

International Journal of Research in Human Resource Management



E-ISSN: 2663-3361
P-ISSN: 2663-3213
IJRHRM 2024; 6(1): 130-135
www.humanresourcejournal.com
Received: 23-12-2023
Accepted: 28-01-2024

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Effects of e-recruitment on performance of government sector organizations

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DOI: <https://doi.org/10.33545/26633213.2024.v6.i1b.181>

Abstract

In today's competitive landscape, selecting the most qualified candidates has emerged as a central challenge for organizations worldwide. To meet this challenge, organizations are increasingly relying on online methods for human resources activities, with online recruitment being a pivotal aspect. E-Recruitment, the process of hiring personnel through digital channels, particularly leveraging the internet, has gained prominence. This research delves into the influence of e-recruitment practices on the operational efficiency of governmental bodies. Data for this study were collected from 140 employees of the Independent Directorate of Local Governance (IDLG) and subjected to analysis using the SPSS software.

Given the IDLG's status as a significant government entity in Afghanistan, utilizing diverse e-recruitment methods, the insights provided by its employees were instrumental in addressing the research inquiries. The study's results indicate that E-Recruitment enhances organizational performance by facilitating the selection of highly qualified personnel. The majority of respondents supported this assertion, with only a minority expressing disagreement. Similarly, a significant number of respondents agreed that E-Recruitment aids in enhancing organizational performance by reducing costs and time associated with the recruitment process, while a smaller number disagreed with this notion.

Furthermore, the study's findings assist organizations in conducting a thorough analysis of various e-recruitment methods and technologies, enabling them to make informed choices. Simultaneously, the study aims to address the root causes of dissatisfaction among job seekers arising from inadequately structured online recruitment processes.

Additionally, the study presents several pertinent recommendations in its conclusion, aimed at guiding future practices in this domain.

Keywords: E-recruitment, government sector, performance, IDLG

Introduction

Recruitment is the procedure of identifying and appointing highly qualified candidates from either inside or outside an organization for a job. E-Recruitment, alternatively known as online recruitment, internet recruitment, or cyber recruitment within the literature, denotes the process of recruiting staff members using electronic resources, particularly the internet. This practice involves advertising job openings online and providing comprehensive information about the job on digital platforms.

The focus of the investigation lies in the impacts of E-Recruitment on the performance of government sector organizations. As Afghanistan transitions gradually from an agriculture-centric economy toward industrialization, numerous government and private sector organizations have emerged in recent years. Consequently, in today's dynamic and competitive environment, organizations are striving to streamline their operations and deliver quality services to clients by saving time and adopting cost-effective recruitment processes.

When individuals apply online for a specific position, they can directly input their information into a database and subsequently apply for multiple jobs as desired. E-Recruitment offers the benefits of automated and efficient information management, cost reduction for recruiters, and a wider array of job options. Additionally, it eliminates the need to manage the distribution of recruitment forms via mail and the subsequent receipt of completed applications.

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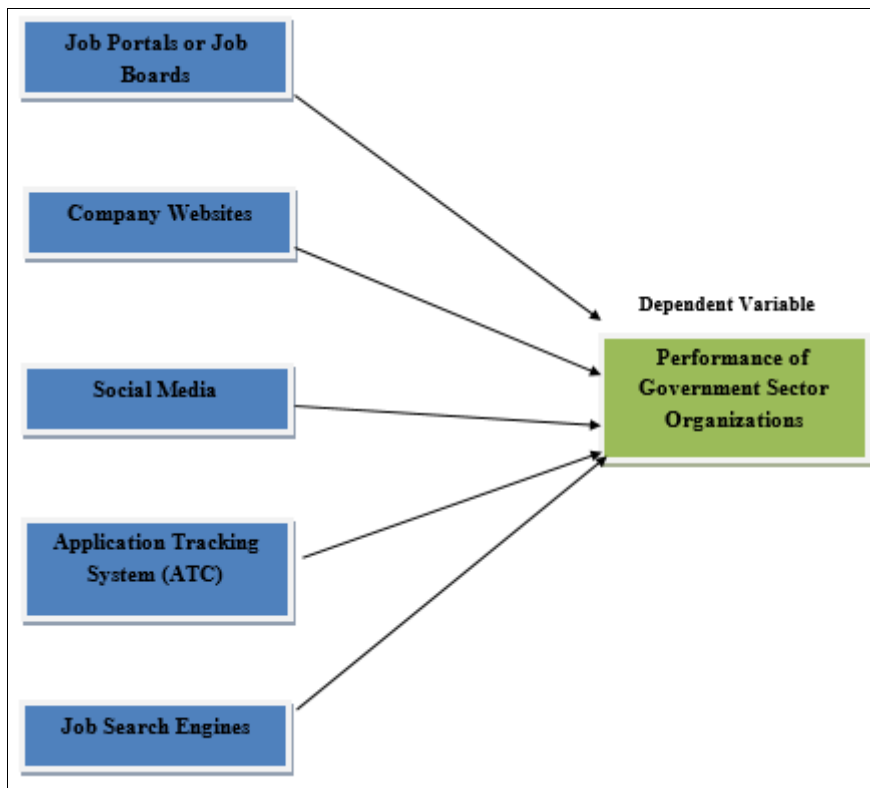
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The focal point of the researcher's inquiry is "The Effects of E-Recruitment on the Performance of Government Sector Organizations: A Case Study of IDLG." In the present landscape, government sector organizations in Afghanistan are increasingly relying on online platforms for human resources activities. Modern firms prefer online recruitment channels to attract and select the most suitable candidates from a pool of potentials.

While online recruitment offers certain advantages, organizations often encounter challenges when relying on this process. This study aims to investigate the success of online recruitment and devise solutions to address the

current challenges faced in the online recruitment domain. The researcher recognizes the critical impact of the issue under study on organizations. By thoroughly investigating this matter and analyzing both the positive and negative impacts, the data collected and analyzed will aid organizations in leveraging E-Recruitment optimally to achieve their goals and objectives.

Conceptual Framework Independent Variables (E-Recruitment)



Explanation of Independent Variables

- 1. E-Recruitment:** E-Recruitment, also referred to as online recruitment, involves the process of selecting potential candidates for available positions through the use of electronic resources, especially the internet.
- 2. Job portals or job Boards:** Job boards or job portals are specific websites used by the employees to get new career opportunities and through these websites the organizations are advertising their vacancies in order to get suitable and qualified active candidates for the vacant positions. The example of jobs portals or job boards are indeed.com, career builder.com, linkedin.com idealist.com and the most common which is used in Afghanistan is ACBAR.com.
- 3. Company websites:** Company website is another important, trustworthy and most used tool of E-Recruitment. Each company can advertise their vacancies through their official website and can get larger amount of applications from job seekers.
- 4. Social Media:** Social media, regarded as a significant tool or technology in online recruitment, involves the process of sourcing qualified candidates through various social platforms such as Facebook, Instagram, Twitter, WeChat, WhatsApp, and numerous other

social media applications. Social media recruitment stands out as a cost-effective and highly efficient method within online recruitment strategies.

- 5. Application Tracking System (ATC):** An Application Tracking System (ATS) is a software application designed to facilitate the electronic management of recruitment requirements. This type of application can be implemented or accessed online by both large enterprises and small businesses, tailored to the specific needs of the organization. ATS automatically filters candidate applications based on specified criteria such as keywords, skills, experience, and qualifications.
- 6. Job Search Engines:** A job search engine is another essential component of E-Recruitment. Similar to job boards, job search engines gather listings; however, the key distinction lies in how they operate. Job search engines actively search and compile job postings from various sources, including job boards and employer websites. This means that job search engines provide aggregated data from multiple websites in a single search.

Research Objectives

- To identify the effects of online Recruitment on

performance of Government sector organizations.

- To identify the relationship between different study variables.

Hypothesis

- There are no effects of E-Recruitment on performance of Government sector organizations.
- There is no relationship between different study variables.

Research Design

In this study, the research design employs a case study approach and a deductive method. The primary objective is to assess the impact of E-recruitment on the performance of government sector organizations, specifically within the Independent Directorate of Local Governance (IDLG). Descriptive research seeks to provide a detailed account of events, filling in gaps and broadening our comprehension to enhance understanding of existing knowledge.

Instrument used for primary data collection

This study was conducted using primary data gathered through a survey instrument. The survey instrument utilized was a standardized and well-structured questionnaire. These questionnaires were administered to collect primary data and pertinent information from the employees of IDLG. The survey instrument was meticulously designed, tested, and demonstrated reliability as an integral part of this study.

Pre-testing

To assess the internal validity of the research survey instrument questionnaire, a pilot study was undertaken. In this preliminary phase, primary data were gathered from 15 employees of IDLG. The outcomes of the pilot study validated the internal reliability of the utilized instrument. Consequently, the same instrument was employed in the selected sampling areas to collect the necessary primary data for the current study.

Survey Instrument Reliability: The survey instrument underwent thorough testing for reliability, including the computation of the Cronbach's alpha value. The alpha value for all variables included in the survey instrument was found to exceed the recommended threshold of 0.6 (Nunnally, 1978). Specific details of the alpha values for each study variable in the current work are presented in Exhibit-1.

Exhibit 1: Details of Cronbach alpha for e-recruitment dimensions

S. No.	Dimensions	No. of Items	Cronbach Alpha
1.	Company Websites	6	0.812
2.	Job Portals	8	0.767
3.	Social Media Websites	5	0.692
4.	Job Search engines	4	0.712
5.	Application Tracking System	7	0.746

Population

The employees of the Independent Directorate of Local Governance (IDLG) were chosen as the study population due to the case study design utilized. A total of 140 employees, selected from the 267 employees across various departments of the Independent Directorate of Local Governance (IDLG), were included to ensure comprehensive coverage and thorough analysis of the results.

Sampling Size

Out of the 267 employees from various departments and units of the Independent Directorate of Local Governance (IDLG), a total of 140 employees were selected for the study.

Sampling Technique

A sample is a subset of a population, and the process of selecting a portion of the population to represent the entire population is referred to as sampling (Biondo *et al.*, 1998) [24]. For this research, the stratified random sampling technique was utilized. Different general directorates, departments, and units were identified, taking into consideration their availability and accessibility.

The first step involved obtaining formal permission through personal visits with the heads of departments. In the second stage of the process, questionnaires were personally distributed to pre-selected employees who had been informed about the purpose of the questionnaire in advance.

Results and Findings

Hypothesis-1 defined the dependency effects of government sector organization performance on various dimensions of E-Recruitment, such as company websites, job boards, social media websites, job search engines, and application tracking systems among employees of the Independent Directorate of Local Governance (IDLG). The results of this hypothesis are presented in Table-1, derived from a conceptualized multiple regression model.

The analysis reveals that the F-value of 40.766 is statistically significant at the 5 percent level, leading to the rejection of Hypothesis-1. These findings suggest that the performance of government sector organizations is influenced by a group of 5 E-Recruitment dimensions within IDLG.

Furthermore, the adjusted R-squared value of 0.589 from Table-1 indicates that 58 percent of the variance in government sector organization performance is significantly explained by these 5 dimensions of E-Recruitment within IDLG. Additionally, the 't' values of 3.772, 3.464, 2.309, 2.276, and 0.179 corresponding to E-Recruitment dimensions such as Company Websites, Job boards, Social Media Websites, Job Search Engines, and Application Tracking Systems respectively, are found to have significant effects on the conceptualized model.

Table 1: Result of Regression for Hypotheses- 1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1.	0.777 ^a	0.603	0.589	2.33866
a. Predictors: (Constant), Application Tracking System, Job Search Engines, Company Website, Social Media Websites, Job Portal				

ANOVA ^a						
Model		Sum of Squares	DF	Mean Square	F	Sig.
1.	Regression	1114.798	5	222.960	40.766	.000 ^b
	Residual	732.888	134	5.469		
	Total	1847.686	139			
a. Dependent Variable: Performance of Government Sector organizations						
b. Predictors: (Constant), Application Tracking System, Job Search Engines, Company Website, Social Media Websites, Job Portal						

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1.	(Constant)	2.448	1.431		1.711	.000
	Company Website	.013	.072	.013	0.179	.048
	Job Portal	.241	.069	.329	3.464	.001
	Social Media Websites	.293	.078	.306	3.772	.002
	Job Search Engines	.069	.030	.133	2.309	.022
	Application Tracking System	.148	.065	.184	2.276	.024
a. Dependent Variable: Performance of Government Sector organizations						

More specifically Social Media Websites among employees of IDLG are found to be having significant larger effect on performance of Government sector organization with highest value of 3.772. This clearly confirms the positive effects of targeting the highly interested candidates, increasing job visibility, reaching more applicants in less time and using affordable means of recruitment contributing towards improving the performance of Government sector organizations.

Similarly, Job Portals among employees of IDLG causes significantly good effects on performance of Government sector organization with the next t value of 3.464. This clearly confirms the positive effects of providing training to the users, spreading awareness among targeted groups and being able to easily customize the job related information contributing towards improving the performance of Government sector organizations.

The 't' value of 2.309 obtained for the Job search engines significantly causes considerable effect on the performance of government sector organizations. This confirms the positive effects of being able to list the jobs from different

sources and using advanced search features contributing towards improving the performance of Government sector organizations.

The 't' value of 2.276 obtained for the Application Tracking System significantly causes substantial effect on the performance of government sector organizations. This confirms the positive effects of automated resume screening, providing consistent evaluation process in each step of recruitment process and getting the right candidates for the rights job contributing towards improving the performance of Government sector organizations.

The 't' value of 0.179 obtained for the company websites significantly causes considerable effects on the performance of government sector organizations in Afghanistan. This confirms the positive effects of providing interactive features to the candidates, updating the vacancy announcements regularly, approaching to the enquiries of the candidates on timely bases and providing appropriate information about the vacant positions and organization to the jobseekers contributing towards improving the performance of Government sector organizations.

Table 2: Correlation between Gender Equality Dimensions:

Correlations						
		Company Website	Job Portal	Social Media Websites	Job Search Engines	Application Tracking System
Company Website	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	140				
Job Portal	Pearson Correlation	.641**	1			
	Sig. (2-tailed)	.000				
	N	140	140			
Social Media Websites	Pearson Correlation	.503**	.695**	1		
	Sig. (2-tailed)	.000	.000			
	N	140	140	140	140	
Job Search Engines	Pearson Correlation	.171*	.301**	.308**	1	
	Sig. (2-tailed)	.043	.000	.000		
	N	140	140	140	140	
Application Tracking System	Pearson Correlation	.461**	.703**	.651**	.251**	1
	Sig. (2-tailed)	.000	.000	.000	.003	
	N	140	140	140	140	140
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

Hypothesis-2 explored the potential relationships among 5 dimensions of E-Recruitment: job portals, social media websites, job search engines, company websites, and application tracking systems. The results of this hypothesis are presented in Table-2, derived from a Bivariate Correlation test.

The analysis reveals Pearson 'r' values ranging between 0.171 and 0.703, corresponding to 10 different correlations. These correlations were found to be statistically significant at the 1 and 5 percent levels. While these results lead to the rejection of Hypothesis-2, they also highlight the importance of the 10 significant correlations among the total of 10 possibilities. This provides insight into the various levels of relationships that can exist among the dimensions of E-Recruitment.

Conclusion and Recommendation

Recruitment, as commonly understood, involves the process of identifying and hiring qualified applicants for job positions, either from within or outside an organization. E-Recruitment, also known as online recruitment, internet recruitment, or cyber recruitment, specifically refers to the use of electronic resources, particularly the internet, in staff recruitment processes. This practice includes advertising job vacancies online and providing detailed information about the job via digital platforms.

As Afghanistan undergoes a transition from an agriculture-based economy towards industrialization, numerous government and private sector organizations have emerged in recent years. In today's dynamic and competitive environment, organizations are striving to streamline their operations and provide quality services to their clients by saving time and adopting cost-effective recruitment processes.

When applying for a specific job online, job seekers can directly input their details into the database and apply for multiple positions as desired. E-Recruitment offers the benefits of automation, efficient information management, cost reduction for recruiters, and an expanded array of job choices. Additionally, it eliminates the need to manage the distribution of recruitment forms via mail and the subsequent receipt of completed applications.

The study population comprised employees of the Independent Directorate of Local Governance (IDLG) due to the case study design employed. Out of the 267 employees across various departments of IDLG, a total of 140 employees were selected to provide comprehensive coverage and thorough analysis of the study results.

The study findings highlight the significant impact of E-Recruitment on the performance of government sector organizations. To deliver quality government services, organizations must hire skilled and qualified candidates through the utilization of the latest E-Recruitment sources. Additionally, organizations relying on E-Recruitment practices can save time and costs during the recruitment process.

There exist numerous types of E-Recruitment technologies, such as Company websites, Job boards, Job search engines, Social Media Websites, and Application Tracking Systems, each offering distinct features that facilitate the recruitment process.

In the Recommendations section, it is suggested that organizations provide proper guidance to candidates unfamiliar with the online recruitment process. HR teams

should also be highly responsive to candidate reviews and concerns during the recruitment process. Ensuring the use of well-known career websites for vacancy announcements is advised, as some respondents reported difficulty in finding job postings.

Regarding the Application Tracking System developed by the Independent Administrative Reform and Civil Service Commission, it was noted that candidates are unable to edit their profiles, indicating a need for urgent resolution of this issue.

The study also identified a lack of knowledge among some employees regarding the E-Recruitment process, particularly those hired through traditional methods many years ago. This lack of awareness could potentially affect the study findings. Additionally, employees hired through one E-Recruitment source may not be aware of other available sources, leading to incomplete or inaccurate responses to questionnaires.

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