Managing E-Recruitment in Pakistani organizations: Cost and time efficient approach to create HR Value leading to Business Value

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Abstract

The results of managing e-recruitment in various organizations assessed the delicate fashion of online process-looking activities, which increased significantly. Five motivators of job seekers have been recollecting on this take a look, "Time-saving" is the top motivator, followed by the way of "surfing extensive places of employment", "global employment pool", "easiness" and "value-effective", respectively. These motivators encourage job seekers to go online to look for employment. The study recommends that HR practitioners be more aware and focus on online recruitment in Pakistan to attract many able-bodied personnel in less time. Invest more in developing online recruitment devices to get big go back on funding in a long way for cost-effective strategies. Technology has become an essential factor for a business community; e-recruitment also plays a vital role in the development of a talent pool for an organization. E-Recruitment thus helps to create the value of human resources, which can align and achieve business value. This paper aims to examine factors that are affecting the implementation of e-Recruitment in Pakistan. This research is based on four elements: age, education, cheating insecurity, and lack of information. It reveals that age, cheating issues, and low intake affect the implementation of E-Recruitment in Pakistan, whereas education level does not have any impact. This research will provide a framework for an organization to work accordingly and start implementing e-Recruitment in Pakistan, which is essential in a modern era of technology.

Keywords: E-Recruitment in Pakistan, Hiring Variables, Cheating Issues in E-Recruitment, Education Level in the Implementation of E-Recruitment, Age Factor in the Implementation of E-Recruitment, Issues of E-Recruitment, Challenges of E-Recruitment

Introduction

Background of the study:

The employment sector always remains closely linked with an economic factor of the country; Pakistan's economic growth has remained uneven since the inception of independence. A growth strategy can never be used to help Pakistan grow and develop as a whole (Amjad, 1982).

Economic growth significantly reduced employment in Pakistan (Financial Survey Pakistan, 2015-16). Blurred vision and poor fiscal decisions darken confidence in growth, which causes distress among youngsters and workers. There is no modernization in agriculture, development zones and land reforms; employment is under severe stress. (Malik, M. A., Syed, I. A., Khan, A., Rifaq, F., & Chaudhary, K., 2021).

However, the basis of a general study related to hiring reveals an immature gap between employers and employees and no awareness of the requirements and expectations, which leads to a drawback in the development of Pakistan's economy. Anderson (2000) cites e-recruitment as the main amendment to how organisations recruit candidates conventionally (Anderson,2000). Net access in organisations also facilitates people to hunt and apply via the website. Most professionals and students use corporate websites, LinkedIn, and other hiring platforms to apply for open positions.

The main target of this project is to see and note the introduction of e-recruitment in Pakistan. In 2003, an Internet-based tool base for recruitment became popular (Parry & Wilson, 2009). As information technology gets better and more complicated, recruitment is also moving from being done by hand to being done electronically and electronically.

Scope of the Study

As e-recruitment is not established and familiar in Pakistan, the focal idea is to show and validate how it could help in recruitment and other matters, which leads to efficiency and effectiveness in hiring the right person for the right job.

In urgent hiring, companies do not have proper screening pipelines to fulfil requirements as per job description and specification, which leads to the hiring of incompetent resources, resulting in a waste of time, money, and energy. With the modern technological revolution, it is possible to set criteria and screen candidates as per the job's particular requirements; an e-recruitment process becomes crucial for employers to select the right candidate promptly.

Statement of the Problem

According to Parry and Wilson in 2009, recruitment has been described as the 2nd most significant function of human resources, but unfortunately, in Pakistan, very few companies have implemented e-recruitment while others have a limited perspective of its use. For example, it is used only to advertise a job on their website and to create a pool of interested candidates, and it does not emphasize the wide range of services available for e-recruitment, from job advertisement to final selection. According to Cober et al. (2003) research, no recruitment effort in today's world is complete without the internet.

Objective of the Study:

This project aims to view and notice the implementation of E-recruitment in Pakistan, as we can observe the trend of the world has changed from a traditional hiring style to electronic media (Maslach, Schaufeli & Leiter, 2001). E-recruitment is established and implemented globally, primarily in developed countries, and many positive traces are also found in developing countries. Still, unfortunately, it has not been based in Pakistan so far.

We will examine E-recruitment to increase the awareness of HR Heads, HR Managers, Recruitment Managers and Hiring Managers towards implementing the e-recruitment concept.

Research Questions:

H1: The age factor affects the adoption of e-recruitment implementation.
H2: Educational level influences the adoption of e-recruitment implementation.
H3: The cheating issue influences the adoption of an online assessment.
H4: Low Information during the online interview affects the adoption of online interviews in Pakistan.

Research significance:

In this day and age, traditional recruitment methods have changed with the advent of the internet. Most people use the internet to find the best job for them. Her website for job portals, social networks, and companies speeds up the hiring process and helps you find the best candidates for various job vacancies. Find jobs according to your education, skills, and work experience with a click or a tap on your mobile screen.

Research Gap Identification:

Initially, the researcher examines the literature on E-recruitment to assess the technologies like different online portals (Martin & Reddington, 2009) In this study, the researcher links the theory of E-recruitment with the previous studies (Dineen & Soltis, 2011); Organizational success depends on more than just the E-Recruitment process; it also depends on the careful development and implementation of the HR system. (Pin and others, 2001).

The study by Hassan Subhani, et al. (2012) found that candidates had included fraudulent credentials and work history in their resumes. As a result, in developing nations, meeting potential employees in person is the recruiter's first choice for the hiring process. The private sector is crucial to Pakistan's prosperity. Many private companies have switched to an online recruitment process since a company's foundation is its workforce (human capital). (Malik, M., & Mujtaba, M. 2018). Pakistani citizens have easy access to the internet, which gives them the chance to apply for several jobs at once. According to Kazi, A.K., and Mannan, M.A. (2013), Pakistani businesses are interested in and eager to implement the system. Because of the low cost and quick response, more than 80 to 90 percent of major corporations have their own websites and use them for recruiting. (Imam, H., & Batool, S. N. 2013).

Review of Literature

The academic community and loose academics in Pakistan have not been the only ones drawn by the difficulty of online registration. The study reads publications to evaluate limited Internet usage, including Hierarchical records are frequently used in this study, and essential data are generated using quantifiable derivative research tools. The study took into account several surveys carried out in various areas of the industry and referenced and stated where they were inevitable. It analysed electronic registrations, hypothetical alternations of occurrences, and inductive reasoning. The Pakistani population's general attitude has altered due to internet dating in the western region. A significant component of the human capital methodology is recruitment. (Cascio, 1998) differentiates organisations that use electronic registration to look for planned work. Once more, from the perspective of powerful job seekers, the internet has altered the board process's most significant component of human resources (Warner, 2007). The debate over the traditional and cutting-edge application and job searching methods is still going on, and it's driving an increase in the amount of writing done to examine the benefits and cons of the two approaches.

The ability to apply online is also a well-considered amount of freedom (Kebede, 2017) Still, a lack of personal contacts and user-unfriendly equipment might also create. Quick response time and reasonably low cost while using buried as a tool for enrollment and job searching are the most crucial factors to be considered by professionals. An estimated one out of every four job searchers in developed nations uses the internet to look for employment opportunities uncertainties (Alwi, S. K. K., & Shaiq, M. 2021)

Additionally, 75% of HR professionals employ web enrollment strategies in developed countries, such as online career sheets (Khan, 2018). Online job searching and selection also extend to incrementally innovative enrolment tools, paving the way for developing relationships between schools and job seekers. E-searching and e-enrollment tools are becoming more and more

common on the internet. They affect both job seekers and companies after the first stage of enrollment and during the willpower stage.

Age factor affects the adoption of the e-recruitment implementation:
E-recruitment can completely revamp the recruitment process more successfully and conveniently and will also improve the image of an organization and make it more prominent (Fournies, 2000). One of the essential factors behind this is the age factor, as most people in the government and organization owners are old. They were not familiar with e-recruitment old methods and techniques of recruitment; thus, they do not favour e-recruitment and want to use the old way for this purpose (Parry & Wilson, 2009).
In this investigation, papers are used to look at the random ways people use the internet, such as inviting applications by email instead of found versions of intentional people and encouraging them to visit websites for business forms and digital entries.

Educational level influences the adoption of e-recruitment implementation:
E-recruitment has its pluses and drawbacks, but the benefits are high compared to the previous system. We can minimise time, and messages can reach a maximum number of people without spending too much time and money (Bingham, Davidson & IIG, 2002). It also provides access to establish accurate contact, and self-assessment can be done to gauge an employee's skill; thus, it helps organisations select a person for the right job (Cober et al, 2000). Most educated people want access to their studies and employment with a straightforward method, and e-recruitment makes it possible for them to get easy access (Adams & Totten, 2004).

The cheating issue influences the adoption of online assessment:
Some believe e-recruitment can involve cheating (Alwon & Reitz, 2000). E-recruitment enables you to access actual data that may lead to a conflict, as this can be watched or observed by someone else. The e-recruitment also allows you to manage the entire file and observe whether it is the right person or not, and whether the person does the job. And if Pakistan owns such methodologies, then the country's future is very bright, and everyone can be a beneficiary of this system (Martin & Reddington, 2009).

Low information during the online interview affects the adoption of online interviews in Pakistan

The interviewer provides little information; thus, gauging an individual based on low information is significantly difficult. Furthermore, it is also challenging to identify the functionality and skills of the interviewer. So, it is not appreciated in most organizations in Pakistan; people think physical presence will give them more chances to show their aptitude and skills than online e-recruitment (Tong 2009). Once the candidates get settled, they will be more motivated to apply for jobs online, return to similar websites for prospective applications, and

recommend that more relatives and friends use those online job portals (Galhena & Liyanage, 2014).

These reasons include a lack of information about the job, the company and its policies, ignorance, and difficulty in using different job sites. The TAM model is depicted below:

Source: Davies, 1989 As per the "critical contact theory," candidates make decisions regarding their desirability to a specific employer related to the moments of interaction in the organisation (Spivy, 2021). Under these circumstances, access to complete information about the position and organisation might be restricted. In this case, the candidates fall on those parts of the organization's important contact signals.

Likewise, the "signaling principle" explains how companies deliberately misrepresent the facts to pass on optimistic organizational traits and minimize information unevenness (Spence, 2002). At the time of the signalling procedure, it's based totally on the decision of the sender regarding which statistics are transmitted and how to convey precise facts. In net-based total recruitment, the signalling concept is ready for the missing different agency's information. The candidates will conclude the enterprise via significant peripheral indicators drawn from the internet site. It happens because applicants accept that those characteristics constitute the entire organisation (Johnson et al., 2016). Based on these contemporary associations, it is contended that special e-HRM structures function as instants of critical touch for process searchers by signalling the statistics associated with the organisation brands in data unevenness.
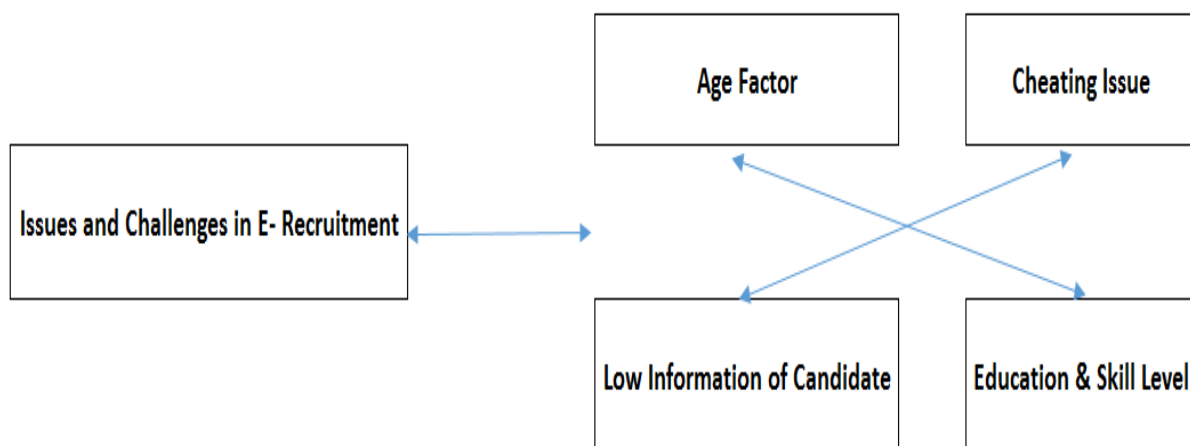
Conceptual framework

Figure 1 *Framework*

Research Methodology

Research Philosophy

The researcher in this study applies the positivist research philosophy. The positivist philosophy was employed in this investigation for this reason: the researcher is using current ideas to develop hypotheses. Also, positivism is used in this study because the researcher is working with numbers and numbers that can be measured (Pham et al., 2020).

Research approach

In this research, the quantitative approach has been used for the collection and analysis of data. The quantitative method is based on numbers that are measurable and serve as a systematic method of examination of occurrences and their relationships. In this regard, the study conducted by Allen et al. (2007), in which the author also used a quantitative research approach and also used a primary method of data collection, strongly supports the research approach of this study.

Sample and sampling Techniques.

This sample has been made by a purposive sampling technique. This approach is used because the researcher wanted to target a small number of respondents to participate in the survey and their feedback represented the entire population (Davies & Hughes, 2014). The purposive sampling technique was also used in the study of Hosain et al. (2016), in which the respondents who were aware of the subject were selected for the study. To include the respondents in the study, the researcher took consent from participants and asked them to provide their responses through a questionnaire. The number of HR professionals who were invited to give their reactions and participate in the study was around 215. The sample size of 215 was selected because Hosain et al. (2016) also collected data from 227 graduates in their research, which was similar to this study.

Measures

All the measures are validated, and the questions are adapted from different questionnaires related to our study. The questionnaire was divided into two parts. The first part of the questionnaire included demographic questions regarding age, gender, experience, name of the organization, and designation. The second part of the questionnaire included questions related to four different constructs, including E-recruitment as the dependent variable and age, low information, education level, and cheating issues as independent variables. The instrument was adapted from the study of Risa (2016) entitled "Impact of E-Recruitment on Human Resource

Supply Chain Management: An Empirical Investigation of the Service Industry in an Indian Context". There were 20 items in total, and each construct included four things.

To enhance the validity and reliability of the data, the questionnaire was pretested on a sample of 25 HR professionals before the actual data was collected. After obtaining some of the pretest results, there were some minimal changes made in the wording of items. It is based on the Unipolar Likert Scale (1 is high and 5 is least) and the Ordinal Scale (Yes/No). The Cronbach's alpha test is used for checking the reliability of items of different variables. This test is used to ensure the internal consistency of the item before using various statistical analysis on the dataset. The inter-correlation is also calculated among different variables to identify the relationship among variables.

Data & Variable

For the data collection, different organisations will be selected. We observe the conditions for hiring, payment, and process involved in the recruitment, then compare them with other organisations following the e-recruitment process. We will meet with HR managers and recruitment managers in order to gather comprehensive information about the recruitment process and the issues faced by them. Different observations and questions will be asked related to e-recruitment and previous methods for recruitment; finally, we will compare both scenarios to have a better conclusion and find a better method of e-recruitment. Later, facts will be shared with them so they understand the importance and advantages of e-recruitment and may implement this in their organizations.

Statistical Technique

Chi-Square & Regression was used for the analysis of the collected data.

Results & Discussion

Table. 1
Reliability test

Cronbach's Alpha (Overall)	N of Items
0.828	47

Cronbach's Alpha is the internal consistency model, which is based on the average correlation. Here the value of Cronbach's Alpha is 0.828, which indicates that the data is consistent and reliable.

Variable	Cronbach S Alpha	N of Items
The age factor affects the adoption of e-recruitment.	0.621	8
Educational level influences the adoption of e-recruitment.	0.520	12
The cheating issue influences the adoption of an online assessment.	0.718	24
Low information during the online interview affects the adoption of online interviews in Pakistan.	0.223	3

Research model:

$$EI = \alpha + \beta_1(AF) + \beta_2(EL) + \beta_3(CI) + \beta_4(LI) + \varepsilon$$

Findings and interpretations of the result

In this section, the data has been analyzed using the software Statistical Package for Social Sciences (SPSS). In this section, initially, the researcher analyzed the demographic information of the participants and then carried out descriptive and reliability tests of the collected dataset. Moreover, the researcher has conducted a correlation test to check the association among the variables and used the multiple linear regression (MLR) technique to test and examine the developed hypothesis.

Table 2

The demographic statistics of the participants are demonstrated through the below tables

Demographics	Category	Numbers
Gender	Male	79
	Female	136
Education Level	Bachelors	113
	Masters	102
Age	18-25	98
	26-35	90
	36-45	14
	46-55	10
	56-65	3
Working Experience	0.1-2 years	79
	2.1-5 years	49
	5.1-8 years	43
	8.1 years and above	44

:

H1: Age factor has an effect on the adoption of the e-recruitment.

Table 3

Chi-Square Tests			
	Value	**Df**	**Asymp. Sig. (2-sided)**
Pearson Chi-Square	.896[a]	2	.639
Likelihood Ratio	.897	2	.638
Linear-by-Linear Association	.110	1	.740
N of Valid Cases	280		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 20.12.			

The above table is known as Chi-Square test that is used to study the relationship between the categorical variable. Significant value is 0.639, which is greater than 0.05. hence the above hypothesis statement is **Retained.**

H2: Educational level has an influence on the adoption of e-recruitment.

Table 4

Chi-Square Tests			
	Value	**Df**	**Asymp. Sig. (2-sided)**
Pearson Chi-Square	36.716[a]	3	.000
Likelihood Ratio	46.895	3	.000
Linear-by-Linear Association	2.351	1	.125
N of Valid Cases	280		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.36.			

The above table known as Chi-Square test that is used to study the relationship between the categorical variable. Significant value is 0.000 which is less than 0.05. hence the above hypothesis statement is **Rejected.**

H3: The cheating issue has an influence on the adoption of an online assessment.

Table 5

Model Summary			
Multiple R	**R Square**	**Adjusted R Square**	**Apparent Prediction Error**
.145	.021	.002	.979
Dependent Variable: Do you support the implementation of the online assessment concept in Pakistan? Predictors: Cheating, Low Information			

The above table is known as a model summary that explains the overall strength of the applied model. From the above table, it can be seen that the value of adjusted r square is 0.002 or 2%, and that shows if a one-unit change occurs in the predictor(s) it will create the 2% change in the variation of the dependent variable.

Table 6

ANOVA					
	Sum of Squares	**Df**	**Mean Square**	**F**	**Sig.**
Regression	4.528	4	1.132	1.130	.344
Residual	210.472	210	1.002		
Total	215.000	214			
Dependent Variable: Do you support the implementation of the online assessment concept in Pakistan? Predictors: Cheating, Low Information					

The above ANOVA table helps in the validation of regression model. From the above table, it can be seen that the significant value of ANOVA is 0.344 that is greater than 0.05. The greater significant value suggests that the applied model is not explaining the model well.

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Table 7

Coefficients					
	Standardized Coefficients		Df	F	Sig.
	Beta	Bootstrap (1000) Estimate of Std. Error			
Cheating	-.069	.153	2	.203	.817
Low Information	.151	.150	2	1.017	.364
Dependent Variable: Do you support the implementation of the online assessment concept in Pakistan?					

The above table is known as a coefficient table that helps in analyzing the relationship exists between the dependent and independent variable. From the above table it can be seen that the beta value of cheating is -.069 that shows there is a negative relationship exists in between cheating and the adoption of online assessment. Based on the greater significant value (> 0.05) of cheating, it is concluded that cheating has a negative impact on the adoption of an online assessment. Significant value is .817; hence, the given hypothesis statement is **Retained.**

H4: Low Information during the online interview has an effect on the adoption of online interview in Pakistan.

Table 8

Coefficients					
	Standardized Coefficients		Df	F	Sig.
	Beta	Bootstrap (1000) Estimate of Std. Error			
Cheating	-.069	.153	2	.203	.817
Low Information	.151	.150	2	1.017	.364
Dependent Variable: Do you support the implementation of the online assessment concept in Pakistan?					

The above table is referred to as a coefficient table, and it aids in analyzing the relationship between the dependent and independent variables. From the above table, it can be seen that the beta value of low information is 0.151, which shows there is a positive relationship exists between low

information and the adoption of online assessment. Based on the greater significant value (> 0.05) of low information, it is concluded that low information has a positive impact on the adoption of online assessment. However, this finding is insignificant. The significant value is.364. Hence, the given hypothesis statement is **retained.**

Table 9

Hypothesis Assessment summary

S.NO.	Hypotheses	Sig Value	Empirical Conclusion
H1	Age factor has an effect on the adoption of the e-recruitment.	0.639	Retained
H2	Educational level has an influence on the adoption of e-recruitment.	0.000	Rejected
H3	The cheating issue has an influence on the adoption of online assessment.	0.817	Retained
H4	Low information during the online interview has an effect on the adoption of online interview in Pakistan.	0.364	Retained

Discussion

This study investigates has contributed in the field of human resources in fashion and recruitment, specifically by investigating the recent trend of e-recruitment with a particular emphasis on e-Recruitment behaviour and its challenges. This research examines the effect of e-recruitment on four primary parameters. The age issue has an impact on the adoption of e-recruitment. The educational level has an influence on the adoption of e-recruitment. The dishonesty issue has an effect on the adoption of online assessment. The low information at some point of the net interview has an effect on the adoption of online interview in Pakistan.

In the old recruitment system, the data was stored on hard drives, so there was a possibility that it could be lost or misplaced. If this happened, there was no option available for recovery. But with e-recruitment, companies can recover data.

- Via an online system, companies can get access to data anywhere in the world.

Most educated people want to have access to their studies and jobs with a very easy method, and e-recruitment makes it possible for them to get that access. Developing countries, including Pakistan, have a massive issue in terms of cheating due to a lack of state of the art systems in order to protect this issue. The age factor also plays a pivotal role. It is very difficult to recruit experienced candidates through E-Recruitment as they resist technology-related change. Furthermore, one cannot gauge the complete parameters of an individual personality just based on an online assessment. There are other behavioral attributes that can only be gauged during in-person interviews and assessment.

Conclusion

So we can say, companies in Pakistan are required to step up and start implementing E-Recruitment in order to create a transparent and efficient recruitment system. The studies' findings estimate a completely favorable environment and the reaction for on-line process searching for an emerging device. Hence, e-recruitment is a key for businesses to maintain aggressive efficiency levels and excessive productivity in Pakistan (Khan, 2018). E-recruitment is a field that has resources all over the world and is becoming a useful tool in human resources.

Limitations

Every study, irrespective of how well it is conducted, has some boundaries. The most vital limitation is time for conducting any research. Due to time constraints, the sample size was set to the base level. The factors which are taken can be enhanced for more relative and more noteworthy perceptiveness in understanding. Further, we have not focused in this research on all the industries of Pakistan. For example, we have not targeted pharmaceutical industries in our research.

Recommendations and Implications & Future Research:

It is recommended that companies focus on the age factor and educational level while implementing the e-recruitment process. The age of an employee does affect this because elderly people are not familiar with the current technology and find difficulty in using it. In the same way, educational level also has a great influence on the adoption of e-recruitment. Pakistani organisations still have untapped potential for internet usage, which could transform the way companies recruit employees and the way individuals search for jobs, in general. It will also change the scope of HR, in particular.

Future research should be on the aftereffect of e-recruitment on company performance. The potential areas of future research can be in the domain of public sector organisations in Pakistan; A comprehensive study can be conducted that can discuss the chances of applying the whole E-recruitment concept. Another research can be conducted that will be the impact of psychology

while hiring individuals through e-recruitment. A large sample size can yield new results that will be beneficial on part of development of the E-recruitment concept in Pakistan.

Considering the findings of this study and the fact that technology adoption is making recommendations as a mediator between e-recruitment and HRSCM can be sent to the HR divisions of Pakistani private sector businesses.

1. It is necessary to make a "coordinated" effort while creating, putting into practice, and then utilizing modern solutions inside Pakistani businesses. The overall perception is that an electronic recruitment solution, for example, is "foisted" on the highest echelon of management personnel. At the first or medium level of management.
2. It is not necessary to immediately apply all available technical solutions. Implementing the systems should be done piece by piece. The goal should be to introduce new systems to the staff. One of the main reasons why Pakistani businesses don't use technology much is that they spend a lot of money on systems that people don't want to use.
3. The websites or online portals that some businesses use to advertise their open positions should be appealing and easy to use. These websites should be created with the candidates in mind, giving them additional convenience and comfort.
4. The company's HR databases need to be updated often.

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