate of cost is negative and significant. This means recruiters reduce e-recruitment if it is expensive to them. Hence the null that cost does not affect e-recruitment is rejected and its alternative that cost has significant negative effect on e-recruitment is accepted. E-recruitment mostly filters the unsuitable candidates at very early stage of hiring process to great level (Barber, 2006). This can also be counted the success of online recruitment where cost of hiring is addressed to dramatic or high level (Parry and Tyson, 2008) and advertisement cost through various sources is also reduced such as newspaper so on. Findings of this study can be concluded as the internet recruitment is much less costly with respect to traditional way to hiring within firms.

### **5.4 Time**

**$H_{a4}$ :** Time has significant negative effect on E-recruitment in service sector of Hyderabad, Pakistan.

As far fourth hypothesis is concerned its, null is rejected, and alternative is accepted. This is because; the estimate of time is negative and significant. It means recruiters use e-recruitment because it saves their time to hire suitable on vacant positions. Hence as time saved through e-recruitment increases, employers give it more preference for recruitment instead of traditional recruitments methods. The speed up recruitment process due to internet can be ignored and at acceptable rate process of hiring of potential candidates is accelerated to at good pace due to a large number of CVs through website portal and e-mails (Barber, 2006). Human resource department was burdened in past because lot of middlemen were involved from line manager to HR manager so on in the extensive screening process but due to online recruitment this burden is reduced and HR department can spend this saved time on other HR functions within company (Parry and Tyson, 2008).

## **6. Conclusion and Managerial Implications**

### **6.1 Conclusion**

In this study, we used primary data for finding out determinants of e-recruitment in fifteen selected service sector organizations located in Hyderabad. Reliability test results show that the collected data is relevant and can be used for evaluating relationship of e-recruitment with attractiveness, job fit, cost and time. The estimated of all independent variables are significant at five percent significance level. Furthermore, result show that attractiveness and job fit affect e-recruitment positively. Cost and time on the other hand, affect e-recruitment negatively in our study. Nowadays, the Human resources department serves as competitive advantages over to competitor into related industry. The internet through online hiring has been helping to firms for filling vacant position with job fit candidates. This study concludes that the online recruitment has added value to Human resources hiring function with many benefits to firms in long run context and traditional way of hiring is reduced in many firms. It became easier for findings, right person in short time with acceptable cost.

### **6.2 Managerial Implications**

To replace some proportion of traditional recruitment, if not all, with the modern e-recruitment techniques. This will not only ensure attractiveness but mainly will save the cost of the organization. To fortify that the existing employee staff is qualified enough to make the best use of e-recruitment techniques. To rely more up on designing web portals to reduce the time required to delivery jobs vacancies conventionally. People looking for job can easily access web portals. Everyone should be assigned a specific user ID and profile that contains his entire data; from his credentials to the work experience. Every time when there's a vacancy,

individuals who fulfill the job requirements will be notified automatically this could reduce time of e-recruitment. To partner or associate with online job searching platforms like Rozee.pk and others. This will help the organizations advertise as many job vacancies as they want on a platform that is accessed by millions of users daily, which would save cost of posting jobs traditionally and will reduce time to process e-recruitment strategy. To continue evaluating the existing e-recruitment system and the employees hired through it to identify the possible loopholes as early as possible. Making the necessary improvement in the e-recruitment system should then rectify those loopholes.

### **6.3 Future Research**

This research is limited to only service sector due to time, cost and other constraints. Second limitation is that the research is limited to Hyderabad city only because of financial restrictions. The third limitation is that the sample size taken is only 200 due to time restraint and it was also hard to reach more than 200 employees within this small city. More over this research is restricted to only employees' perception working in service sector of Hyderabad because of very less development of human resource management departments in Hyderabad it was hard to reach HR officials in Hyderabad. Based on these limitations, it is recommended that future researchers can extend this research by overcoming its weaknesses.

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