

E-EMPLOYEE RESOURCING AND ORGANIZATIONAL SUCCESS OF LOCAL GOVERNMENT
SERVICE COMMISSION IN RIVERS STATE

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ABSTRACT

This study examined E-Employee Resourcing and Organizational Success of Local Government Service Commission in Rivers State. Three specific objectives and research hypotheses were stated in line. This study was anchored on three Existence, Relatedness and Growth (ERG), Resource-based theory (RBT) and Resource-Based View (RBV). The cross-sectional survey research design was adopted in this study. The population of this analysis consists of 500 employees from the Local Government Service Commission in Rivers State. The instrument for data collection was questionnaire, the instrument was validated by the supervisor and two other experts in the field of Office and Information Management. The statistical tool used for testing the hypotheses were Pearson Product Moment Correlation Coefficient Analysis formula with statistical package for Social Science (SPSS) version 20. The findings show that at level significance 0.05, that E- Employee Resourcing and Organizational Success has a positive significant relationship. The study concluded that all the dimensions of independent variable - e-recruiting, e-selecting and e-retention positively influences the organizational success of Local Government Service Commission in Rivers State. The study recommended amongst others that Chairman of the Commission, Permanent Secretary, Director of Administration, Local Government Chairmen, HPM and HLGA of the Commission, HPM and HLGA should use various digital tools, such as online assessments, video interviews, and automated resume screening, to evaluate candidates' skills, qualifications, and suitability for the job.

Keywords: *Electronic. Employees, Resourcing, Organization and Success*

INTRODUCTION

Background to the Study

Every organization is made up of two major components the human and material resources. Without suitable and adequate human and material resources, the objectives of any organization will be difficult to achieve. Human and material resources are input into the system through process in order to achieve the desired output. Human and material resources are important because it comprises the workforce of organizations. Adebayo, (2004) noted that limited successes of many international Agencies are often attributed to inadequate resources as well as the utilization of the resources available. Thus, the quality, effectiveness and overall success of the commission depend on the provision of adequate resources. Even if adequate materials resources are available, the qualification, experience and commitment of personnel are critical to the success of any Organization.

There have been a number of studies on E-employee resourcing, while some of them have focused on kind of applications that dominate in E- employee resourcing (Clark et al., 2000), others have focused on the organizational adoption of E- employee resourcing (Panayiotopoulos et al., 2007). Generally, these studies can be classified by their regional and functional focus. Regarding on the regional focus, the majority of these studies are implemented in developed countries such as United State of America and European countries (Panayiotopoulos et al., 2007), while studies conducted in developing countries are rare and restricted to a few countries, regarding the functional focus, one can be distinguished studies that address the effect of general E-HRM (Lau & Hooper, 2008) from studies that focus on the adoption of certain functional subset of E-HRM, such

as e-recruitment (Keim & Weitzel, 2008). Most studies of E- employee resourcing implementation being based on cases in Europe and the USA in spite of the cultural challenges and complexity, but they show some uniformity. While, relatively few cases have been investigated outside of the most developed countries, such as in Jordan. These geographical locations show strikingly different cultural considerations. Electronic employee resource in Jordan is in its initial stages of adoption which leads to changes taking place in the information Technology landscape (Dmour & Shannak, 2012).

Employee resourcing is one of the core strategic functions of employee resource management (Dainty et al., 2009). It focuses on matching human resource capabilities with the strategic and operational needs of an organisation and ensures that the resources are efficiently utilised (Armstrong and Baron, 2002). It includes core employee resourcing activities such as recruitment and selection, which must be managed in order to support strategic objectives (Taylor, 2008). However, organisations across the world are confronted with the difficulties of recruiting and selecting the right candidates for vacant positions. Population explosions exacerbate those challenges. For instance, the population of Nigeria is projected to surpass that of the US by 2025 (United Nations, 2015). Poor recruitment and selection processes can have both short-term and long-term productivity consequences for organisations. Some of the negative effects include recruitment costs, a loss of goodwill or reputation, increased labour turnover, and loss of profitability (Chidi, 2013).

An effective recruitment and selection process is important for the overall success of an organisation (Greenidge et al., 2012; Baroukh & Kleiner, 2002). Drawing on existent relevant contributions to this subject (Chidi, 2013; Gunu et al., 2013; Tiemo and Arubayi, 2012), there is a dearth of empirical research on employee resourcing in Nigeria in particular and Africa in general. However, while the extant literature has significantly given an in-depth understanding of employee resourcing in developed countries (Madia, 2011; Mathis and Jackson, 2004; Taylor, 2005), far less attention has been devoted to exploring managers' perceptions of the issues and challenges to the recruitment and selection process in context, given the institutional and cultural differences. In order to fill the gap in the literature, the E-employee resourcing process is explored herein from the point of view of Local Government Service Commission in Rivers State.

Statement of the Problem

The E-employee resourcing and organizational success has recognized the importance of management and satisfaction of employees which seem to be the cause of reduction of the overall output of the organization and in turn affects its success. While, many studies have been done by past researchers, this researcher after going through some related literature on E-employee resourcing and Organizational success was not able to identify enough research based on the relationship between E-recruiting and hiring good match for job effectiveness or E-selecting and putting right people in the right position or E-retenting and keeping talented workers of Local Government Service Commission in Rivers State.

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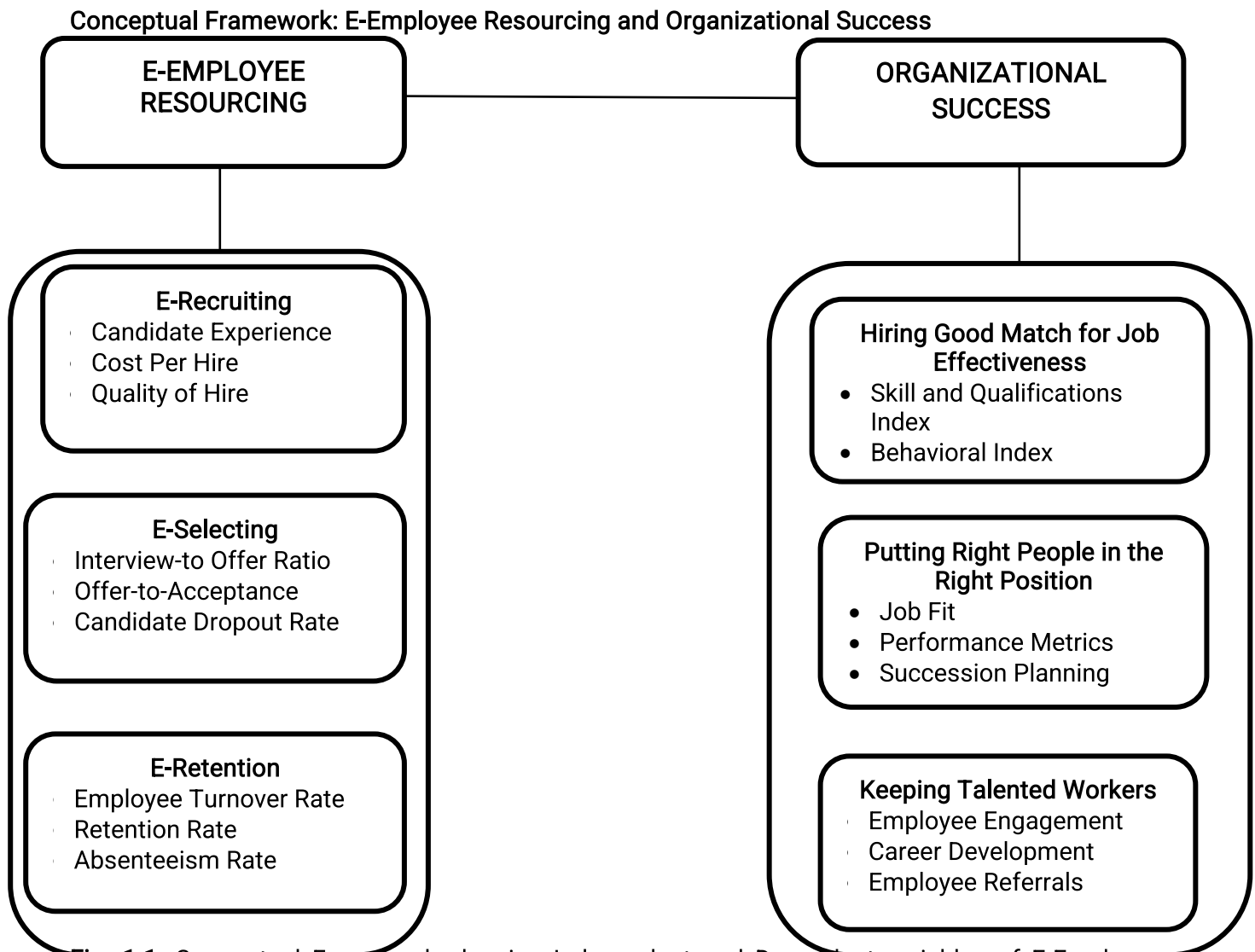


Fig. 1.1. Conceptual Framework showing Independent and Dependent variables of E-Employee Resourcing and their Dimensions (E-Recruiting, E-Selecting and E-Retention) and Independent Variable (Organizational Success) and Measures (Hiring Good Match for Job Effectiveness, Putting Right people in the Right Position and Keeping Talented Workers).

Source: Njoku, C.C & Ezeocha, I.C (2014),

Aim and Objectives of the Study

The aim of the study examined e-employee resourcing and organizational success of Local Government Service Commission in Rivers State. The specific objectives of the study are as follows:

1. To examine how e-recruiting affects hiring good match for job effectiveness of local government service commission in Rivers State.
2. To examine how e-selecting affects putting right people in the right position of local government service commission in Rivers State.
3. To examine how e-retaining affects keeping talented workers of local government service commission in Rivers State.

Research Hypotheses

The following null hypotheses were formulated to guide this study.

- Ho₁: There is no significant relationship between e-recruiting and hiring good match for job effectiveness of Local Government Service Commission in Rivers State.
- Ho₂: There is no significant relationship between e-selecting and putting right people in the right position of Local Government Service Commission in Rivers State.
- Ho₃: There is no significant relationship between e-retention and keeping talented workers of Local Government Service Commission in Rivers State.

Significance of the Study: The result of this study will be of immense importance to the selected local government service commission, directors, human resource managers, employees, students and researchers.

Scope of the Study: The scope of this study concentrates on geographical, content and unit scopes.

Concept of E-Employee Resourcing

Although employee resourcing is defined in various ways and different writers have drawn various boundaries around it, the core areas concerned is getting the right people (with appropriate experience, skills, knowledge and other attributes) in the right place at the right time. Armstrong (2012) opines that the term is used as people resourcing, employee resourcing or simply resourcing. It is used to cover employment activities that focus on an organization having the people it needs, and deals with employee turnover and absenteeism issues. The core activities of employee resourcing (ER) include employee resource planning (ERP) and moving towards recruitment, selection and induction, performance management, learning and development, as well as recognition and reward. These activities, whether by micro, small, medium, private, public, manufacturing, service or multinational organizations, are conducted in a rapidly changing context. It is significantly about aligning the employees with the strategic and operational needs of the organization and ensuring full utilization of the resources.

Armstrong (2001) notes further that it goes beyond obtaining and keeping the number and quality of the required personnel, but also deals with selecting and promoting people who '*fit*' the culture and the strategic needs of the organization. In this study, the author defines employee resourcing as the systematic process of realizing the need to plan for people (HRP), acquiring them through recruitment and selection (R & S), retaining through membership motivation (M) and putting them to the most effective use through employee motivation to higher productivity in order to help the organization achieve its goals. According to Armstrong (2001), employee resourcing answers two fundamental questions:

- i. What caliber of people do we need now and in the foreseeable future in order to strategically position our organization?
- ii. What can we do to attract, develop, motivate, and retain them when we need them most?

In the above respect, small business owners largely view the staffing of firms as a series of discrete functional activities, such as recruitment, selection and training (Williamson, 2000; Williamson, Cable & Aldrich, 2002). Whether in small, medium or large organizations, recruitment, selection and retention of personnel (HR) are fundamental functions for successful running of the organization. Small business owners realize that the ability to successfully attract and employ capable individuals into the organization remains one of the keys that determines the success or failure of SMEs, hence adequate attention is being paid to recruitment, selection, motivation, and retention of employees (Williamson, 2000; Williamson, Cable & Aldrich, 2002; Hornsby & Kuratko, 2003).

According to Agahi (2020) indicates that e-employee resourcing stands for Electronic Employee Resource. The term e-employee resourcing refers to deal Human Resource Management transactions using an internet. E-employee resourcing aims to keep information available to employees and managers at anywhere at any time. E-employee resourcing may include organizations HR portals and web applications, enterprise resource planning, HR service centers and interactive voice response. There are three identified levels of e- human resourcing

such as publishing of information (delivered by intranet medium), automation of transactions with integration of workflow (intranet or extranet used) and transformation of the employee resourcing function (redirect employee resourcing function towards a strategic one). E- employee resourcing is characterized in field of ERM as having numerous innovations in Technology and it provides wider potential in term of usages including employee self service, information sharing, functions administration and production of reports (Wirtky et al, 2016).

Naidoo(2009) assert that E- employee resourcing make use of technology to create a real-time, information-based Self-service, interactive work environment. With e- employee resourcing, managers can access relevant information and data, conduct analyses, decision making and communicate with others and employees are able to control their own personal information like update their records when it changes and make any decision on their own without consulting with any professionals help. E- employee resourcing will affect both efficiency and effectiveness of Human resources function in such a way that the efficiency of the human resource process can be effected by reducing cycle time for paperwork, improvements is data accuracy and reducing manpower requirement. In similar way the effectiveness of human resource process will be effected by improving the capabilities of both employees and managers to make a better and accurate decisions (<https://www.mbaknol.com/human-resource-management/electronic-human-resource-e-hr/>).

Types of (Electronic Employee Resourcing)

Dainty, Raiden, and Neale (2009),explained that after reviewing electronic employee resource management from various aspects we analyze that electronic employee resource management is being divided into the following aspects i.e.

Operational: This section deals with the information related to administrative level i.e. policies, programmers, strategies in relation with web technology. This section provides and maintains all the records of humans in context of their payroll and personal information. This level includes the thinking, structure and processes lying behind the people related with the success of every organization (Dainty, Raiden, & Neale, 2009).

Relational: This section deals with the tasks related to training, recruitment, leave applications, performance appraisal in relation to web technologies. This section deals with the proper recording and steering of all the interactions and mutations undergone while performing activities related to humans. This level provides assistance and act as a backbone for supportive business processes (Dainty, Raiden, & Neale, 2009).

Transformational: This level endeavors to refurbish the employee resource function itself. This is related with knowledge management, strategic reorientation, strategic competence management, organizational change processes. This includes and carries out most of the daily routine activities which take place via smart suites of technological tools like PeopleSoft and oracle interrelated with the application of the enterprise (Dainty, Raiden, & Neale, 2009).

Taylor (2005),states that E-employee resourcing, also known as electronic employee resources or e-ER, refers to the use of technology to manage various aspects of employee resource functions. In the context of the Service Commission, implementing e-ER systems and practices can offer several important benefits:

Efficiency and Time Savings: E-ER systems automate many administrative tasks, such as recruitment, onboarding, performance evaluations, and benefits administration. This reduces manual paperwork and allows ER professionals to focus on more strategic activities.

Streamlined Recruitment Process: E-ER systems can facilitate online job postings, application submissions, and resume screening. This can lead to a larger and more diverse pool of applicants, ensuring that the best candidates are considered for positions.

Improved Candidate Experience: Through online portals and communication platforms, candidates can have a smoother and more convenient application process. They can track their application status, receive automated updates, and easily provide requested information.

Enhanced Data Management: E-ER systems allow for centralized storage and easy retrieval of

employee data. This improves accuracy, reduces the risk of data loss or errors, and ensures compliance with data protection regulations.

Analytics and Reporting: E-ER systems can generate reports and analytics on various ER metrics, such as recruitment costs, time-to-fill, turnover rates, and diversity statistics. This data-driven approach can inform decision-making and strategic planning.

Compliance and Security: E-ER systems can help ensure compliance with legal and regulatory requirements, as well as internal policies. They often have built-in safeguards for data security and privacy.

Training and Development: E-ER platforms can facilitate online training and development programs, making it easier for employees to access resources and track their progress.

Performance Management: E-ER systems can automate performance appraisal processes, providing a structured and consistent approach to evaluations. This can lead to more objective assessments and better employee development.

Employee Self-Service: Through online portals, employees can access their own information, update personal details, view pay stubs, request time off, and participate in benefits enrollment. This empowers employees and reduces the administrative burden on ER staff.

Succession Planning: E-ER systems can help identify high-potential employees and track their development, making succession planning more strategic and proactive.

Remote Work and Flexibility: In the wake of events like the COVID-19 pandemic, e-ER systems facilitate remote work and enable employees to access ER services and information from anywhere with an internet connection.

Laumer, Eckhardt, Weitzel, (2010) affirms that implementing e-ER in the Service Commission can lead to a more efficient, transparent, and data-driven approach to human resource management. It can improve the overall employee experience, enhance compliance, and enable ER professionals to focus on strategic initiatives that contribute to the organization's mission and goals.

Challenges of E-employee resourcing in the service commission

Implementing e-employee resourcing in the Service Commission, like any significant technological change, can present several challenges:

Resistance to Change: Some employees, especially those accustomed to traditional ER processes, may resist the adoption of e-ER systems. They might be apprehensive about learning new technologies or fear that their roles could be marginalized.

Costs of Implementation: Acquiring and implementing e-ER systems can require a substantial initial investment. This includes costs for software licenses, hardware, training, and potential customization or integration with existing systems.

Data Security and Privacy Concerns: Managing sensitive employee information electronically raises concerns about data security and privacy. It is crucial to implement robust security measures to protect against breaches, unauthorized access, and data loss.

Integration with Legacy Systems: The Service Commission may already have existing ER systems and databases in place. Integrating new e-ER systems with these legacy systems can be complex and may require significant technical expertise.

Customization and Configuration: E-ER systems often need to be customized to align with specific organizational requirements and processes. This customization can be time-consuming and may require specialized skills.

User Training and Adoption: Proper training is essential to ensure that employees and ER staff can effectively use the new e-ER systems. Insufficient training can lead to underutilization and frustration.

Accessibility and Digital Divide: Not all employees may have equal access to technology or possess the necessary digital literacy skills. Ensuring that all employees can effectively use e-ER systems is a crucial equity concern.

Compliance and Legal Considerations: Implementing e-ER systems requires careful attention to legal and regulatory compliance. This includes considerations for data protection laws, labor laws,

and other relevant regulations.

Maintenance and Support: E-ER systems require ongoing maintenance, updates, and support. This can place a strain on IT resources and necessitate a reliable support infrastructure.

Scalability: The Service Commission may need to scale its e-ER systems to accommodate growth or changes in the organization. Ensuring that the chosen system can scale effectively is important for long-term success.

Cultural Shift: Shifting from traditional ER processes to e-ER may require a cultural change within the organization. It's important to communicate the benefits and advantages of the new system to gain buy-in from employees at all levels.

Vendor Dependence: Depending on third-party vendors for e-ER systems means the organization may be reliant on their support and updates. This can lead to vulnerabilities if the vendor experiences issues or discontinues support.

Laumer, Eckhardt, Weitzel, (2010) indicates that addressing these challenges requires careful planning, effective change management, and ongoing monitoring to ensure that the benefits of e-ER are fully realized in the Service Commission or any organization.

Features of E-Employee Resourcing in the Service Commission

The features of e-employee resourcing in the Service Commission can vary depending on the specific system or platform chosen for implementation. However, in general, a comprehensive e-HR system for a government agency like the Service Commission might include the following key features:

Online Job Postings: Ability to create and post job vacancies online, allowing potential candidates to view and apply for positions through a digital platform.

Applicant Tracking System (ATS): ATS capabilities to manage the recruitment process, including resume screening, candidate communication, and interview scheduling.

Candidate Portal: A portal where candidates can create profiles, submit applications, and track the status of their applications.

Employee Self-Service Portal: Access for employees to view and update their personal information, submit time-off requests, access pay stubs, and participate in benefits enrollment.

Centralized Employee Database: A secure database for storing and managing employee information, including contact details, employment history, performance evaluations, and training records.

Performance Management Tools: Features for setting performance goals, conducting performance reviews, and documenting feedback and development plans.

Training and Development Management: Tracking and managing employee training and development programs, including course registration, completion tracking, and skills assessments.

Benefits Administration: Tools for managing employee benefits, including health insurance, retirement plans, and other perks. This may include enrollment, changes, and eligibility verification.

Compliance and Reporting: Reporting capabilities for generating ER metrics, compliance reports, and other analytics to support data-driven decision-making.

Document Management and Digital Signatures: A system for storing and managing ER-related documents, such as contracts, performance evaluations, and policy acknowledgments, with the ability to facilitate digital signatures.

Appraisal and Feedback Mechanisms: Tools for conducting and documenting performance appraisals, including setting goals, providing feedback, and tracking progress.

Leave and Attendance Management: Features for tracking employee attendance, managing leave requests, and generating reports on attendance trends.

Workflow Automation: Automation of ER processes, such as onboarding, offboarding, and approval workflows, to streamline administrative tasks.

Data Security and Compliance: Robust security measures to protect sensitive employee information and ensure compliance with data protection laws and regulations.

Integration with Other Systems: The ability to integrate with other software and systems used

within the organization, such as payroll, finance, and timekeeping systems.

Mobile Accessibility: Support for mobile devices, allowing employees and ER staff to access ER services and information on the go.

These features collectively help to create a comprehensive e-employee resourcing system that enhances efficiency, transparency, and effectiveness in managing ER functions within the Service Commission. Keep in mind that the specific features may vary based on the chosen software or platform.

Dimensions of E-Employee Resourcing

1. E-Recruiting

Vistal, Patil and Patil, (2012) indicates that online recruitment, e-recruitment, cyber recruiting, or internet recruiting imply the formal sourcing of job information online. E-recruitment is a hiring process that utilizes a variety of electronic means and technologies with the primary purpose of identifying, attracting, and selecting potential employees (Lee, 2011). E-recruiting technologies are web-based technologies that help recruiters and job applicants to complete their tasks more efficiently and effectively by automating recruiting processes and providing the information necessary for making appropriate decisions. These technologies include, career web sites, applicant tracking system, job search agent, prescreening/self-assessment tools, talent management systems, streaming videos.

Candidate relationship management system, and social media (Lee, 2011). This usually means the use of an organization's own website, a third-party job site or job board, a curriculum vitae (CV) database, search engine marketing or social media platforms to fill vacancies. Organizations advertise job vacancies through worldwide web, and job seekers send their applications and curriculum vitae (CV) through e-mail using the internet (Lee, 2011). E-recruitment, is an umbrella or composite-term characterized by diverse properties and a broad range of practices, tools, and processes related to recruiting (Heery & Noon, 2001). E-recruitment, is elaborated to include candidate management technology, and the recruitment process in general, example, tracking applicants, selecting, offering jobs and rejecting (Parry & Tyson, 2009). Electronic recruitment or e-recruitment has been an issue of interest over the past twenty years and today many organizations use the internet as a source of recruitment. E-recruitment covers the following digital Employee Resource Management (ERM) practices: advertising of employment opportunities on job databases, career portals, social networking sites, corporate web sites and intranets, and other online resources; e-recruitment systems for application submission, tracking, screening and candidate management; résumé databases and search engines, etc. (Holm, 2012). The virtual recruiting environment will vary in the level of sophistication depending on the level of technology used and the scope of activities it covers. The choice as to which of these methods to adopt relies on the organizations' size, needs, and recruitment budget. E-recruitment can be divided into two main categories: a) corporate website used for recruitment and b) commercial job boards where job advertisements are posted (Parry, et al., 2009. Harris (2004) makes a clear distinction between we-find-you approaches and you-find-us approaches. We- find- you approaches refer to the methods whereby the recruiter searches for applicants while you – find us approaches refer to methods whereby the potential applicant searches for the organization (Harris, 2004). We-find you approaches include: searching through resumes on a job board, web-event recruitment, relationship recruiting, using the service of aggregator sites (Harris, 2004).

Kulkarni (2012) stated in his article about Electronic Resource Management (E-RM) Implementation, that e-ERM is a web-based solution that takes advantage of the latest web application technology to deliver and online real-time employee resource management solution. In other words, Electronic Employee Resources Management (E-ERM) can be considered as a way to implement ER strategies, policies and practices in organizations through the use of web-based technology. In many organizations, e-recruitment techniques and related technology are used, albeit to different extents, in the tasks of attracting applicants, processing incoming applications and communicating with candidates, supporting Cappelli's (2001) findings that the e-recruitment

process consists of three major steps: attracting, sorting, and contacting candidates. The typical and traditional paper-based recruitment is no longer present in its original form in many firms, as many firms now use a combination of e-recruitment and traditional recruitment, and e-recruitment techniques and related technology are observed to be used by firms in the three major tasks - attracting job seekers, sorting applications, and communicating with job candidates - all these three tasks are fully automated in many organizations. E-recruitment allows technology aided résumé scanning, which is advantageous to hiring managers and job seekers, as it allows applicants from various locations worldwide to submit consistent information to ER managers and permits easy storage of the information. Thus, the organizational adoption of e-recruitment leads to, increased connectivity among organizational departments and managers and results in a reinvention of the organization.

Forms of Recruitment

Avinash, Kapse., Vishal, Patil., and Nikhil, Patil. (2012) affirms that forms of recruitment can be broadly categorized into two. One is centralized and the other is decentralized. Centralized recruitment is in action when the organization is having a centralized power structure and the departments are not involved in decision making, it is only concentrated in one central department. In government organizations it is visible, like in State Bank of India. Advantages may be control of the administrative costs, standardization in the process, minimizes biased choices, experts are involved. Decentralized recruitment is having authority to each department to choose their staff. The companies who are geographically spread or very big in size will find this form convenient. But the philosophy and organization culture determines which to follow. Cost benefit analysis will determine the source of recruitment. As the process starts by discovering the sources for required manpower, thus the search should be rigorous. Internal sources are many times over-ruled by the organizations. One of the reason is the search is restricted within the company and limited to the suitable existing employees. External search can be done in various ways.

On line advertisements for recruitment is a minute part of e-recruitment. In the era of globalization anyone who is interested in corporate world is aware of these sites. Using internet prospective applicants could search for positions in which they were interested. Feasibility of email overruled the use of telephone, fax or mail and the companies started accepting application through email (Avinash, Kapse., Vishal, Patil., Nikhil, & Patil, 2012). Today organizations have their own sites or job postings are given in the placement sites. Again the candidates can visit the sites, post resume, and contact the company directly without any delay. All these are just one 'click' away. E-recruitment is a tool for many employers to search for job candidates and for applicants to look for job. Recent trend of recruitment is e-recruitment or the internet recruitment or on-line recruitment, where the process of recruitment is automated. The automation began in 1980 but was systematized in 1990 with the release of Restrac's initial product. E-recruitment simply means the recruitment process through internet.

E-Recruiting Methods

Ramaabaanul and Saranya (2014) indicate Methods of e-recruitment are many, among those the important ones are:

Job boards: These are the places where the employers post jobs and search for candidates. Candidates become aware of the vacancies. One of the disadvantages is generic in nature.

Employer web sites: These sites can be of the company owned sites, or a site developed by various employers. For an example, Directemployers.com is the first cooperative, employer-owned e-recruiting consortium formed by Direct Employers Association. It is a non-profit organization formed by the executives from leading.

Professional websites: These are for specific professions, skills and not general in nature. For an example, for HR jobs, human resource management sites to be visited like www.shrm.org. The professional associations will have their own site or society.

Why E-recruiting?

The widespread use of internet today has meant that advertising for candidates has become cheaper while at the same time appealing to the wider audience ((Ramaabaanul, & Saranya, 2014). This is the secret of e-recruitment gaining popularity in a short time span. The advantages are:

Cost efficient: Advertisements in internet is considerably cheap. As in the other sources continuously one has to revise the advertisement, for example a company wanted their ad to appear on every Sunday for a month thus was suppose to pay for four advertisements. But for internet it is not applicable.

Time saving device: Response is direct and immediate without any delay. Beforehand the postal services, fax was one way communication and was time consuming. Phones provided two way communications but resume management, communicating worldwide were not possible.

Widens the search: In the era of globalization, the reach cannot be restricted at one place. It provides global reach that also within a fraction of second. Truly the process supports the definition of recruitment by creating a vast pool of potential candidates.

Provides clarity: Advertisements in employment news, other newspapers, and magazines will have word limit. Thus, sometimes is misinterpreted. For an example a company advertisement announced vacancy for computer skilled person which was interpreted as MIS job which was rather a job for computer skilled receptionist. In internet the word limitation is not there, the idea, opinion, profile can be expressed as anyone like.

Scope for better match: Information in detail is provided with clarity. Therefore, suitable candidate match is possible. The search is widened link with other websites are possible, these attracts the candidates and after the job profile matches, the candidates apply.

Standardization: The information of the candidates is collected in a standard format. Besides collecting the data it also consolidates information received from various sources. Reservoir: It acts as the reservoir of information. From the job profile to candidate profile is available along with past applicant data. Lessen paper work: As the data collection, filing, administrative work are done electronically thus paper work or documentation has been lessened.

Drawbacks of E-recruiting

Require Being Computer Savvy: The process is restricted within computer savvy candidates. As the search is based on various websites, their screening, keywords application demands for a computer savvy person and company.

Legal consequences: Alike other recruitment sources, this source also should be aware of the words used in the advertisements otherwise it may lead to the charge of discrimination.

Vast pool of applicants: This benefits the organizations as well as it is disadvantage to them also. Either first few candidates are called for interview or the resumes are screened based on some key words. On the other hand, applicants face global competition.

Non-serious applicants: Lot of applicants forward their resumes just to know their market value. As personally the candidates are not checked thus whether they are serious is not known. At the time of interview, the recruiter might realize that the candidate is not serious in leaving the current job. But by that time some serious candidates might have been rejected.

Disclosure of information: Candidates profile and company details are available to public. The applicants do not want their employer to know that they are looking for a change. Phone number, address information has lead to many security problems (Ramaabaanul, & Saranya, 2014).

Modern trends of E-recruitment Speedy communication

Company and the prospective employee can communicate with each other via the blogs. Thus, blogs and podcasts are being considered a tool of e-recruitment. No more the process can be blamed for being one way communication like mails, faxes only being speedy as done electronically (Ramaabaanul, & Saranya, 2014).

Candidate's preference: History states that employers had the privilege to be selective in hiring process, especially in screening resumes but were not always fair. Because of the time constraint, it was not possible to go through all the applications. Today the candidates can choose their employers as not only the financial state is known to them but also the culture is known.

Search engine advertisement: Print ad is phasing out due the popularity of search engine ads. Pay -per-click is not only convenient but also more attractive.

RSS feed: Job boards are embracing RSS feed. Hot jobs, Google deserves special mention. Google offers one to upload the jobs on Google Base even when one doesn't have their own site. RSS can be read using software RSS reader.

Criteria for Effective E-Recruitment

1. To make the process effective, the organizations should be concerned about various factors. Among them most important are: Return on investment should be calculated to compare the costs and risks. It facilitates to evaluate benefits and to calculate the estimated return.
2. Recruitment policy should be flexible and proactive, to adapt market changes. The companies will have their own mix and match sources according their objective. The guidelines to be provided in the policy.
3. Unemployment rate and labour turnover rate are considered. As the whole process depends on the availability of candidates in the market. For every post, position it is not viable to spend too much of time. These rates will determine whether to be stringent or lenient.
4. Impact of supplying compensation details to be considered. That is the wage, salary, benefits, when disclosed on line then it should follow the legal norms. Chance for negotiation will not be there. Compensation rate of the company not only reaches to the candidates but will be known to all.
5. Precautions to be taken for resume screening. Words that discriminates gender, age, religion, etc. to be avoided. For an example, recent college graduates only in an ad are not preferable.
6. Review the results periodically and also update regularly to achieve a better result. Otherwise pool of candidates will remain static and will not serve the purpose.

Challenges of E-Recruiting

E- Recruitment since its inception has turn out to be successful but it has faced quite a number of challenges hurdles in the path of success. Some fails to provide correct information online as they are not computer savvy. They tend to commit mistakes like filling their name wrongly, their native place wrongly, their qualifications etc. online resumes easily gets duplicated and hence chances of neglecting the real candidates instead of duplicate increases. As resumes are uploaded online so there is no surety of authenticity and correctness of information provided by personnels. Some challenges are the quality and the quantity of candidates through the web tools. Many organizations have reported getting large number of applicants from unqualified people. In case of absence of internet connection candidates cannot check any portal or site (Bhupendra Swati, 2015).

Furthermore, recruiting through the internet has raised concerns among potential applicants about keeping their personal information secure and confidential, many organizations' recruitment sites display privacy statements that detail how the information applicants provide will be stored and used. However, data security remains a major concern, particularly when it comes to online testing and making hiring decisions (Omolawal, 2015). Shrivastava and Shaw (2004) noted that the accuracy, verifiability, and accountability of applicants' data are also major issues for managers whose organizations use e- Recruitment system. In addition, Robertson (2001) also noted that the lack of personal interactions during the process of applying for employment online limits the flow of communication between potential employees and the employer, leading to frustration on the

part of the job candidates and missed opportunities to share or gather additional information by employers. Storey (2007) also noted that online testing raises issues related to applicants' reactions to the testing, the equivalence of online and pencil-and-paper tests, adverse impact, and protecting candidates identities. Therefore, before adopting any kind of online selection methods, organizations should carefully study the impact of these methods and the strengths and weakness of the methods.

E-Selecting

Now focusing on the scope of this project, which is to identify the major benefits and challenges impacting on online staffing effectiveness, it is important to start by defining online selection.

In an increasingly competitive global market for talent, organizations must find new ways of getting the right people in the right positions while simultaneously managing growing candidate pools (Johnson & Guetal, 2013). Because of these changes in HR selection, companies had to create ways to adjust their practices to the new business environment and that's how e-selection emerged.

E-selection may be beneficial to applicants in that applicants can apply for jobs easily through either Internet or intranet based systems. Thus, e-selection has the potential to both increase the efficiency of the selection process and provide applicants with an easy means of applying for jobs (Kehoe et al., 2005). This selection is considered relevant for probation employment pending when there is an improvement before a permanent/full staff employment is usually offered, the reason why the HR deem it necessary to offer a probation employment is to study the employee critically under this period of probationary employment and assess his/her performance to determine his/her suitability and performance.

E-selection can be defined as the various forms of technology used to assess the degree to which the candidates fit with the job requirements based on their knowledge, skills and abilities Stone et al. (2015) and presents many advantages but also some limitations. Below there is a deeper explanation of these aspects, giving special emphasis to the factors affecting e-selection effectiveness and acceptance. In only this way will it be possible to propose some suggestions for improvement to online selection. E-selection effectiveness: an analysis to EDP

E-Selection effectiveness

Concerning the effectiveness of e-selection, Stone et al. (2013) defend that organizations are using more and more e-selection systems not only because of the decreased costs but also because it is believed that e-selection is more effective than traditional selection. Giving the purpose of this study, it can be said that there are two specific ways to measure SP effectiveness. One is upstream, by predicting as well as possible future performance (predictive validity); the other is downstream, by periodically analyzing the performance of the hired individual (performance appraisal).

E-selecting, or electronic selection, refers to the process of using digital tools and technologies to manage and streamline the recruitment and selection process within an organization. It involves using online platforms, software, and digital communication channels to advertise job openings, screen candidates, conduct interviews, and ultimately make hiring decisions. Here are the key aspects of the importance, benefits, and stages of e-selecting in an organization:

Essence of E-Selecting

- i. **Efficiency:** E-selecting can significantly speed up the recruitment process. It allows for the automation of various tasks such as posting job openings, collecting applications, and scheduling interviews. This efficiency can lead to faster hiring, reducing the time it takes to fill critical positions.
- ii. **Wider Reach:** Digital platforms and social media allow organizations to reach a global audience of potential candidates. This widens the talent pool and provides access to a more diverse range of applicants.

- iii. **Cost-Effectiveness:** Traditional recruitment methods, such as print advertising or physical job fairs, can be costly. E-selecting often proves to be more cost-effective, especially for organizations looking to hire for multiple positions or on a regular basis.
- iv. **Improved Candidate Experience:** E-selecting can offer a smoother and more user-friendly experience for candidates. They can apply from the comfort of their own homes, and digital communication tools can keep them informed throughout the process.
- v. **Data-Driven Decision Making:** Digital tools can collect and analyze a wide range of data about applicants, allowing organizations to make more informed decisions based on objective metrics.

Benefits of E-Selecting

- 1. **Time Saving:** The use of digital tools can automate various stages of the recruitment process, saving time for both HR professionals and candidates.
- 2. **Reduced Bias:** By utilizing structured assessments and predefined criteria, e-selecting can help reduce unconscious bias in the hiring process.
- 3. **Enhanced Communication:** Digital platforms facilitate better communication between HR professionals and candidates, providing updates and feedback more efficiently.
- 4. **Access to a Diverse Pool of Candidates:** Online platforms can reach a broader and more diverse group of potential candidates, which can lead to a more inclusive workforce.
- 5. **Improved Candidate Experience:** A well-designed e-selection process can create a positive impression of the organization, even for candidates who are not ultimately selected.

Stages of E-Selecting in an Organization

- a. **Job Posting and Advertising:** This involves creating and posting job openings on various online platforms, including the company website, job boards, and social media.
- b. **Application Collection and Screening:** Digital tools can be used to collect and organize applications. Screening software may help filter candidates based on predefined criteria.
- c. **Assessment and Testing:** This stage may involve online skills tests, personality assessments, or other types of evaluations to further narrow down the candidate pool.
- d. **Digital Interviews:** Video interviews, conducted through platforms like Zoom or Skype, allow for remote assessment of candidates' communication skills, body language, and qualifications.
- e. **Background Checks and References:** Digital tools can assist in conducting background checks and contacting references through online platforms or specialized services.
- f. **Decision Making and Offer Presentation:** The final decision-making process can involve collaboration tools and software for discussions and evaluations among the hiring team. The job offer can be extended digitally.
- g. **Onboarding:** Even the onboarding process can be facilitated using digital tools, including e-signatures for paperwork, online training modules, and virtual orientation sessions.

It is important to ensure that the process remains fair, transparent, and compliant with legal and ethical standards. Additionally, providing support and resources to candidates who may not be as tech-savvy is crucial to maintain an inclusive hiring process.

Benefits of E-Selecting

E-selecting automates many stages of the recruitment process, saving time and resources. Tasks like posting job listings, collecting applications, and scheduling interviews can be streamlined, leading to quicker hiring.

- i. **Wider Reach:** Digital platforms allow organizations to reach a global audience of potential candidates. This widens the talent pool and provides access to a more diverse range of applicants.
- ii. **Cost-Effectiveness:** E-selecting is often more cost-effective than traditional methods. It reduces the need for physical materials, such as print advertisements, and can minimize

- costs associated with in-person events like job fairs.
- iii. **Reduced Bias:** By using structured assessments and predefined criteria, e-selecting can help reduce unconscious bias in the hiring process. Objective metrics and assessments can be used to evaluate candidates, reducing the influence of subjective judgments.
 - iv. **Improved Candidate Experience:** E-selecting offers a smoother and more user-friendly experience for candidates. Candidates can apply from the comfort of their own homes, and digital communication tools can keep them informed throughout the process.

Effects of E-Selecting

1. **Technical Barriers:** Not all candidates may be equally tech-savvy or have access to reliable internet and devices. This can create disparities and potentially exclude qualified candidates who may face challenges with digital tools.
2. **Impersonal Interaction:** The reliance on digital communication may lead to a less personal connection between candidates and hiring teams. Candidates may miss out on the face-to-face interaction that can provide a more comprehensive understanding of the organization and its culture.
3. **Overemphasis on Keywords:** Some e-selecting systems rely heavily on keyword matching, potentially leading to qualified candidates being overlooked. This can be especially problematic if a candidate's resume doesn't exactly match the keywords used in the job description.
4. **Security and Privacy Concerns:** Handling sensitive candidate data in a digital environment requires robust security measures. There's a risk of data breaches or privacy violations if the organization's digital infrastructure is not adequately protected.
5. **Depersonalization of the Process:** The use of automation and digital tools may lead to a perception of a cold and impersonal hiring process. Candidates may feel like they're interacting with machines rather than human beings, potentially affecting their perception of the organization.
6. **Reliance on Technology:** Technical issues or system failures can disrupt the e-selecting process. If there are glitches or outages, it can lead to delays in the recruitment process and potentially frustrate both candidates and hiring teams.

It is important for organizations to strike a balance between leveraging the benefits of e-selecting and ensuring that the process remains inclusive, transparent, and accessible to all candidates. Additionally, providing support and alternatives for candidates who may face technical barriers is crucial for a fair and effective e-selecting process.

E-Retention

Retention is a complex concept and there is no single recipe for keeping employees with a company. In literature, retention has been viewed as an obligation to continue to do business or exchange with a particular company on an ongoing basis (Zineldin, 2000). A more detailed and recent definition for the concept of retention is customer liking, identification, commitment, trust, readiness to recommend, and repurchase intentions, with the first four being emotional-cognitive retention constructs, and the last two being behavioral intentions (Stauss et al., 2001).

Studies have also indicated that retention is driven by several key factors, which ought to be managed congruently: organizational culture, communication, strategy, pay and benefits, flexible work schedule and career development systems (Logan, 2000). Increasing numbers of organization mergers and acquisitions have left employees feeling displeased from the companies that they work and haunted by concerns of overall job security. As a result, employees are now making strategic career moves to guarantee employment that satisfy their need for security. On the other hand, employers have a need to keep their stuff from leaving or going to work for other companies. In fact, companies that offer employee development programs are finding success with retaining workers (Logan, 2000). This is true because of the great expenses associated with hiring and retraining new employees. The adage, good help is hard to find, is even truer these days

than ever before because the job market is becoming increasingly tight (Eskildesen & Nussler, 2000).

In fact, literature on employee retention shows that wooing existing employees through employee development or talent management programmes costs less than acquiring new talents, as organizations know their employees; their wants & desires; while the initial cost of attracting the new employees has already been expended (Davidow & Uttal, 1989). The literature on employee retention clearly explains that satisfied employees who are happy with their jobs are more devoted for doing a good job and look forward to improve their organizational customers' satisfaction (Denton 2000). Employees who are satisfied have higher intentions of persisting with their organization, which results in a decreased turnover rate (Mobley et al., 1979). Abundant studies have hypothesized and empirically validated the link between satisfaction and behavioral intentions and behaviors such as employee's retention (Anderson & Sullivan, 1993). Further, numerous studies explain the importance of high employees' involvement and how it could enhance their retention (Arthur 1994). In summary, the literature defines retention as continuing relation between employees and their organization.

Retention Factors for all Employees

Agrela, et al (2008) states the need to focus on the factors that affects retention leading to growth and success of organizations. Studies suggests that retention strategies, which effectively satisfy the needs of all employees consequently enhances the ability for companies to adapt more effectively to ongoing organizational change (Gale Group, 2006). Research shows that trends redefining modern retention strategies go beyond the traditional salary and benefits package (Gale Group, 2006) and compensation (Feldman, 2000) embracing employee motivation (Thomas, 2000), as one of the key factors to cater to the diversity and long stay of the workforce in the organization. Retention factors incorporating the needs and desires of employees at any age enhance levels of individual job satisfaction, loyalty, and commitment (Boomer Authority, 2009).

Cunningham (2002) states that employees rank employee recognition, flexibility and training as top priorities for prolonging individual employment, while Walker (2001) and others call for establishing a supportive learning and working climate for employee retention. Further, career development (Boomer Authority 2009), organizational commitment (Patrick Owens, 2006), communication (Gopinath and Becker, 2000) and superior-subordinate relationship (Zenger, Ulrich, Smallwood, 2000) are also the factors known for prolonged stay of the employees in the organization. The list of retention factors and literature review is not meant to be exhaustive of all possible theories or variables related to employee retention and turnover (Griffeth et al., 2000). Rather, the emphasis in this study is placed on testing the relative frequency with which various retention factors emerge when analyzing employees' versions for why they stay.

Retention Factors

A brief introduction and review of the some retention factors working towards the preservation of an organizations most valuable asset – employees (Yazinski, 2009), examined in this study are provided in the following section.

1. **Skill Recognition:** Providing skill recognition of personal job accomplishments is an effective retention strategy for employees at any age (Yazinski, 2009). Studies indicate fulfilling peoples need for acceptance by acknowledging individual work accomplishments prolongs employment of employees (Redington, 2007). A Study by Yazinski (2009) show trends of an increased number of job applicants seeking out companies that encourage employee input, growth, education, and teamwork, beyond the traditional compensation/benefit packages offered by employers. The Gale Group (2006) states organizational benefits of personal recognition are priceless, yet statistics supports that the impact of verbal praise has the ability to enhance company loyalty, motivation, and perseverance at no extra charge. Individual skill recognition is restricted by age, and motivates positive behavior, ethics, teamwork, confidence, and growth in all employees

(Redington, 2007). Thus, both skill recognition (ranging from verbal praise to incentives/rewards) and learning opportunities (growth/development) enhance individual performance, effectiveness, and retention (Agrela, et al., 2008).

2. **Learning & Working Climate:** Since learning and development opportunities appear crucial for the retention of talented employees (Arnold, 2005; Hytter, 2007; Walker, 2001), an organisation must establish a supportive learning and working climate. The concept learning and working climate is derived from previous research (Abrams et al., 2008 etc). In general it refers to the environment wherein employees both learn and work. More specifically, the concept could be described by referring to: guidance and appreciation at work; pressure of work; the amount of empowerment and the responsibility that employees experience; choice in job tasks and development; provision of challenging and meaningful work; and advancement and development opportunities. Results from previous research show that the appreciative approach, operationalised through an appreciative learning and working climate, positively influences employee retention (Abrams et al., 2008; Christiaensen et al., 2009; Kyndt et al., 2009; Van Hamme, 2009; Visser, 2001; Verheijen and Dewulf, 2004).
3. **Job Flexibility:** Job flexibility is vital for retaining employees of any age (Boomer Authority, 2009). Researchers describe the importance of employment flexibility such as scheduling variations that better accommodate individual work times, workloads, responsibilities, and locations around family responsibilities (Cunningham, 2002; Pleffer, 2007). Studies show that flexibility empowers individuals to facilitate a healthier balance between work and personal obligations, something that appeals to all ages of employees (Eyster, et al., 2008; Scheef & Thielofdt, 2004). Prenda & Stahl (2001) say that employees having job flexibility options report having higher levels of individual commitment, concentration, satisfaction, productivity, loyalty, and mental capacity at any age.
4. **Cost Effectiveness:** Studies supports the conclusion that organizations providing cost effective job flexibility options benefit from satisfying the needs of all employees, independent of age, which allows for the reallocation of expenses related to recruitment, work space changes, sick time, absenteeism, and commuting costs (Agrela, et al., 2008; Boomer Authority, 2009; Cunningham, 2002). Consequently, studies indicate that there is a link between cost-effective flexibility choices and advanced levels of job satisfaction, accuracy, productivity, recruitment, and employee retention (Boomer Authority, 2009, 2002; Prenda & Stahl, 2001. Eyster, et al (2008) state organizations can cost-effectively fulfill the needs for job flexibility options to promote employee retention. Thus, the provision of cost-effective flexibility options is critical in the retention of all employees despite disparity in age, position, skill/knowledge level, and duration of employment (Eyster, et al., 2008; McIntosh, 2001).

Concept of Organizational Success

Organizational success is a general concept that lacks an exhaustive, commonly acceptable definition. The success of an organization is determined by various factors that are evaluated using different approaches and methods, but there still is no universal system that allows organizations' performance to be measured effectively. Today, the appearance of new companies on the market is an integral part of processes in the economic space. According to Eurostat (2017) statistics, there were more than 26 million active companies in the European Union in 2015, of which 2.6 million were created the same year. The majority of both the new and long-term market players focus on the development of their business, but this is not the only decisive factor ensuring the sustainability of the organization.

Success is a matter so important and personal for organizations that it often expresses the essence of an organization. The authors of the article identify organizational success criteria and organizational success measurement options based on theory and outlines the key principles for developing an overall model for measuring organizational success, whose components can be individually adjusted according to the organization's field of activity and other characteristics. This

is a research based on an analysis of studies and theoretical approaches to the concept and nature of organizational success and issues related to measuring it.

The majority of company managers aim for the success of their organization. However, it is not clear how this goal can be reached, as it is difficult to measure or even identify success. The concept and idea of success belong to the so-called grey zone and are not clearly defined in the context of economics (Barhatov & Pletnjev, 2014). There are various approaches to establishing organizational success in philosophy, psychology and economics. The most common is the focusing on defining the concept of organizational success from the perspective of the economy. Measuring an organization's success allows to draw conclusions about to what extent an organization serves its function and achieves its objectives, which, in turn, enables its leaders to take these data into consideration, make changes and adjust activities. The essence of the idea of an organization lies in its ability to be sustainable while being active, creating value and reaching its goals (Barhatov & Pletnjev, 2014). Barhatov (2016) proposes that organizational success be defined as viability manifested in profitability, potential for growth and ability to be better than competitors. It should also be mentioned that success is a temporary characteristic which may change over the course of organizational development stages or cycles (Likierman, 2006). Miljohina and Adova (2014) have concluded that the concept of success is a classical linguistic variable, whose semantics depend on the individual (group) who carries out the evaluation in other words, defining success is subjective. In addition to the financial criteria above, the success factors also include: innovation (Tohibi & Jabbari, 2012), leadership (Madanchian et al., 2017), employees and customer relationships (Pletnjev & Nikolajeva, 2016), organizational learning (Saadat & Saadat, 2016), etc. Based on the different, sometimes contradictory organizational success definitions by various authors, it can be concluded that this concept is highly complex and there is no generally agreed and approved exhaustive definition for organizational success.

Measures of Organizational Success

1. Hiring Good Match for Job Effectiveness

When HR planning indicates the need for additional labor, organizations have a number of choices to make. This may be the first step in a full-scale recruitment and selection process, but sometimes hiring additional employees is not the best method to obtain additional labor. It may be appropriate for an organization to consider alternatives to recruiting, such as outsourcing or contingent labor, instead of hiring regular employees. If this is a temporary fluctuation in work volume, the simplest solution may be part-time labor or overtime by existing employees. The costs of recruitment and selection can be staggering; hiring new employees should occur only after careful consideration and only when the organization anticipates a long-term need for additional labor. Estimates on the cost to replace supervisory, technical and management employees run from 50 percent to several hundred percent of employee salaries.¹ Careful HR planning must consider the overall growth prospects of the organization and accurate forecasting of future labor needs. Recruitment planning begins only when other alternatives have been considered and eliminated.

In hiring the right person, the most important information needed is the nature of the position being filled, as this becomes the basis for determining whom you need. If the position has already been established and occupied, the task of defining the requirements is somewhat easier than if it is a new position. A non managerial or first-line supervisor's position is less complex to define than is a middle managers, where the tasks are more unstructured (Rodger & Hunter, 2010).

Key concepts for hiring a good match

Hiring the right candidate for a job is crucial for organizational effectiveness. It ensures that the employee's skills, experience, and personality align with the job requirements and the company's culture. Here are some key concepts for hiring a good match for job effectiveness in an organization according to Rodger and Hunter (2010).

- 1. Job Analysis:** Understand the specific skills, knowledge, and qualifications required for the position. Define the responsibilities, tasks, and expectations associated with the role.

2. **Clear Job Description:** Create a detailed job description that outlines the role, responsibilities, qualifications, and expectations clearly. Specify any technical skills, soft skills, and experience required.
3. **Cultural Fit:** Assess whether the candidate's values, work style, and personality align with the company's culture and values.
4. **Skills Assessment:** Use various assessment methods (e.g., tests, exercises, simulations) to evaluate the candidate's technical and soft skills.
5. **Behavioral Interviews:** Conduct interviews that focus on past behaviors and experiences to predict future performance. Ask situational questions to gauge how candidates handle specific scenarios.
6. **Competency-Based Selection:** Evaluate candidates based on specific competencies required for the job (e.g., problem-solving, communication, leadership).
7. **Reference Checks:** Contact previous employers or references to verify the candidate's qualifications, work ethic, and performance.
8. **Adaptability and Learning Ability:** Assess the candidate's ability to adapt to new situations and learn quickly, especially in rapidly changing environments.
9. **Long-Term Potential:** Consider the candidate's potential for growth within the organization. Will they be able to take on more responsibilities in the future?
10. **Diversity and Inclusion:** Promote a diverse workforce by considering candidates from different backgrounds and experiences.
11. **Candidate Experience:** Ensure a positive experience for candidates, regardless of whether they are selected. This reflects positively on the company's reputation.
12. **Collaborative Decision-Making:** Involve relevant stakeholders in the hiring process to gather different perspectives and ensure a well-rounded evaluation of candidates.
13. **Onboarding and Integration:** Once hired, provide a thorough onboarding process to help the new employee acclimate to their role and the organization.
14. **Feedback and Continuous Improvement:** Gather feedback from hiring managers and team members to assess the effectiveness of the hiring process and make necessary improvements.
15. **Performance Tracking:** Regularly monitor the performance of new hires and provide feedback and support as needed.

Rodger and Hunter, (2010) opined that hiring the right candidate is an investment in the organization's success. Taking the time to find the best fit for a role can lead to increased productivity, higher employee satisfaction, and ultimately, a more effective and successful organization.

Putting Right People in the Right Position

Human resource is one of the most important corporate assets of an organization and it is human resource which creates competitive advantage for an organization. The overall performance of an organization depends on the way it is put to use. In order to achieve company objectives, it is necessary to recruit people with required skills, qualification and experience (Anne and Bartram, 2012). In today increasingly competitive and globalised world, people have become a cutting-edge factor. Right person in the right place at the right time is the most important key of success for today organization (CIPD, 2005). People are individuals who bring their own perspectives, values and attributes to organizational life and when managed effectively, these human traits can bring considerable benefits to organizations. Better recruitment and selection strategies result in improved organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. In addition, the effectiveness of an organization's selection system can influence bottom-line business outcomes, such as productivity and financial performance. Hence, investing in the development of a comprehensive and valid selection system is money well spent (Kumari, 2012).

People are the greatest asset in an organization. Making the most of the asset means making

people as effective as possible in shortest time (Cook, 2004). According to CIPD (2005) having the right person, in the right place, at the right time is crucial to organization's performance. That is why recruitment and selection is so important. A recruitment process is about establishing whether there is a match between an individual and the requirements of a particular job before they are placed in it. Recruitment and selection process are important practices for human resource management and are crucial in affecting organizational success (Jovanovic, 2004).

Literature suggests that recruitment and selection provides a foundation to all other central activities of human resource management: namely, the acquisition, development and reward of workers (*ibid*). In order to achieve organizational goals, organizations should focus on the key decision that need to be taken in managing recruitment processes and on the skills needed to undertake them with maximum effectiveness, efficiency and fairness (Nartey, 2007). According to Costello (2006) recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests. Recruitment is the process of attracting potential candidates from within and outside an organization. It is a kind of positive activity of going into the labor market communicating opportunities and information and generating interest. Selection involves identifying selecting the most suitable candidates for organization. It can be seen as a negative activity concentrating on the elimination of unsuitable applicants (Taylor, 2002).

According to CIPD (2005) that effective recruitment is central and crucial to the successful day-to-day functioning of any organization. Successful recruitment depends upon finding people with the necessary skills, expertise and qualifications to deliver organizational objectives and the ability to make a positive contribution to the values and aims of the organization. According to ACAS (2005), best practice describes the main features of such system and other related issues. System should be:

- Efficient-overall goal of recruitment and selection for a position is to be cost effective in methods and sources.
- Effective-producing enough suitable candidates without excess and ensuring the identification of the best fitted for the job and the organization
- Fair-employer has the responsibility to ensure that no unlawful discrimination occurs in recruitment and selection process on the ground of sex, race, disability, sexual orientation and religion or belief.

The Recruitment Process: The recruitment and selection is a systematic and step by step process (Erasmus *et al.*, 2000). According to them effective recruitment strategy as a fourteen steps process starts with identifying a need for recruitment and it ends with evaluating the success of recruitment process. In order to achieve its objectives, an organization should follow these steps to attract right person for right job.

3. Keeping Talented Workers

Employee retention is a process in which the employees are encouraged to remain within the organization for the maximum period of time or until the completion of the project. Employee retention is important for the organizations as well as the employees. If the employees feel disappointed with the current employer or the job, they switch over to the next job. It is the responsibility of the employer to retain their best and top talented employees. If they don't, they would be left with no good employees. A good employer should know how to attract and retain its employees on board. Abinaya (2016). Due to increased competition in the market, Organizations are facing the challenge of employee retention. Therefore, it is crucial for organizations to hire competent employees to gain a competitive advantage in the market. However, retaining competent employee is more important than hiring. Organizations are always looking for talented employees and spent time and money on their employees for future return aspects (Abinaya,

2016). Employee retention consists of procedures through which employees are advanced to become part of the organization for a longer period of time until they get retired or until the project gets completed. For achieving individual as well as organizational goals, it is very crucial to retain talented employees on board and make sure their commitment (Abinaya, 2016).

Techniques for Retaining/Keeping Talented Employees in the Organization

Here are some of HR practices in which organizations can adopt to retain their talented employees in the organization according to (Abinaya, 2016).

1. Training and Development

Training is a learning process that involves the acquisition of skills, concepts, rules, or attitudes to enhance the performance of employees while development is concerned with developing the experience, attitudes, and skills necessary to become or remain an effective manager. Both training and development are one of the HR practices that organizations can adopt to retain their top talented workers on board as shown study conducted Messmer (2000) found that one of the important factors in employee retention is investment on employee training and career development. Organization always invests in the form of training and development on those workers from whom they expect to return and give output on its investment. So, it is clear that training and development is a tool to retain talented employees in the organizations.

2. Career Development Opportunities

Career development is an on-going, formalized effort by an organization that focuses on developing and enriching the organization's human resources in light of both the employees' and the organization's needs. Employers can no longer promise job security, but they can help employees maintain the skills they need to remain viable in the job market (Moses, 1999). To improve retention, companies should adopt career development policies in alignment with the needs of the employees. Wetprasit (2006) Personal and professional growth is also determining factor of retention and the promotion opportunities increases employee commitment to stay (Horwitz, 2003).

3. Reward and Recognition

According to Agarwal (1998) the term reward is defined as something that the organizations offer to the employees in response of the work as well as performance and something which is desired by the employees. According to Byars (2004) organizational reward system consists of the types of rewards to be offered and their distribution. Organizational rewards include all types of rewards, both intrinsic and extrinsic, that are received as a result of employment by the organization. Intrinsic rewards are internal to the individual and are normally derived from involvement in certain activities or tasks. Job satisfaction and feelings of accomplishment are examples of intrinsic rewards. Most extrinsic rewards are directly controlled and distributed by the organization and are more tangible than intrinsic rewards. Pay and hospitalization benefits are examples of extrinsic rewards.

According to walker (2001) recognition from bosses, team members, coworkers and customer enhance loyalty. –Watson Wyatt| a global consulting firm, conducted a survey in USA, in the year 2002 among 12750 employees at all levels of job and in all major industry sectors to know about their attitudes toward their workplace and their employers. It was found in the survey that recognition is very important for workers and they want to listen that their work followed recognized and appreciated. Silbert,(2005) forwarded the view that reward is important because it has an enduring impression on employees which, in turn, gives the employees an impression that they are valued in the organization and then affects their decision to stay.

4. Compensation

Compensation refers to all the extrinsic rewards employees receive in exchange for their work. Pay refers only to the actual dollars employees receive in exchange for their work. Commonly compensation is composed of the base wage or salary, any incentives or bonuses, and any

benefits. The base wage or salary is the hourly, weekly, or monthly pay employees receive for their work. Incentives are rewards offered in addition to the base wage or salary and it is directly related to performance. Benefits are rewards employees receive as a result of their employment and position with the organization. Paid vacations, health insurance, and retirement plans are examples of benefits. Byars (2004). Further to the above terms, a research conducted by Roberts (1999) on employee retention discovered that a financial advantage is the major factor on which the relationship between the employee and intention to stay in organization can be measured. Also another study on employee engagement concluded that a competitive pay structure is a vital aspect that easily affects the level of retention (Zingheim, 2009). Another study concluded that good administrated Compensation structure plays a vital role in retaining the employees. Chew (2008).

Benefits of Keeping Talented Employees in the Organization

Benefits are rewards employees receive as a result of their employment and position with the organization. Paid vacations, health insurance, and retirement plans are examples of benefits Byars(2004). Ednah (2017) suggested that benefit practices can be associated with turnover. He found that in organization in which benefits were a higher percentage of total labor costs and those organizations whose benefits packages were described to be of higher quality, tended to report lower rates of employee attrition. He suggested that this may be because employees are satisfied with the benefits they received or might be because the rewards and benefits received are binding investments that would induce career commitment. These results imply that size and types of benefits provided for by organization play a significant role in reducing employee turnover.

Theoretical Review

Existence, Relatedness and Growth (ERG) Theory

ERG theory Clayton Alderfer was the one who developed this ERG theory in 1972. He simplified Maslow's Need Hierarchy into a subset of three needs: Existence, Relatedness and Growth (ERG).

- a. Existence: At the lowest level is the need to stay alive and safe, now and in the foreseeable future. When we have satisfied existence needs, we feel safe and physically comfortable.
- b. Relatedness At the next level, once we are safe and secure, we consider our social needs. We are now interested in relationships with other people and what they think of us. When we are related, we feel a sense of identity and position within our immediate society.
- c. Growth At the highest level, we seek to grow, be creative for ourselves and our environment. When we are successfully growing, we feel a sense of wholeness, achievement and fulfillment.

The implication of Alderfer (1972) ERG theory to the e-HRM is that organizations need to design user friendly e-HRM systems which are easy to understand to the employees. When the systems are user friendly both employees and organizations can able to achieve their desired goals and objectives. When there is an effective e-HRM system employees will perform well because employees are satisfied and they can work on their own with minimum supervision. Having an advance technology will not always make employees comfortable. To get 100% from those technological advancements it should be user friendly and well communicated to the fellow workers.

Resource-Based Theory

Resource-based theory (RBT) suggests that human assets can be a source of sustainable competitive advantage (Barney, 1991). This emphasises the importance of human capital for sustainable organisational success. The accomplishment of an organisation's aims and objectives lies in the quality of its workforce (Baroukh and Kleiner, 2002). This is why effective recruitment remains a key factor in the success of an organisation (Williamson, 2000). Bidwell (2011) argued that internal recruitment is the most efficient (in terms of employee performance and firm-specific

knowledge and skills) method of recruitment. External recruitment is when people are recruited from outside the organisation to occupy vacant positions (Royal and Althaus, 2003) whilst internal recruitment is when an organisation recruits within its ranks to fill vacant positions (Bidwell, 2011; Anyim et al., 2011).

For Bidwell (2011), internal recruits perform better than external hires, even though they cost less and are often paid less. Since it is important to get the HR right, several studies have examined the process that governs internal recruitment and its importance in organisational success (Doeringer and Piore, 1971; Althaus and Kalleberg, 1981; Dencker, 2009). On the one hand, Baker et al. (1994) argued that in many cases external hires tend to have more experience and are better educated than internally promoted staff. The choice of methods, however, aims to fill the vacant positions with the best candidates in order to achieve a competitive advantage. Drawing again on RBT, organisations compete against each other on the basis of their resources and capability (Barney, 2001; Wernerfelt, 1984). According to Armstrong (2012), competitive advantage is achieved if an organisation's resources are valuable, rare, and costly to imitate. RBT advances that HR form an essential factor in terms of assisting an organisation in its goals, mission, and vision and in terms of achieving a competitive advantage (Barney, 2001). The theory maintains that the strategic capability of an organisation depends on the quality and strength of its HR (Armstrong, 2009). RBT, therefore, focuses on the skills, knowledge, and competencies of employees. The theory provides that an organisation can achieve a competitive advantage over its competitors by attracting, employing, developing, and retaining resourceful workers (Bowen et al., 1991). HRM plays a prominent role in ensuring that an organisation's HR are valuable and resourceful (Armstrong, 2012). Therefore, efficient recruitment and selection of employees (whether internal or external) will provide an organisation with a competitive advantage and the necessary strategic capability to achieve success (Hoopes et al., 2003).

Resource-Based View (RBV)

Examining economic units in terms of their resource endowments has a long tradition in economics. The analysis is typically confined, however, to categories such as labour, capital and, perhaps, land. The idea of studying firms as a broader set of resources goes back to the seminal work of Penrose (1959).

The Resource-Based View (RBV), as a basis for the competitive advantage of a firm lies primarily in the application of the bundle of valuable interchangeable and intangible or tangible resources at the firm's disposal. To transform a short-run competitive advantage into a sustained competitive advantage requires that these resources are heterogeneous in nature and not perfectly mobile. Effectively, this translates into valuable resources that are neither perfectly imitable nor substitutable without great effort (Barney, 1991). If these conditions hold, the bundle of resources can sustain the firm's above average returns. A resource-based view of a firm explains its ability to deliver sustainable competitive advantage when resources are managed such that their outcomes cannot be imitated by competitors, which ultimately creates a competitive barrier. In this study, the resources germane to the competitive advantage of SMEs are employees and how they are managed for higher performance.

Empirical Review

Strohmeier and Kabst (2009) examined the factors that affect the cross-national organizational adoption of E-HRM in Europe. They found that E-HRM is a common practice throughout Europe since two-thirds of all organizations have already applied E-HRM. They also found that major determinants of E-HRM adoption are size, work organization, and configuration of HRM. Voermans and van Veldhoven (2007) made a study on attitude towards E-HRM. They found that differences in perceived usability of current IT systems, and the preferred HR roles strategic partner (high preference) and employee champion (low preference), were connected to a positive attitude

towards E-HRM systems. As for managers, user support was also considered to be a predictor of a positive attitude towards E-HRM .

Olivas-Lujan et al. (2007) conducted a case-based study to investigate how four of the most competitive Mexican firms are applying their E-HRM strategy. They discovered that to fully understand the way E-HRM is used in firms from emerging economies, it is critical to take into account local idiosyncrasies.

Ruel et al. (2007) examined the contribution of E-HRM to HRM effectiveness. They found that individual assessment of E-HRM applications affects HRM technical and strategic effectiveness. This is especially so in the perceived quality of the content and the structure of E-HRM applications which have a significant and positive effect on technical and strategic HRM effectiveness. They also discovered that the basic expectations are that using E-HRM will reduce costs, will enhance the HR service level and will supply the HR department space to become a strategic partner.

Hooi (2006) studied the degree of E-HRM practiced in the small and medium sized manufacturing companies. The readiness and feasibility of implementing E-HRM in the SMEs is dependent on the availability of resources (expertise, financial, and technical resources) and the attitude of the employees (Hooi, 2006) .

Ruel et al. (2004) conducted an explorative empirical study in five large companies on web-based HRM. They concluded that the goals of E-HRM are mainly to improve HR's administrative efficiency/to achieve cost reduction. They also found that international companies seem to use the introduction of E-HRM to standardize HR policies and processes (Ruël, Bondarouk, Looise, 2004).

Whether in small, medium or large organizations, recruitment, selection and retention of human resources (HR) are fundamental functions for successful running of the organization. Small business owners consider the ability to successfully recruit qualified employees as one of the most important factors influencing success and business growth and are therefore seriously concerned about ability to obtain and retain their workforce (Hornsby & Kuratko, 2003; Williamson, Cable, & Aldrich, 2002; Williamson, 2000). Staffing research focusing on small business is scarce (Vorman, 2004), but a large number of researches dwelt on recruitment in large organizations. A significant number of them found that many managers use subjective criteria for selection, allowing their personal interests to influence their decision-making.

Cardon and Stevens (2004) observe that majority of small business employees come from the personal networks of the owner/manager, although they note that this offered benefits such as shared values and a common ground. Small employers tend to recruit as required. They do not have formal recruitment schemes and are not tied to any set of recruitment programmes; therefore, vacancies may occur at any time of the year. Small companies may also not have a formal recruitment brochure or application form. Interviews are likely to be informal and staff may not be trained in interview skills; therefore candidates will need to make sure that they bring out their strongest selling points and ask lots of questions (Kent & Careers, 2008).

Common to the findings of Williams and Owen (1997), Stewart and Knowles (2000), through interviews, establish that recruitment activities undertaken by SMEs generally relied on newspaper advertisements to generate applicants. SMEs rely heavily upon the interview, which concurs with Cardon and Stevens (2004) position that small employers still consider the interview as an essential part of the selection process. Recruitment tends to occur informally in small firms, drawing on networks of family members, friends and neighbors for staffing the enterprise, particularly in positions requiring unskilled and semi-skilled workers.

In view of the limited scope for skilled and professional personnel in most of the small firms studied, it appears that more formalized recruitment strategies are rarely needed. This confirms the findings by researchers such as Carroll, Marchington, Earnshaw, and Taylor (1999). According to Bartram, Lindley, Marshall and Foster (1995), the recruitment and selection practices used by small organizations are different from those applied by large firms. Unlike large firms, small businesses tended to use more informal and unstructured mechanisms. Employers of small

businesses also consider applicants' personality characteristics such as honesty, integrity and interest in the job to be more important than ability, aptitude or attainment.

Mathis and Jackson (2010) have suggested that humans are the glue that binds the other resources useful to an organization. This implies that, without the right personnel, SMEs will be found wanting in terms of performance. Spencer (2004), agreeing with Mathis and Jackson (2010), state that effective recruitment and selection are strategically important to any firm. Recruiting and selecting the wrong candidates can have extensive negative cost implications, while effective processes can contribute to a reduction in turnover and therefore increase in productivity.

Knowledge Gap

E-employee resourcing assumes that the organizational success is suitable for planning one's workday and being able to say no to more work, whereas in practice, this is often not the case. Conditions in the organizational success and the prerequisites for e-employee resourcing management problems like e-recruiting, e-selecting and retention, our criterion variable concept of organizational success and its measures hiring good match for job effectiveness, putting right people in the right position and keeping talented workers were not included in past research.

However, as we have noted, most research studies have used cross-sectional designs and measurement instruments that emphasize stable rather than dynamic aspects of e-employee resourcing behaviour. In our view, future research could profit much from dynamic approaches to theory building and research (Mitchell and James, 2001; Zaheer et al., 1999).

Therefore, this study will fill in the gap in the literature by examining how e-employee resourcing affect organizational success of Local Government Service Commission in Rivers State using the Resource-Based View, Resource Based Theory and Existence Relatedness and Growth theories propounded by Penrose, Barney and Clayton Alderfer.

METHODOLOGY

The cross-sectional survey research design was adopted in this study. The population of the study consists of all the Chairman of Commission, Permanent Secretary, Commissioners Appointed, Director of Administration, Director of Planning, Resources and Statistics, Director of Training and Development of Local Government Service Commission in Rivers State. The total population for the study is 500. A sample size of two hundred and twenty (220) was used for the study which was drawn from employees of Local Government Service Commission in Rivers State. The sample size was obtained using the Taro Yemen formula techniques. To determine the content and face validity of questionnaires, the instrument was validated by the research supervisor and two other experts in Office and Information Management (OIM). Their comments, observations and responses were used to effect corrections on the final copies of the questionnaire that was administered to the respondents. The researcher carried out the reliability test for the research instrument using the Cronbach's Alpha Correlation Coefficient. The result of the reliability test was carried out using statistical analysis software, Statistical Package for Social Sciences (SPSS) version 20, showing Cronbach's Alpha Correlation Coefficient of 0.82 for all the items in the questionnaire used for the study. This indicates that the research instrument was highly reliable and appropriate for the purpose of eliciting answers to the research hypotheses stated in the study. The Pearson Product Moment Coefficient was used for the test of hypotheses.

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Mode of Questionnaire Distribution and Retrieved

Names Selected	Of Category Respondents	Of	No. Of Questionnaire Distributed	Of Retrieved Copies	Unretrieved Copies	% Retrieved	% Unretrieved	Total
Local Government Service Commission								

Etche	Directors, secretaries and Admin officer 1 & 2	22	10	12	4.54	5.4	9.94
Port Harcourt	Directors, secretaries and Admin officer 1 & 2	22	15	7	6.81	3.2	9.93
Obio/Akpor	Directors, secretaries and Admin officer 1 & 2	22	16	6	7.3	2.7	10
Ahoada West	Directors, secretaries and Admin officer 1 & 2	22	16	6	7.3	2.72	10.02
Abua-Odual	Directors, secretaries and Admin officer 1 & 2	22	13	9	6	4.1	10.1
Ikwerre	Directors, secretaries and Admin officer 1 & 2	22	17	5	7.72	2.27	9.99
Bonny	Directors, secretaries and Admin officer 1 & 2	22	14	11	6.3	5	11.3
Omuma	Directors, secretaries and Admin officer 1 & 2	22	12	10	5.45	4.5	99.5
Okirika	Directors, secretaries and Admin officer 1 & 2	22	15	7	6.8	3.2	10
Emohua	Directors, secretaries and Admin officer 1 & 2	22	12	10	5.45	4.54	9.08
Total		220	140	80	63.77	36.23%	100

Source: Data Survey 2023.

From the table 4.1 above shows that 220 copies of questionnaires was distributed to the Local Government Service Commission under study, 22 copies to Etche, 22 copies to Port Harcourt, 22 copies to Obio/Akpor, 22 copies to Ahoada West, 22 copies Abua-Odual, 22 copies to Ikwerre, 22 copies to Bonny, 22 copies to Omuma, 22 copies to Okirika and 22 copies to Emohua , Rivers State respectively. Out of the 22copies to Etche, 10 were completed and retrieved representing 4.54%, 22 copies to Port Harcourt, 15 were completed and retrieved representing 6.81%, 22 copies to Obio/Akpor, 16 were completed and retrieved representing 7.3%, 22 copies to Ahoada West, 16were completed and retrieved representing 7.3%, 22 copies to Abua/Odual, 13 were completed and retrieved representing 6%,22 copies to Ikwerre, 17 were completed and retrieved representing 7.72%, 22 copies to Bonny, 14 were completed and retrieved representing 6.4%, 22 copies to Omuma, 12 were completed and retrieved representing 5.45%, 22 copies to Okirika, 15 were completed and retrieved representing 6.8% and 22 copies to Emohua, 12 were completed and retrieved representing 5.45%. Thus, the aggregate copies of questionnaires retrieved were 140 which represented 63.77% which indicate that the retrieved data is workable for analysis and interpretation.

Testing of Research Hypotheses

H₀₁: There is no significant relationship between e-recruiting and hiring good match for job

effectiveness of Local Government Service Commission in Rivers State.

Table 4.2: Correlation analysis showing relationship between e-recruiting and hiring good match for job effectiveness

		Correlations	
		E-RECRUITING	HGMJE
E-RECRUITING	Pearson Correlation	1	.698
	Sig. (2-tailed)		-.033
	N	141	140
HGMJE	Pearson Correlation	.698	1
	Sig. (2-tailed)	-.033	
	N	140	140

The result on table 4.2 above showed the summary of Pearson Product Moment Correlation coefficient on relationship between e-recruiting and hiring good match for job effectiveness of Local Government Service Commission in Rivers State. It shows that the e-recruiting has a strong and positive relationship with hiring good match for job effectiveness of Local Government Service Commission ($r=.698$). The p-value of $-.033$ shows that there is a significant relationship between e-recruiting and hiring good match for job effectiveness of local government service commission ($\rho=.698$, $p<.05$). The null hypothesis one was rejected at 0.05 alpha level.

H₀₂: There is no significant relationship between e-selecting and putting right people in the right positions of Local Government Service Commission in Rivers State.

Table 4.3: Correlation analysis showing relationship between e-selecting and putting right people in the right positions

		Correlations	
		E-SELECTING	PRPRP
E-SELECTING	Pearson Correlation	1	.249**
	Sig. (2-tailed)		.003
	N	140	140
PRPRP	Pearson Correlation	.249**	1
	Sig. (2-tailed)	.003	
	N	140	140

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

Source: SPSS Output Data, 2023

The result on table 4.3 showed the summary of Pearson Product Moment Correlation coefficient on relationship between e-selecting and putting right people in the right positions of Local Government Service Commission in Rivers State. It shows that the e-selecting has a strong and positive relationship with hiring good match for job effectiveness ($\rho=.249^{**}$). The p-value of $.003$ shows that there is a significant relationship between e-selecting and hiring good match for job effectiveness ($\rho=.249^{**}$, $p<.05$). The null hypothesis one was rejected at 0.05 alpha level.

H₀₃: There is no significant relationship between e-retention and keeping talented workers of Local Government Service Commission in Rivers State.

Table 4. 4: Correlation analysis showing relationship between e-retention and keeping talented workers

		Correlations	
		E-RETENTION	KTW
E-RETENTION	Pearson Correlation	1	-.138
	Sig. (2-tailed)		.105
	N	140	140

KRW	Pearson Correlation	-.138	1
	Sig. (2-tailed)	.105	
	N	140	140

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

Source: SPSS Output Data, 2023

The result on table 4.4 showed the summary of Pearson Product Moment Correlation coefficient on relationship between e-retention and keeping talented workers of Local Government Service Commission in Rivers State. It shows that the E-retention has a strong and positive relationship with keeping talented workers of Local Government Service Commission in Rivers State ($r=-.138$). The p-value of .105 shows that there is a significant relationship between e-retention and keeping talented workers of Local Government Service Commission in Rivers State ($r=-.138, p<.05$). The null hypothesis one was rejected at 0.05 alpha level.

Discussion of findings

E-recruiting and hiring good match for job effectiveness of Local Government Service Commission in Rivers State.

The result on table 4.2, hypothesis one above shows that the e-recruiting has a strong and positive relationship with hiring good match for job effectiveness of Local Government Service Commission ($r=.698$). The p-value of -.033 shows that there is a significant relationship between e-recruiting and hiring good match for job effectiveness of local government service commission ($\rho=.698, p<.05$). The null hypothesis one was rejected at 0.05 alpha level. This result is similar with the findings of Torrington, Hall, and Taylor, (2005) indicates that it is helpful for directors to use online platforms and digital tools to attract and engage potential candidates for job openings within an organization. While Rodger and Hunter, (2010) suggested that hiring the right candidate is an investment in the organization's success. Therefore, this study found that there is significant relationship between E-recruiting and hiring good match for job effectiveness.

E-selecting and putting right people in the right position of Local Government Service Commission in Rivers State.

The result on table 4.3, hypothesis two above shows that the e-selecting has a strong and positive relationship with hiring good match for job effectiveness ($r=.249^{**}$). The p-value of .003 shows that there is a significant relationship between e-selecting and hiring good match for job effectiveness ($r=.249^{**}, p<.05$). The null hypothesis one was rejected at 0.05 alpha level. This result is similar with the findings of Chugh, R. (2014), indicates that it is important to involve the use of various digital tools, such as online assessments, video interviews, and automated resume screening, to evaluate candidates' skills, qualifications, and suitability for the job. While Nartey, (2007) indicates that putting right people in the right position must create the strategic process of matching employees' talents, skills, and potential with the appropriate roles and responsibilities within the organization. Therefore, this study found that there is significant relationship between E-selecting and putting right people in the right position.

E-retention and keeping talented workers of Local Government Service Commission in Rivers State.

The result on table 4. 4, hypothesis 3 above shows that the E-retention has a strong and positive relationship with keeping talented workers of Local Government Service Commission in Rivers State ($r=-.138$). The p-value of .105 shows that there is a significant relationship between e-retention and keeping talented workers of Local Government Service Commission in Rivers State ($r=-.138, p<.05$). The null hypothesis one was rejected at 0.05 alpha level. This result is similar with the findings of Manish, Prachi, Rohil, Shubham, Shiwani (2015), agreed that developing employee engagement platforms, performance management software, and online training and development programs enhance employee satisfaction, productivity, and long-term commitment to the

organization. While Malthouse and Hofacker (2010) suggested that it is essential to minimize turnover, maintain institutional knowledge, and sustain a talented and motivated workforce. Therefore, this study found that there is significant relationship between E-retention and keeping talented workers.

Conclusion

The study concluded that all the three dimensions of independent variable - e-recruiting, e-selecting and e-retention positively influences the organizational success of Local Government Service Commission in Rivers State.

Recommendations

Based on the findings from this study, the following recommendations were made.

1. Chairman of the Commission, Permanent Secretary, Director of Administration, Local Government Chairmen, HPM and HLGA man of the Commission, HPM and HLGA should use various digital tools, such as online assessments, video interviews, and automated resume screening, to evaluate candidates' skills, qualifications, and suitability for the job.
2. Chairman of the Commission, Permanent Secretary, Director of Administration, Local Government Chairmen, HPM and HLGA should select the right people in the right position provides a foundation to all central activities of employee resource such as the acquisition, development and rewards of workers.
3. Chairman of the Commission, Permanent Secretary, Director of Administration, Local Government Chairmen, HPM and HLGA should use employee engagement platforms, performance management software, online training and development programs to enhance employee satisfaction, productivity and long-term commitment to the organization.

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