

E-Recruitment and Quality Service Delivery of Rivers State-Owned Tertiary Institutions

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Abstract: *This study investigated the relationship between E-Recruitment and Institutional quality service delivery of Rivers State owned-tertiary institution. The population was 40 Human Resource Managers of the Rivers State Owned-Tertiary Institutions. A census study was adopted. The Cross-Sectional Survey research design was adopted to gather data from respondents. The Spearman's Rank Order Correlation Coefficient was adopted to test the hypothesis at 0.05 level of significance. The Cronbach Alpha was used to test the reliability of the instrument at 0.70 statistically, the finding revealed that, there is a significant relationship between E-Recruitment and quality service delivery of Rivers State Owned-Tertiary Institutions. The study concluded that there is a positive association between predictor and the criterion variables. The study recommended that Management of the institutions should implement a robust e-recruitment system that can revolutionize the hiring process, making it more efficient and transparent. By leveraging digital platforms, institutions can reach a wider pool of qualified candidates, reducing time and resources spent on traditional recruitment methods.*

Keywords: *E-Recruitment, Quality Service Delivery, Institutional Productivity*

INTRODUCTION

Organizations around the globe are in a continuous dilemma of maintaining business productivity. Most business organization managers around the world find it difficult to constantly achieve targeted business productivity due to the dynamic nature, open market competition and globalization characterized with the 21st-century industry. Firms in different industries around the world have experienced unstable productivity seemingly uncertain on strategies to employ in reacting to flexible policies and unstable performance arising from challenges in the local and international business context (Arokodare & Asikhia, 2020).

The decline in productivity of firms, according to Zafari (2017) cuts across developed, emerging and developing countries due to poor innovation capabilities and response to microeconomic and macroeconomic factor

challenges productivity like industry environmental factors, task environment, natural and technological environments, social environments, economic and cultural environments, and political, law and security environments coupled with the management of marketing content and product marketing. In developing countries especially African countries, harsh economic and external conditions have placed pressure on organizational performance (Bredenhann, 2019). The challenges facing firms operating in Africa are diverse and numerous such as political interference, lack of transparency, regulatory uncertainty, policy instability, ongoing infrastructure deficit, uncertainty, delays in passing laws, energy policies and regulations into law are stifling growth, development and investment (Pricewaters Coopers, 2018).

The dramatic changes in the business environment over the last four decades have forced organizations to respond in a strategic manner in order to survive and progress. Every strategic response made by the organization presupposes the involvement of people. People have a role to play in the implementation of strategic responses for they impact significantly on firm performance (Kandula, 2006). Organizations get their work accomplished through employees who perform different tasks. Therefore, in order to improve the performance of organizations, employee commitment is necessary as it promotes level of individual employee performance. An employee who is committed in the work place is of great value to the organization as they may need little or no supervision to accomplish the tasks assigned to them (Brown & Taylor, 2011 cited in Kamau, 2015).

John and Elyse (2010) asserted that there is no firm that can achieve peak performance in the current competitive business environment unless it makes optimal use of its employees. Every employee needs to be committed to the company's goals and objectives, performs their duties as effectively as a member of the team in order to realize organizational objectives. Employees need to partner with the entrepreneurs as they rely on the efforts of the entrepreneur to deliver on the organizational objectives. This is due to the fact employees want to be part of an organization that is successful, which pays

Research Hypothesis

From the foregoing, the following hypotheses are derived:

Ho₁: There is no significant relationship between e-recruitment and quality

E-recruitment

E - recruitment function is a sub process such as long and short-term candidate attraction, the generation, pre-screening, and processing of applications or the contracting and on boarding of new hires. Online job advertisements on corporate web sites and internet job boards, online curriculum vitae databases, different forms of electronic

well and offers opportunities for development and security of tenure (John & Elyse, 2010).

The computerization of HRIS had resulted in an integrated database of human capital files which produced reports for the human resource function and department. For this, the human resource department needed accurate and timely data with regard to its human resources. Digital human resource management supported organization planning, administration, decision making and control. The system supported modules and applications such as employee selection and placement, payroll, pension and benefits management, intake and training and development projections, career pathing, equity monitoring and productivity evaluation. The information systems increased administrative efficiency and reproduced reports 3 capable of improving decision making in human resources. Digital human resource management had also helped with projecting staffing demand and supply needs, improving both data maintenance process and data input process within the firm. The Digital human resource management improved the training process, eliminated procrastination of HR functions resulting to cost saving on the HR functions. The information generated from digital human resource management increased coordination between the HR department and the top administrators in organizations and mainly the operational managers.

service of Rivers State-owned tertiary institutions.

applications, applicant management systems, corporate skill databases, and IS supported workflows for the contracting phase are only few examples of the various ways by which information systems today support recruitment processes (Gurol, Wolf and Ertemsir 2010). In HR planning process it is easier to follow workforce gaps, the

quantity and quality of the labour force and to plan future workforce requirements with the help of HR knowledge systems (Dessler, 2005). Human resource information systems can support long range planning with information for labor force planning and supply and demand forecast; staffing with information on equal employment, separations and applicant qualifications; and development with information on training programs, salary forecasts, pay budgets and labor or employee relations with information on contract negotiations and employee assistance needs (Shibly, 2011).

Dery, Grant and Wiben argue that many companies have seen a need to transform the way human resource operations are performed in order to keep up with new technology and reducing the number of employees. The internet has therefore become an increasingly popular way to recruit applicants. Delivering human resource services online supports more efficient collection, storage, distribution and exchange of data (Dery, Grant &Wiben, 2009). Again, this is corroborated by Lengnick-Hall and Lengnick-Hall (2007), who attest that human resource information system provides a comprehensive database; which enables organizations to provide structural connectivity across units and activities and increase the speed of information transactions more particularly in recruitment processes. They observe that in so applying information system in recruitment makes the whole process easy and reducing of recruitment coats.

According to Ruel *et. al.* (2004) the importance of records systems is increasingly being recognized in organizations. Employees require information in order to carry out their official duties and responsibilities effectively and efficiently in a transparent manner. According to Northwest Territories (2002) the role of records system is to ensure that members of staff involved in different operations have the information they need when necessary. Several studies on e-recruitment analysed online recruitment in which most of the e-recruitment model in a Digital human resource management system reduce hiring costs by 90% in organizations

firms were using and also to provide appropriate selection of the employees through the module this is in firms in Belgium, United Kingdom and Netherlands. Studies done by Fayyazi and Afshar (2013) on e-recruitment in Iran firms concluded that e-recruitment was mainly about cultural and behavioural change which viewed it as end-to-end process which required updated networks and advertisements. The studies by Kar and Bhattacharya (2009) where they were able to assess relationship between e-recruitment and job satisfaction which they found out that the job portals had been very efficient for applying jobs for candidates and provided adequate customer satisfaction. The HRIS automation has helped the corporate human resource departments to facilitate the outsourcing of human resources (Barron et al, 2004).

The e-staffing systems contain an e-recruitment portal which is a subset of the HRIS system for applications for the recruiting and hiring functions. A good system will mainly automate the majority (70-80%) of the recruiting process. Companies usually used job boards like Monster.com or CareerBuilder and found large increases in applicant numbers, but many are unqualified for the positions due to the mass application being sent by the public. HRIS performs a record-keeping function. In this HRIS system, applicants' information and employees' data can be stored, retrieved and added to whenever the need arises. For example, if an HRM employee is asked to provide information on the academic documents of an applicant or employee, then he or she can quickly and efficiently search for this information in the data directory which contains details of thousands of employees (Kovach and Cathcart 1999). This module necessarily holds the following types of data about the employees: wage history, emergency and regular contact details, education records, training and certificates, disciplinary actions, injuries or illness data, and so forth.

With the introduction of digital human resource management system human resource management functions and processes are conducted electronically. The adoption of technology has allowed human resource managers not only to focus on administrative work but also develop well researched strategies and plans, enabling human resource planning to be aligned directly with overall business objectives. According to (Cheruto, 2005) in her study she was able to established that an effective

Quality Service

Quality service plays a crucial role in enhancing customer satisfaction and loyalty. According to Shanka (2012), providing high-quality service not only meets customer expectations but also exceeds them. When customers receive exceptional service, they are more likely to feel satisfied with their overall experience. This satisfaction leads to increased customer loyalty, as individuals are more inclined to continue doing business with a company that consistently provides excellent service. Additionally, satisfied customers are more likely to recommend a business to others, which can result in positive word-of-mouth marketing and increased customer base. Therefore, investing in quality service is essential for businesses to create a strong customer base and promote customer loyalty (Shanka, 2012).

Delivering quality service that meets and exceeds customer expectations is crucial for businesses to maintain a competitive edge in today's market. According to Kandampully (1998), one strategy for achieving this is by implementing a total quality management (TQM) approach. TQM emphasizes the importance of continuous improvement and customer satisfaction throughout all aspects of an organization. By adopting TQM principles, businesses can ensure that their service delivery processes are aligned with customer expectations. Additionally, Kandampully (1998) suggests that another effective strategy is to personalize the service experience. By understanding individual customer needs and preferences, businesses can tailor their services to create a more memorable and satisfactory experience. This can be achieved through techniques such as gathering customer feedback, conducting market research, and training employees to provide personalized and attentive service. Moreover, Kandampully (1998) highlights the

significance of employee empowerment in delivering quality service. Empowered employees are more likely to take ownership of their work and go the extra mile to meet customer expectations. By providing employees with the necessary training, tools, and authority to make decisions, businesses can create a culture of empowerment that drives service excellence. In conclusion, implementing a TQM approach, personalizing the service experience, and empowering employees are all effective strategies for delivering quality service that meets and exceeds customer expectations (Kandampully, 1998).

Quality service plays a crucial role in determining the success and competitiveness of a business in the market. According to Belohlav (1993), delivering high-quality service can have a significant impact on a company's overall performance and customer satisfaction. In today's highly competitive business environment, customers have become more discerning and demanding, and their expectations for excellent service have increased. By providing exceptional service, businesses can differentiate themselves from their competitors and gain a competitive advantage. Satisfied customers are more likely to become loyal and repeat customers, leading to increased sales and revenue. Additionally, word-of-mouth recommendations from satisfied customers can help attract new customers and expand the customer base. On the other hand, poor service quality can have detrimental effects on a business, leading to customer dissatisfaction, negative reviews, and ultimately, loss of market share. Therefore, businesses that prioritize quality service and continuously strive to improve it are more likely to achieve success and remain competitive in the market.

Research Design

The cross-sectional survey design was adopted and used for this study because it enables the researcher to take a snapshot of respondents analyse and as well as

generalization, it also was used because of its requirements to collect data from a wide range of subjects to elicit acceptable generalization.

Population of the Study

The population for this study consists of the four-government owned tertiary institutions in Rivers State. The institutions are as follows; Rivers State University, Ignatius Ajuru

University of Education Rumuolumeni, Port Harcourt, Kenule Benson Polytechnic Bori and Captain Elechi Amadi Polytechnic Rumuola.

Sample of the Study

This study will focus its data collection to the Establishment Unit of the Registry where personnel matters are handled in these institutions. However, preliminary field survey revealed that there are at least ten (10)

managers in each of the Establishment Unit in these institutions. These respondents will be drawn from administrative units, human resources unit, operations. Therefore, the study respondents were 40 HR Managers.

Method of Data Collection Techniques

Primary data will be collected through designed questionnaire to be distributed to all management and supervisory staff of all

selected Rivers State owned tertiary institutions in Rivers State.

Method of Data Analysis

The purpose of analysis was to the reduce data to intelligible and interpretable forms so that the relations of the research problems can be studied and tested. Data from the field will be sorted and cleaned. It will then be categorized and coded systematically and entered into the data editor of the Statistical Package for Social Sciences (SPSS) version

23.0. To examine the strength of the relationship between variables, Spearman’s Rank Order Correlation Statistics was employed. Analysis and tests for hypothetical statements was based on the adoption of a 95% confidence interval at a 0.05 level of significance.

Results

E-Recruitment and Measures of Institutional Productivity

Table 4.16 shows the result of correlation matrix obtained for e-recruitment and measures of institutional productivity. Also displayed in the table is the statistical test of

significance (p - value), which makes us able to answer our research question and generalize our findings to the study population.

Correlations matrix for E-Recruitment and measures of institutional productivity

			E-Recruitment	Service Quality	
Spearman's rho	E-Recruitment	Correlation Coefficient	1.000	.810**	.718
		Sig. (2-tailed)	.	.000	.000
		N	35	35	35
	Growth Rate	Correlation Coefficient	.810**	1.000	.767**

	Sig. (2-tailed)	.000	.	.000
	N	35	35	35
Resource Optimisation	Correlation Coefficient	.718**	.767**	1.000
	Sig. (2-tailed)	.000	.000	.
	N	35	35	35

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output

RQ1: What is the relationship between e-recruitment and quality service of Rivers State-owned tertiary institutions?

The correlation coefficient (rho) result in table above was used to answer research question 1. Table shows a Spearman Rank Order Correlation Coefficient (rho) of 0.810 on the relationship between e-recruitment and quality service. This value implies that a very

strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in quality service was as a result of the adoption of e-recruitment. Therefore, there is a very strong positive correlation between e-recruitment and quality service of Rivers State-owned tertiary institutions.

Discussion of Findings

E-Recruitment and Institutional Productivity

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

Also, our findings support the work of Buhari, Akyuz and Opusunju (2021) who examined the effect of electronic recruitment on the performance of First Bank Branches In north West, Nigeria. The study investigates the effect of electronic recruitment on the performance of first bank branches in North West, Nigeria. The study used survey research design. The population of this study comprises of all the branches of first bank Plc in North West, Nigeria which is 98 and 6931 population of employees. Taro Yamane formula was adopted to realise the sample size of 378. The study collected data from the respondents who were employees of First bank Plc branches in North West, Nigeria. Descriptive statistics, correlation test and regression, were used for analysis. The study found that electronic recruitment has a positive and significant effect on the effectiveness of branches of First Bank Nigeria Plc, North West, Nigeria. The study recommended that branches of First Bank Nigeria Plc, North West, Nigeria should continue to use electronic recruitment such as e-recruitment agencies and corporate website to ensure that they recruit well-trained employees that should be capable of performing effectively in the organisation to increase output, promote the goal of the organisation and management the resource effectively in the organization.

CONCLUSION

Specifically, also and in line with the objectives of this study, the study concludes that e-recruitment positively influences institutional

productivity of Rivers State-Owned Tertiary Institutions, Nigeria.

RECOMMENDATIONS

Based on the findings and conclusion above, the following recommendations are hereby made:

1. Management of the institutions should implement a robust e-recruitment system that can revolutionize the hiring process, making it more efficient and transparent. By leveraging digital platforms, institutions can reach a wider pool of qualified candidates, reducing time and resources spent on traditional recruitment methods.

2. Management of the institutions should invest in a learning management system (LMS) that offers a diverse range of courses, enables personalized learning paths, and provides analytics to track progress. This approach not only enhances the knowledge base of the workforce but also fosters a culture of continuous learning, positively impacting institutional performance.

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