



Evaluating Online Recruitment and Organisational Effectiveness in Modern Competitive Environment

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Abstract

The study evaluated online recruitment and organisational effectiveness with reference to modern competitive environment in Nigeria. The study was carried out in Access banks and Guarantee Trust Bank in Ado-Ekiti. A descriptive survey research design was embraced and the sample size was 80 using simple random sampling. Primary data used for the study were gathered through the administration of structured questionnaire. Data gathered were analyzed using standardized linear regression analysis. The result showed that online recruitment significantly affect organisational effectiveness ($t= 3.376, p<0.05$). Thus, in conclusion, it was shown that online recruitment was significantly and positively related to organisational effectiveness in modern competitive environment in Ado-Ekiti.

Keyword: Effectiveness, Organisation, Online Recruitment

1. INTRODUCTION

The rapid technological change in recent time and introduction of information and communication into people's daily lives has seriously increased the amount of information available at all levels of their social environment. Steadily, People have been embracing internet for knowledge and skills improvement as well as developing their career. In addition, job seekers are increasingly using Web services such as LinkedIn, mails, job search sites and social media platforms (Faliagka, Tsakalidis & Tzimas, 2012). Contrarily, many organisations use online knowledge management systems in hiring employees, exploiting the advantages of the World

Wide Web. In view of the above, the system is termed electronic recruitment systems and automates the process of publishing positions and receiving applicant's curriculum vitae (Alateyah, 2019). In recent times, the importance of having an effective human resource management system cannot be underestimated as it is concerned with staff and management policies as well as the systems that influence the workforce. An organization is made up of four major resources namely: manpower, money, materials and machineries. However, other resources are coordinated, controlled and utilized through man which makes man among other resources the most powerful and relevant resources (Daniel, 2019).

Internet recruitment is one of the greatest recruitment techniques available to recruiters currently for discovering talents and best job candidates suitable for vacant positions in organisations. However, this has rendered traditional means like newspapers advertising an obsolete recruitment method. Therefore, the process of using internet to identify and attract potential employees to organization has been termed as electronic recruitment which interchangeably referred to as online recruitment in the context. Online recruitment has proved to be an advantage for the job seekers over the past decade. Internet is a medium which connects the job seekers and the employer for the recruitment purpose. Consequently, the electronic recruitment takes care of the entire recruitment process, from placing the job advertisements, receiving the resumes and selecting the right candidates for the right job in a simplified and cost effective manner (Ashok & Priyanka, 2014).

In view of this, it is understood that poor recruitment decisions can continue to affect organizational performance and limit organisational goal achievement. With this, it will take a long time for organisations particularly banks in Nigeria to identify and implement new, effective recruitment strategies which acquiring and retaining high quality talent is critical to an organization's success. As the job market becomes increasingly competitive especially in the banking industry and the available skills grow more diverse, recruiters need to be more selective and critical without any preference in their choices, since poor recruiting decisions can create long term negative effects on organisational performance among them is high training and development costs. Therefore, there need to minimize the incidence of poor performance and high turnover which can affect staff morale, quality of services and staff retention as the outcome of the organisation dictates its competitive strength through effective internal coordination of resources.

Problem Statement

According to Daniel (2019), the quality of staff of an organization is one of the factors that determine the level organizational success with respect to realizing organisational objectives of increased productivity, efficiency and effectiveness. One of the most effective ways of enhancing and maintaining high level of performance in any organization is through recruiting qualified and well-motivated candidates based on online source. Lack of information and evidence of recruitment and selection processes within banking industry may inhibit organizational set goals and objectives. The overall target of the banking sector can be jeopardized if adequate recruitment practice is not effectively put in place. Therefore, there is the need for management to put in place strategies that will assist recruitment of best and skilful employees to achieve organizational goals and objectives.

Banking sector is one of the most competitive private business sectors in Nigeria. However, the quality of service rendered is very germane as it affects customer patronage, customer retention, market share, profitability, effectiveness and competitiveness. Customers are very important assets to banks recently which banks need to handle and relates with them professionally. In view of this, banks in their best interest must embrace any technological change that can ensure their

competitiveness and improve the quality of service rendered to customers and also, to minimize operation cost. In most developed parts of the world, recruitment is being practiced through the internet in both public and private organizations. Currently, it is also adopted in the Nigerian banking sector indicating how workers are recruited and selected (Daniel 2018). To this end, this study would investigate the nexus between online recruitment and organisational effectiveness and competitiveness in the Nigerian context with reference to selected banks in Ado-Ekiti.

Research Objectives

The specific objectives are to:

Examine the influence of online recruitment on organizational effectiveness in modern competitive environment.

Significance of the Study

This study would be of immense benefit to the selected banks understudy as regards the importance and role of online recruitment to organisation success, effectiveness and competitiveness. Furthermore, the study shall be of great help to managers of Nigerian banks on the need to change with recent digital technological trend globally. Finally, the study would serve as support academically to widen the researcher's knowledge in the field of human resources management.

2. LITERATURE REVIEW

Online Recruitment

Online Recruitment is the process of hiring a suitable candidate for the vacant position using electronic devices and other social media. Firms employed internet to reach large number of applicants in order to hire the best talented person at less cost compared to physical recruitment process. The process covers the entire recruitment process like screening, sourcing, interviewing and recruiting them with respect to the job requirement more effectively and efficiently. Job vacancies of an organisation can be posted on the net, where the jobseekers can easily find out job according to their education and qualification. By doing so, it has helped to reduce fraud advertisement and fake agencies online. Therefore, it is left to the applicants to enquire once a twice before they could spend on it. Banks re-undertake their online portals during every new opening. It will be easier for the jobseekers to get updated without any queries and it is in the interest of the applicants to be a part of a firm or not. Thus the website of an organisation seems to be official and considered to be an essential element of electronic recruitment (Akila, Vasantha & Thirumagal, 2020).

Electronic recruitment is defined, according to Ashok and Priyanka (2014) as the process of using internet to identify and attract potential employees to the organization. Also, Taylor (2001) defined electronic recruitment as the online process of attracting suitable candidates via electronic means. It also, according to them, provides convenience in selection process where it instantly matches candidate's qualification, skills, experience with job description, consequently informing the prospective candidate for its selection prospects. Parry and Wilson (2009) assert that electronic recruitment can be understood as recruitment carried out by the use of various electronic means. They view online, internet or web-based recruiting as the use of internet to identify and attract potential employees such as advertising a vacant position and attracting a pool of applicants through corporate websites and internet job board (Borstorff et al., 2007). Cole (2002) the principal purpose of electronic recruitment is to attract sufficient and suitable employees to apply for vacancies in the organization.

An electronic recruitment system is a back-office system for administrating the recruitment process which is normally designed to allow applicants to submit their data electronically. Electronic recruitment can thus be perceived as an umbrella term covering recruitment activities performed using various electronic means and the internet, including online recruitment and electronic recruitment system (Anna, 2010). Hausdorf and Duncan (2004) stated that internet recruitment involves the use of the internet as a channel through which jobs are posted and information is provided with respect to the application process. In the same vein, Kuhn (2003) defines internet recruitment as taking advantage of internet technology to fill job vacancies of an organization. Harris (2005) described the definition of internet recruitment as any method of attracting applicants to apply for a job that relies heavily on the internet.

Furthermore, Lievens and Harris (2003) distinguish internet recruitment methods between we-find-you approaches and you-find-us approaches. He said we-find-you approaches refer to methods where the organizational recruiter searches for applicants, you-find-us approaches refer to methods where the organization placed job advertising and the initiative to apply lies with the potential job applicant. Online recruitment as a technological innovation, online recruitment improves the process of recruiting knowledge through the internet. It also allows organizations save costs, update job offers and status at any point in time, shortens the recruitment cycle time, identifies and selects the best knowledge potentials out of a wider range of candidates while giving the organizations opportunities to improve their profiles and images. Furthermore, better and faster recruiting constitutes a competitive advantage against organizations businesses within the same banking industry. Most job seekers are comfortable with applying for jobs online compared to the traditional methods due to cost minimization and time saving with the possibility of browsing through a wider range of job offers (Daniel, 2018).

Organisational Effectiveness and Competitiveness

Organizational Effectiveness involves examining the alignment between the key areas of the organisation and improving them, nullifying the trade-offs between reliability, speed and quality in those areas, designing of effective strategies in those core areas and facilitating capability building, redesigning structure, modifying processes. Effectiveness is thus a broad concept that takes into consideration a range of variables at various levels. Organisational effectiveness evaluates the extent to which the multiple goals are attained. Organizational effectiveness is a perception of how effective an organization is with respect to achieving organisational pre-determined objectives. An effective organization is one in which all element of the organization are satisfied. Therefore, such organization is in a better position to transform the inputs into output. Thus effectiveness shows the capacity of resource utilization of an organization (Dalvi & Shelankar, 2018). However, this study embraces productivity, performance, quality service, market share and profitability and increased patronage in the context of organisational effectiveness.

Oluremi and Gbenga (2011) asserted that business organisation willing to succeed must develop a clear understanding of the trends of business environment and forces that shape competition particularly in the banking sector where there is intense competition compared to other private sectors in Nigeria. The understanding in question will enable the organization to choose the appropriate strategy that fit the trends in the business environment which mostly centred on technology arrived at through environmental scanning analysis with focus on the variables such as strengths, weaknesses, opportunities and threat (SWOT). Similarly, Adeoye (2012) supported that the dynamic and rapidly changing environment in which most business organizations compete is important that organizations maintain their performance measurement system through adoption of appropriate strategies that would provide information found to be relevant

to the issues that are of paramount importance. Therefore, to compete favourably, there must be proper coordination of resources and effective technology handling in this global world.

3. METHODOLOGY

The study was conducted in Ado-Ekiti. The study is a descriptive survey design. Data were gathered through primary source and structured questionnaire was administered to the target respondent. The study's population comprised the entire staff of the selected (Access and GT bank) banks. The banks were selected based on their technological advantage and capacity. Forty (40) staff were randomly sampled in each bank bring the total to eighty (80) staff. The research instrument was subjected to content and face validity. Inferential statistic including the use of simple percentages and frequency table was used to analyze the demographic information. The data generated through questionnaire was analyzed via linear regression.

Data Analysis

Description of Respondent

Structured questionnaires were administered to 80 respondents while 60 questionnaires were retrieved for analysis.

Table 1: Respondents Demographic Distribution

Variables	Frequency	Percent
Gender		
Male	32	53.3
Female	28	46.7
Total	60	100.0
Marital Status		
Single	14	23.3
Married	46	76.7
Total	60	100.0
Academic Qualification		
OND	13	21.7
HND/B.Sc	43	71.7
MBA/M.Sc	4	6.6
Total	60	100.0
Age		
Below 30	29	48.3
31-40	17	28.3
41 Above	14	23.4
Total	60	100.0

Source: Field Survey, (2020)

Table 1 depicted that (32) 53.3% of the respondents are Male while (28) 46.7% of the respondents are Female which implies most of the respondents are Male. Considering marital status, it was shown that (14) 23.3% of the respondent were single while (46) 76.7% of the respondents were married thus implies majority of the respondent were married. Educational background depicted that (13) 21.7% of the respondents were OND holder, (43) 71.7% of the respondents were B.Sc/HND holder and (4) 6.6% of the respondents were MBA/M.Sc holder thus implies that

majority of the respondent were HND/B.Sc holders. Looking at Age status, (29) 48.3% of the respondents are below 30 years of age, (17) 28.3% of the respondents are between 31-40 years of age while (14) 23.4% of the respondents are above 41 years of age thus implied that most of the respondent falls below 30 years of age.

4. INTERPRETATION OF RESULT

Table 1: Effect of Online Recruitment on Organisational Effectiveness

Variables	Beta	T-Statics	P-value
Constant	1.846	2.402	.000
Online Recruitment	0.373	3.376	.000
R	.604*		
R²	.365*		
R²	.309*		

Source: Author's Field Survey, (2020)

Table 2 revealed that the regression co-efficient between online recruitment and on organisational effectiveness showed a positive figure of 0.604, this indicates that there is a strong positive relationship between organisational effectiveness and online recruitment thus implied that the explanatory variable has a positive effect on organisational effectiveness. The co-efficient of multiple determinant (R²) with a co-efficient of 0.365 shows that the explanatory variable can explain 36.5% of the behaviour of organisational effectiveness while the remaining 63.5% can be explained by the stochastic variable or other variables that were not put into consideration. The adjusted R² further confirms the result of the R² with a co-efficient of 0.309, which shows 30.9% explanation of the behaviour of organisational effectiveness by the explanatory variables after adjustment while the remaining 69.1% is explained by the error term.

From the table it can be deduced that the value of constant parameter is given as 1.846 and organisational effectiveness is 0.373 respectively. The regression result above shows that organisational effectiveness is constant at 1.846; this implies that if the explanatory variable is held constant, organisational effectiveness will increase by 1.846%. The co-efficient of online recruitment is given as 0.373, this showed that the online recruitment has positive effect on organisational effectiveness and therefore implies that an increase in online recruitment will result to 37.3% increases in organisational effectiveness. Since the T statistic showed the significance of online recruitment on organisational effectiveness, the study accepted alternate hypothesis and rejected otherwise. Hence online recruitment has a positive and significant effect on organisational effectiveness.

5. DISCUSSION OF THE FINDINGS

This study analysed and interpreted the data collected from the respondents through linear regression and tested the hypothesis through T-statistic. It is discovered from the findings that there is significant relationship between online recruitment and organisational effectiveness in the banking sector. However, the study revealed the tendency for cost reduction, time saving and information accuracy stemming out of online recruitment and its implications in determining the effectiveness of organisation and improving organisation competitiveness in the banking sector. The outcome of the study was however revealed from the opinion of the selected banks in Ado Ekiti.

Conclusion and Recommendation

This study assessed an evaluation of online recruitment and organisational effectiveness in modern competitive environment. The study found that online recruitment has Positive and significant effect on organisational effectiveness. However, alternate hypothesis was accepted and the null hypothesis was rejected. Hence, concluded that online recruitment is positively related to organisational effectiveness in the banking sector.

Based on the study findings, it is recommended that banking management should encourage and embrace online recruitment since it is cost effective and help to increase competitiveness in the banking industry. Furthermore, the adoption of online recruitment will ensure effective hiring of best brains attracts talents and bring in skilful employee to fill the vacant position without bias and preference for any applicants.

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