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AN EMPIRICAL INVESTIGATION INTO THE IMPACT OF E-RECRUITMENT ON ORGANIZATIONAL EFFECTIVENESS

Dr. Muhammad Irshad[1]
Assistant Professor
Department of Management Sciences
University of Chitral
mikhaans@gmail.com

Dr. Ayesha Iftikhar[2]
Assistant Professor
Lahore Business School
The University of Lahore
ayesha.iftikhar@lbs.uol.edu.pk

Madiha Jabeen[3]
Lecturer
Shaheed Benazir Bhutto Women's University
Peshawar, Pakistan
madiha_jabeen@hotmail.com

Dr. Nasira Jabeen[4]
Assistant Professor
Department of Management Sciences
University of Gujrat.
nasira_jabeen2000@yahoo.com

Syed Waleed ul Hassan[5]
Research Assistant
Faculty of Business Administration
Accountability and Economics
Universidade Federal de Goias, Brazil
wsyed68@yahoo.com

Abstract

Technological innovations occasioned by globalization have brought major changes to the organization and Human Resource Management. The change from the traditional system of HRM to e-HRM has brought some questions to the management as to whether the system increases efficiency or, rather, bears some costs that may be incurred. This research work is a quantitative analysis of the organizational effectiveness of e-recruitment. A self-administered questionnaire was completed among participants: 362 participants were selected through a systematic stratified random sample technique; 268 of the questionnaires were returned valid. The data were analyzed using the statistical tools SPSS 29 and AMOS 29. EFA and CFA were conducted regarding reliability validity and model fitness, respectively, and finally, SEM was conducted to examine the relationship. Research indicates that e-recruitment variables, which include low recruitment cost, shorter time to hire and improvement in the quality and quantity of applicants, are social efficiency indicators of the cost-effectiveness of organizations. Implication of strong e-recruitment systems would enable organizations to focus on modern-day requirements by scaling up HR strategies. It suggests that organizations should invest in technologies to be deployed in HR departments and offer professional development to practitioners. In addition, organizations should arrange workshops and conferences to ensure that the employees are aware of ways to better harness technological gadgets for recruitment, something that will increase operational efficiency.

Keywords: E-Recruitment, Recruitment Cost and Time, Applicant Quality and Quantity, Organization Effectiveness.

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Introduction

The Fourth Industrial Revolution revolutionized almost all traditional work patterns to embrace a healthy interaction between technology and HRM. Traditionally defined in the 1990s (Olivas-Lujan et al., 2007; Agarwal & Lenka, 2018), e-HRM is a combination of Information Technology in the organizational HR strategic activities that involve recruitment and selection. According to the research, one of the most important functions of the HRM, e-recruitment, leads to increased effectiveness of the organization's operation through minimizing the costs and time spent on recruitment in addition to increasing applicant quality and quantity (Cronin, 2003; Parry & Tyson, 2011; Stroh, 2009). Other studies also establish that there is a direct relationship between the recruitment process and organizational performance (Gamage, 2014; Katou & Budhwar, 2006; Wright et al., 2005).

Despite this, the literature focuses little on investigating the contingent factors of e-recruitment, including cost, time and applicant data, particularly in the context of the developing economy of Pakistan (Hosain & Liu, 2020; Maqbool et al., 2020). To fill this research gap, the present study estimated the prospective economic benefits of e-recruitment to organizational productivity following a cross-sectional survey of 362 systematically selected full and part-time employees in one of Ghana's leading telecommunications firms, out of which 268 were judged sufficiently valid for analysis. Conclusively, research evidence supports the proposition that e-recruitment has a positive impact on organizational performance and calls for corporate HRM adoption of sophisticated paradigms. The study also offers practical solutions for e-recruitment system implementation and organization growth for corporates in Pakistan.

Rationale of the Study

Due to advances in digital technology and the increasing popularity of HRM, the implementation of e-recruitment to quickly and inexpensively attract talented candidates is now critical (Stone et al., 2020). While organizations around the globe are implementing these technologies, it is important to highlight addressing challenges faced by the HR departments, especially in the context of developing countries such as Pakistan, to ascertain how the e-recruitment systems could be implemented most effectively to enhance the operational efficiency and to source global talent (Khilji & Wang, 2020). Moreover, since flexibility and innovation are becoming critical business requirements, this research seeks to examine how and to what extent the strategies developed by HR should change, given these shifts, to facilitate organizational growth and human capital management within a competitive global environment (Choi et al., 2021). As a result, this study adds to the literature by assessing how managers in organizations in developing economies can effectively apply e-HRM practices in the context of e-recruitment by doing the following:

Problem Statement

The change from the conventional recruitment method to e-recruitment has conceptualized human resource practices and, at the same time, promises fixed and variable savings of cost and time and still increases the coverage of human resources around the globe (Parry & Tyson, 2011). Nonetheless, there is limited understanding

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of how e-recruitment contributes to increased organizational effectiveness in such economies as Pakistan. While previous studies report on the advantages of e-recruitment, including enhanced talent acquisition procedures and operational effectiveness (Strohmeter, 2009; Maqbool et al., 2020), its effects on wider organization performance, including employee quality, staff turnover and staff productivity are less clear (Bondarouk & Brewster, 2016). Existing works have identified gaps in empirical literature concerned with critical e-recruitment factors, including recruitment cost, time, quality, and quantity of applicants (Hosain & Liu, 2020; Wright et al., 2005). To fulfill this research need, this study will seek to establish the strength of e-recruitment and its possibility of boosting organizational performance, operations, and employee engagement in the long run.

Research Questions

1. How effective is e-recruitment as a strategy for reducing recruitment costs and saving time in the hiring process?

2. What are the key factors that influence the success of e-recruitment processes, particularly in terms of cost, time efficiency, and the quality and quantity of applicants?

3. How does the implementation of e-recruitment systems relate to overall organizational effectiveness, particularly in terms of talent acquisition and long-term performance?

Research Objectives

- To assess the effectiveness of e-recruitment as a cost and time-saving strategy.

- To evaluate the key factors influencing e-recruitment processes, including cost, time, applicant quality, and quantity.

- To examine the relationship between e-recruitment and organizational effectiveness.

Significance of the study

Given that today's global workforce is more connected than ever, analyzing the effect of e-recruitment systems on organizational performance, minimization of recruitment costs, and attraction of talented candidates is crucial (Stone et al., 2020). Through an understanding of the possibilities of the e-HRM practices and their alignment with HR strategies, this study provides relevant managerial implications for organizations desirous of sustaining competitiveness in the global talent landscape. Besides, the results will be beneficial for both the scholarly community and practitioners in terms of reflecting on best practice recommendations for developing countries and their progress toward modernizing the approach to HR. This, in turn, could benefit the economic development of these countries by enabling the acquisition of scarce human capital talent as well as organizational development in the digital economy. On a more general note, the findings of this research point to directions that organizations can use to enhance their capabilities and recruitment

practices as industries continue to become more liberalized, digitized and internationalized.

Literature Review

Recruitment is a critical process for organizations to locate, attract, and build a pool of qualified candidates for specific job roles. Agarwala (2007) defines recruitment as identifying potential job applicants and motivating them to apply for anticipated roles. Durai (2010) expands this perspective, emphasizing that recruitment must focus on attracting candidates whose capabilities align with the organization's operational needs. It is a two-way process where organizations seek qualified individuals while candidates search for opportunities to advance their careers. Recruitment serves as a bridge connecting organizations with potential employees (Bretz & Judge, 1994). However, in today's dynamic business landscape, organizations face significant challenges in attracting and selecting high-potential candidates (Langan, 2000).

According to Deloitte's Global Human Capital Trends 2015 survey, businesses require agile, capable employees to maintain continuous growth (Trends, 2015). This necessitates the adoption of recruitment strategies that are conceptually comprehensive, cost-effective, and aligned with business goals (Chapman & Webster, 2003; Cullen, 2001). Modern e-recruitment practices, facilitated by advancements in technology, enable organizations to connect with geographically dispersed candidates searching for competitive salary packages and benefits. E-recruitment has emerged as an efficient and systematic process of sourcing eligible applicants through web-based platforms, offering organizations cost-effective and speedy recruitment solutions (Ashok & Priyanka, 2014; Daniel, 2018).

In the digital age, e-recruitment has transformed human resource practices, making recruitment more effective, scalable, and precise. Organizations now leverage their websites and job portals to advertise roles, upload job descriptions, and attract potential candidates (Bhupendra & Swati, 2015; Okolie & Irabor, 2017). Candidates, in turn, actively browse these platforms for opportunities. Technology has significantly enhanced recruitment by enabling seamless information sharing, reducing costs, and shortening recruitment timelines. This streamlined process allows organizations to gather a diverse pool of qualified candidates and select the best fit for their needs (Daniel, 2019). Furthermore, e-recruitment offers applicants the flexibility to submit resumes anytime, ensuring accessibility and convenience (Holm, 2012). Cole (2002) highlights that web-based recruitment's primary goal is to attract a large pool of sophisticated, qualified applicants. Compared to traditional methods like television or newspaper advertisements, e-recruitment broadens the organization's reach and improves targeting, thereby ensuring access to a more extensive talent pool (Kar & Bhattacharya, 2009).

E-recruitment is no longer just an innovative tool; it is a necessity for organizations looking to optimize their human resource functions. By embracing e-recruitment, businesses can better navigate the competitive global job market, ensuring both cost and operational efficiency in their recruitment practices.

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Organizational Effectiveness and E-Recruitment

Organizational effectiveness refers to an organization's ability to achieve its goals, foster employee development, and build strong organizational commitment (Savage-Austin & Honeycutt, 2011; Zhang, Wang, & Shi, 2012). An effective recruitment system is a key driver of organizational success by enhancing workforce quality and aligning talent with the company's operational requirements (Kumari, 2012; Uzair, Majeed, & Shakeel, 2017). Research suggests that e-recruitment, as a modern recruitment tool, significantly contributes to organizational effectiveness by reducing time and costs associated with traditional recruitment methods while also providing access to a broader pool of qualified candidates (Greiner, 2015; Gamage, 2014). Through e-recruitment, a new change in management has occurred in the hiring process because of efficiency and a wider pool of candidates (Khan et al., 2016).

Scholars have also shown how e-recruitment platforms like the Option-Recruitment-Software-for-Economic-Experiment (ORSEE) show that while using these systems was cheaper, it also helped in attracting better talents for selection, hence providing better results (Gopalia, 2012). In the article by Mooney (2020), e-recruitment systems are inexpensive; they alleviate the burden on the recruiters and raise organizational performance by shortening the period of the recruitment process and improving the quality of the candidates. Thirdly, due to the application of technology-based recruitment approaches, organizational costs related to administration have been reduced with the added advantage of increased speed in decision-making on the hiring process (Harmsel, 2011; Eisele, 2006).

Hypotheses Development

Several studies have examined the significant relationship between e-recruitment factors and organizational outcomes. These four dimensions include applicant quality, applicant quantity, recruitment cost, and the time it takes to source applicants.

Applicant Quality

Since people have become an organization's key resource, attracting high-quality candidates has emerged as the major challenge. These systems assist this process, thereby extending the messages in recruitment campaigns and guaranteeing the establishment of a pool of more qualified individuals. Hirevue (2010) and Eisele (2006) point out that e-recruitment has an impact on the quality of applicants for a given organization because it helps organizations attract and obtain qualified candidates in the market. Moreover, Pin et al. (2001), on the same note, have argued that recruitment systems that operate on the Internet improve an organization's image, thus drawing in more quality applicants. This leads to the formulation of the following hypothesis:

H_1: There is a statistically significant relationship between applicant quality and organizational effectiveness.

Applicant Quantity

E-recruitment platforms offer huge areas of cover, which enable organizations to get a broader and more diverse spectrum of applicants. They pointed out that through advertisements on the Internet, one can have a bigger pool of applicants to choose from, according to Barber (2006). Moreover, e-recruitment assists in increasing diversity by providing opportunities to candidates of different geographic origins, consequently increasing organizational effectiveness (McCarthy et al., 2018). This leads to the formulation of the following hypothesis:

H_2: There is a statistically significant relationship between applicant quantity and organizational effectiveness.

Recruitment Cost

Of all the advantages associated with e-recruitment, the avoidance of great amounts of expense in the recruitment process is paramount. Technology makes it possible to quickly scan the employees; hence, not much effort is channeled into the manual scanning of the applicants (Harmsel, 2011). Research indicates that e-recruitment costs tremendously less than other recruitment techniques (Abel, 2011; Cober et al., 2000). In addition to job advertising cuts, e-recruitment systems decrease the costs of face-to-face interviews and the candidates' traveling expenses. Therefore, the following hypothesis is developed:

H_3: There is a statistically significant relationship between e-recruitment cost and organizational effectiveness.

Recruitment Time

This ensures that first-time applicants, as well as past applicants, receive a quick response through E-recruitment, hence shrinking the time to hire, which is key to increasing organizational performance. The time-to-hire, the time it takes from detecting the job vacancy to the candidate hiring process, is an important factor that organizations plan to keep their competitiveness into consideration (Barber, 2006). Scholar studies have also demonstrated that e-recruitment systems enable organizations to recruit for posts faster than conventional systems (Becker et al., 2010). For instance, Hirevue (2010) established that organizations that embraced e-recruitment technologies lowered their hiring cycle to two weeks. The fast processing time increases organizational performance due to the efficiency of operations and the popularity of attracting talented personnel (Duffy & Schwartz, 2018). The following hypothesis is proposed

H_4: There is a statistically significant relationship between e-recruitment time and organizational effectiveness.

Research Methodology

This research study was quantitative based on primary data collected through a survey questionnaire. Apropos, the study aims to examine the power of e-recruitment and organization effectiveness; employees of production and service provider organizations operating in the region of Lahore province of Punjab,

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Pakistan, were considered population. A stratified random sampling method was adopted for sampling selection. The sample size was determined using the Yamane (1967) formula. According to this formula, the total sample size was determined to be 362. Consequently, survey participants were invited by using word-of-mouth, references, and social-cum-professional networks. The required data were collected through a survey questionnaire developed for this purpose and distributed among 362 respondents. However, a total of 268 questionnaires received back from participants were completed in all respects and ready for analysis. Statistical software SPSS-22 and AMOS 24 were used for analysis. The analysis was comprised of descriptive data to convert into percentages, as well as inferential statistics to examine the relationship between IVs and DV. As mentioned above, a questionnaire was developed for this study, so face and content validity were examined by veterans, followed by a pilot study. In the pilot study phase, a total of 45 questionnaires were distributed amongst the targeted population, and corrections were made as suggested by veterans and the pilot study recommendations. The reliability of the questionnaire was also examined, followed by Exploratory Factor Analysis and Confirmatory Factor Analysis. Finally, structural equation modeling was applied to evaluate the relationship between independent variables and dependent variables.

Sample size calculation

The sample size was calculated based on Yamane's (1967) formula. Yamane (1967) suggested a 95% confidence level and P=0.5 assumed.

Yamane formula

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{3827}{1 + 3827(0.05)^2} = 362$$

Where,

n = Sample size

N = Population

e = Acceptable sampling error

Measurements Scale

The survey questionnaire was used for data collection. The research questionnaire comprised two parts. The first part of the questionnaire contained questions regarding participants' demographics based on a nominal scale. In contrast, the second part of the questionnaire comprised questions regarding e-recruitment based on a five Likert scale of strongly disagree to strongly agree (1 to 5). The measurement scales of the questionnaire are given below:

Table 01: Measurement scale	
Variable	Measurement scales
Applicants Quality	E-recruitment is served to maximize job seekers' good fit with the organization.
	E-recruitment attracts talented candidates beyond geographical location.
	E-recruitment helps to ensure the attraction of the right candidate for the right job at the right time.
	E-recruitment provides clear job descriptions to job seekers for good decisions.
	E-recruitment discourages/restricts un/der qualified candidates from applying.
	E-recruitment attracts the most suitable candidates, which is not feasible by other means.
	E-recruitment applications rarely mismatch with a job specification.
Application Quantity	E-recruitment provides a greater chance to attract remote areas / international talent.
	E-recruitment is helpful in attracting a sophisticated number of job applicants.
	E-recruitment has helped the newborn organization attract job seekers.
	E-recruitment ensures a sizeable talent pool with minimum training needs.
	E-recruitment ensures and provides Equal Employment Opportunity to job seekers.
	E-recruitment grants greater access to employers/job seekers 24/7 access opportunities.
	E-recruitment provides greater access to anticipated employees.
E-recruitment Time	E-recruitment enables the firm to post a job advertisement on various domains at one time.
	E-recruitment enables the firm to attract national/international talent within one click.
	E-recruitment provides a greater time for communication between job seekers and employers.
	E-recruitment is less time-consuming in terms of job searching.
	The e-recruitment job search process cycle time is more effective than the traditional method of recruitment.
	E-recruitment is more effective in terms of screening time.
	E-recruitment involves less time in the recruitment process cycle.
	Overall, e-recruitment requires less time to fill the advertised vacancy.
E-recruitment Cost	E-recruitment involves the low cost of posting a job on a job website.
	E-recruitment incurred less in cost than the traditional method.
	E-recruitment does not require an additional cost of advertising, such as banners, etc.
	E-recruitment does not require job finder fees.
	The average cost per e-recruitment is less than the traditional method.
	E-recruitment Return on investment is higher than the traditional method.
	Annual expenditure on e-recruitment is lesser than the traditional method.
Organization Effectiveness	E-recruitment improves overall job search efficiency.
	E-recruitment develops a good linkage between the employer and the job seeker.
	E-recruitment provides applicants with clear exposure to the employer.
	E-recruitment provides maximum effectiveness to an organization in the job search process.
	E-recruitment provides greater opportunities for job matches.
	E-recruitment ensures the right candidate for the right job at the right time to achieve organizational effectiveness.
	E-recruitment helps to restructure by applying an effective recruitment system.

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Data Analysis and Results

Descriptive Statistic

Table 02: Demographic values

Description		Frequency	Percent	Cumulative Percent
Age	20 to 25 Years	44	16.4	16.4
	26 to 35 Years	52	19.4	35.8
	36 to 50 Years	78	29.1	64.9
	51 to 60 Years	94	35.1	100.0
Gender	Male	192	71.6	71.6
	Female	76	28.4	100.0
Position	Line Level Management	54	20.1	20.1
	Middle-Level Management	56	20.9	41.0
	Top Level Management	158	59.0	100.0
Experience	Less than 5 Years	27	10.1	10.1
	06 to 10 Years	33	12.3	22.4
	11 to 19 Years	54	20.1	42.5
	20 to 25 Years	89	33.2	75.7
	26 and above	65	24.3	100.0
	Total	268	100.0	

The above table presents the demographic information of the participants. The table depicts that a total of 44 (16.4%) participants belong to the age group between 20-25 years, followed by 52 (19.4%) belonging to the 26-35 years age group, 78(29.1%) belong to the 36-50 years age group and 94(35.1%) belong to 51-60 years of age group. The table further shows that 192 (71.6%) respondents are men and only 76(28.4%) respondents are female. The table shows the position of employees in the organization. It depicts that only 54(20.1%) hold the post of line-level management, followed by 56(20.9%) hold the post of middle-level management, and 158(59%) hold the post of top-level management. The demographic table presents participant experience shows that only 27(10.1%) respondents have less than five years' experience, followed by 33(12.3%) respondents who have 06-10 years of experience, 54(20.1%) respondents working in the organization from 11-19 years, 89(33.2%) participants working from 20-25 years and only 65(24.3%) participants experience 26 years and above.

Reliability and Validity

Table 03: Reliability and Validity

Variables	Number of Items	Cronbach Alpha
Applicant Quality	07	0.983
Applicant Quantity	07	0.960
Recruitment Cost	07	0.991
Recruitment Time	08	0.947
Organization Effectiveness	07	0.990

The internal reliability of data was examined through Cronbach's alpha. The above table statistics present the values of the reliability coefficient. The statistical values of Cronbach Alpha for all items were found within the suggested values of Sekaran and Bougie (2003).

Exploratory Factor Analysis

As stated earlier, the questionnaire item was developed for this study. So, exploratory factor analysis was applied to determine the hanging of similar items together as a group or set of items. Scholars use exploratory factor analysis results to determine the construct (so-called factorial) validity within a given dataset. The main purpose of exploratory factor analysis is to ascertain the significant number of factors that need to be added to a hypothetical model.

Table 04: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.972
Bartlett's Test of Sphericity	Approx. Chi-Square	23910.731
	Df	528
	Sig.	0.000

Prior to conducting, the Exploratory Factor Analysis Kaiser-Meyer-Olkin (KMO) test was applied to calculate the significant number of items envisaging for a particular factor and evaluate the partial correlations amongst variables (Leech, Barrett & Morgan, 2005). The above table shows that the KMO value is greater than the acceptable range of .5, and the P values are .000 less than the suggested value. The statistical values satisfied the assumption of sphericity; as a result, the dataset was found suitable for further analysis.

Factor Loading and Communalities

Table 05 shows detailed information on factor loading and commonalities. The analysis values depict that 33 items of five factors were rotated through a total of 5 iterations. The statistical values for all computed factors were found to be greater than the acceptable range of 0.50 (Leech et al., 2005). Therefore, no item was removed, and items were found hung in respective groups/factors.

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Table 05: Factor Loading and Communalities						
Rotated Component Matrix						
	Component					Communalities
	1	2	3	4	5	Extraction
AQ1				0.782		0.952
AQ2				0.811		0.857
AQ3				0.792		0.816
AQ4				0.820		0.678
AQ5				0.833		0.831
AQ6				0.860		0.809
AQ7				0.872		0.756
AQ8				0.824		0.636
Qty1					0.875	0.768
Qty2					0.868	0.842
Qty3					0.883	0.882
Qty4					0.876	0.764
RC1			0.758			0.987
RC2			0.833			0.994
RC3			0.882			0.921
RC4			0.870			0.793
RC5			0.861			0.929
RC6			0.895			0.952
RT1	0.849					0.921
RT2	0.882					0.932
RT3	0.928					0.900
RT4	0.887					0.943
RT5	0.902					0.980
RT6	0.920					0.938
RT7	0.915					0.880
OE1		0.840				0.954
OE2		0.837				0.945
OE3		0.802				0.866
OE4		0.802				0.968
OE5		0.847				0.987
OE6		0.849				0.968
OE7		0.835				0.850
OE8		0.872				0.919
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.						
a. Rotation converged in 5 iterations.						

Confirmatory Factor Analysis

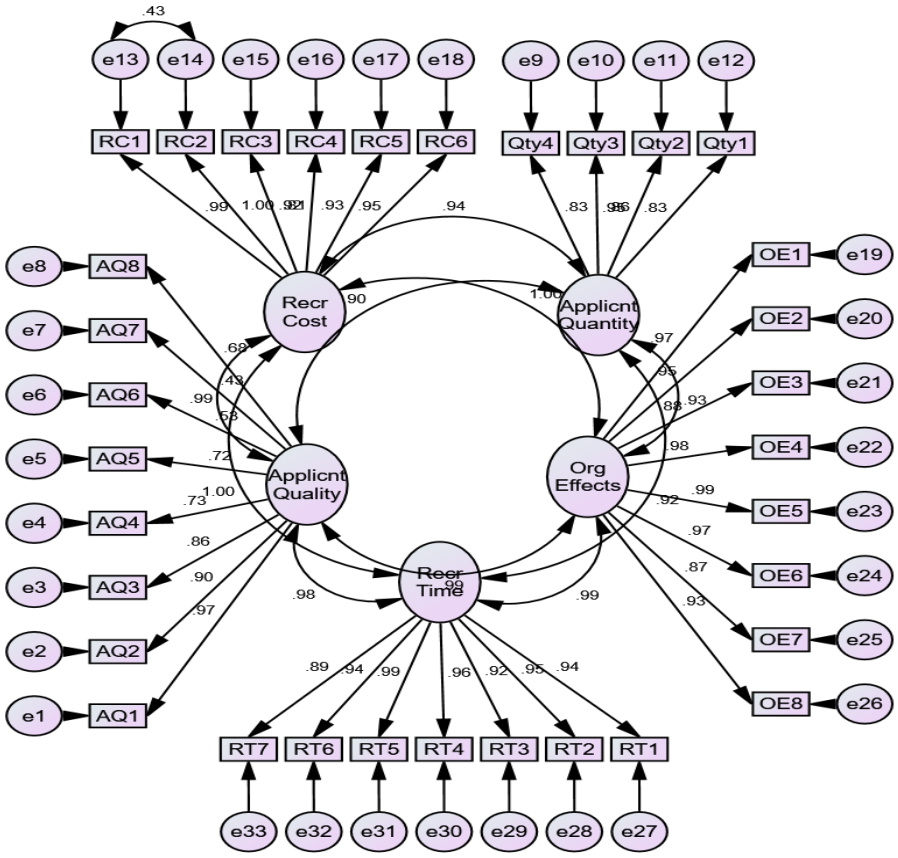
Confirmatory Factor Analysis (CFA) was conducted using AMOS-24. However, AMOS has some assumptions that must be satisfied before it can be applied. These assumptions include autocorrelation, minimum sample size, data normality, etc. This study's sample size is sufficient to satisfy the minimum sample size assumption. However, for data normality and autocorrelation, skewness and kurtosis tests were applied.

Table 06: Skewness and Kurtosis				
Construct(s)	Mean	Std. Deviation	Skewness	Kurtosis
Applicant Quality	24.51	10.038	-0.072	-0.050
Applicant Quantity	11.95	5.030	0.119	-0.924
Recruitment Cost	18.56	7.915	-0.064	-0.808
Recruitment Time	22.16	9.101	-0.105	-0.828
Organization Effectiveness	25.37	10.659	-0.094	-0.085

The above statistic shows that there is no issue of autocorrelation in the dataset, and data is normally distributed as the values of skewness and kurtosis are within the suggested range, i.e., ±1 (George & Mallery, 2010). The table also presents the standard deviation and mean values of the dataset.

Measurement Model

Confirmatory Factor Analysis was conducted using AMOS software to measure factor loadings, reliability, and validity. The statistical values were found to be above the acceptable range, 0.70, and the measurement model was found to be well-fitted.



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Indeed, Modification Indices (MI) were also examined to evaluate the model fit indices. All the values were found within the recommended range shown in the table below, and the model has been found to be a good fit for further proceedings.

Table 07: Model Fitness Indices

Model fit measure	Recorded values	Suggested Values*
Parsimonious Fit e		
X2 / df	1.9	≤ 3.00
RMSEA	0.04	≤ 0.08
Incremental Fit		
NFI	0.93	≥ 0.90
CFI	0.95	≥ 0.90
RFI	0.97	≥ 0.90
TLI	0.96	≥ 0.90
IFI	1.00	≥ 0.90
Absolute Fit		
GFI	1.00	≥ 0.90
AGFI	0.89	≥ 0.80
RMR	0.027	≤ 0.05

(Hair, Black, Babin and Babin, 2010; Hu & Bentler, 1999; McDonald & Ho, 2002; Wan, 2002)

Model validity

Barclay Higgins and Thompson (1995) recommended examining validity and reliability before testing the research hypothesis by using SEM. The composite reliability, convergent, and discriminant validity of the construct were examined. Results shown in the below table reflect that the statistical values of composite reliability, convergent validity, and discriminant validity are within the acceptable range suggested by (Hair et al., 2010; Henseler, Ringle, & Sarstedt., 2015; Hu & Bentler, 1999). Furthermore, the values of discriminant validity were found to be higher than the correlation values of the construct with other constructs, and there is no issue of reliability and/or validity concern.

Table 08: Validity Statistics

	CR	AVE	MSV	MaxR(H)	1	2	3	4	5
1. Appl Quality	0.931	0.834	0.018	1.012	0.929				
2. Appl Quantity	0.983	0.968	0.018	0.983	0.119	0.979			
3. Recr Cost	0.982	0.968	0.016	1.040	0.031	0.031	0.949		
4. Recr Time	0.953	0.887	0.017	1.003	0.079	0.060	0.075	0.937	
5. Org Effectvns	0.971	0.954	0.024	1.020	0.025	0.052	0.013	0.092	0.976

Composite Reliability (CR) > 0.70, Average Variance Extracted (AVE) > .50, Maximum Shared Variance (MSV) < AVE.

Research Hypotheses Testing

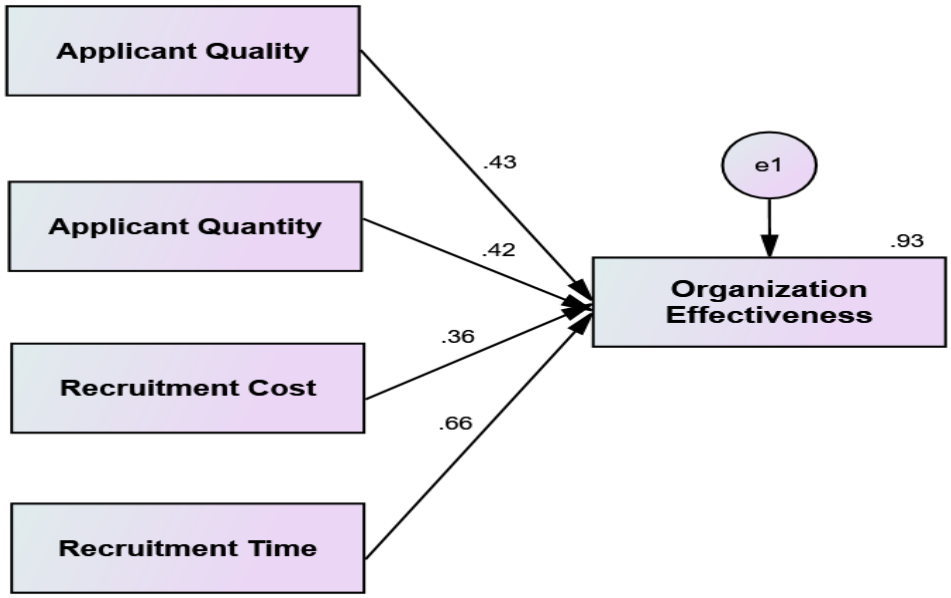


Table 09: Structural Modelling Statistic				
Path	Estimate (β1)*	S.E.	C.R.	P
Org effectiveness ← Applicant Quality	0.428	0.009	47.555	0.00
Org effectiveness ← Applicant Quantity	0.421	0.019	22.157	0.00
Org effectiveness ← Recruitment Cost	0.364	0.012	30.333	0.00
Org effectiveness ← Recruitment Time	0.659	0.010	66.100	0.00

Structural modeling was applied to test research hypotheses. The results of structural modeling are tabulated above. The first hypothesis of the study states that there is a significant positive relationship between applicant quality and organization effectiveness. The statistical values for applicant quality are β = 0.428, C.R. = 47.555, and P= 0.000 <0.05, showing a positive relationship between applicant quality and organization effectiveness. The second hypothesis of the study states that there is a significant positive relationship between applicant quantity and organization effectiveness. The statistical values for applicant quantity are β = 0.421, C.R. = 22.157, and P= 0.000 <0.05, showing a positive relationship between applicant quantity and organization effectiveness. The third hypothesis states that there is a significant positive relationship between recruitment cost and organization effectiveness. The statistical values for recruitment cost are β = 0.364, C.R. = 30.333, and P= 0.000 <0.05, showing a positive relationship between recruitment cost and organization effectiveness. The last hypothesis of the research study states that there is a significant positive relationship between recruitment time and organization effectiveness. The statistical values for recruitment time are β = 0.659, C.R. = 66.100, and P= 0.000 <0.05, showing a positive relationship between recruitment time and organization effectiveness. The above statistics indicate that all factors (applicant quality, applicant quantity, recruitment cost and recruitment time) are significant positive predictors of organization effectiveness.

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Discussion

The primary objective of this study was to explore the relationship between e-recruitment and organizational effectiveness. Focusing on organizations in the Lahore region of Punjab, Pakistan, this research examined how various aspects of e-recruitment—such as applicant quality, applicant quantity, recruitment cost, and recruitment time—affect organizational effectiveness. The study collected data through a structured questionnaire, and a stratified random sampling method was used, ensuring a comprehensive representation of employees across different organizational levels. Finally, all 268 completed valid questionnaires collected were analyzed descriptively as well as inferentially, while validity and reliability tests were conducted to assess whether the model fits the hypotheses appropriately.

The study further showed that e-recruitment has a significant influence on organizational performance of the organization in the four aspects of analysis. Analysis of the results also indicated that applicant quality, quantity, cost, and time do enhance organizational effectiveness, findings that corroborate prior research studies, especially in comparative organizational settings. Applicant quality and organizational success: Joseph et al. (2014) and Mooney (2020). Applicant volume and organizational outcomes: McCarthy et al. (2018) and Kuppusamy & Ganesan (2016). Furthermore, the research results confirm the studies of Abel (2011), Harmsel (2011), and Sultana & Sultana (2017), and they established that e-recruitment favorably influenced recruitment costs whilst optimizing organizational performance. This study also provided empirical support to the hypothesis that there is a direct but positive correlation between recruitment time and organizational effectiveness, as suggested by Becker et al. (2010) and Joyce (2016).

Conclusions

This research implies that the generation of new knowledge in the e-recruitment type impacts the effectiveness of the organization. The fact that this research employed structural equation modeling established that e-recruitment factors, including applicant quality, applicant quantity, recruitment cost, and recruitment time, are strongly allied to improved organizational performance. As such, the organizations that have embraced e-recruitment as a channel of recruitment can enhance organizational recruitment effectiveness, reduce expenditure, attract the right pool of talent, and shorten the time taken for recruitment.

Moreover, the study emphasizes demographic factors that may affect the organizational perception of e-recruitment practices, including age, gender, and tenure. Most of the respondents were male senior employees in organizations doing top management jobs and practicing in organizations for many years. This demographic finding may enlighten future research on how the two divergent managerial perspectives you discovered in this dissertation have influenced employee adoption of e-recruitment systems.

The study offers implications for practice for both human resource professionals and organizational managers to increase the use of e-recruitment in improving organizational performance. That is why, as e-recruitment develops, organizations synchronize their full potential to show their ability to attract

candidates most effectively, adapting the recruitment process to the organizational goals and demands.

Recommendations

Based on technological changes and the forces of globalization, it became clear that human resource strategies in organizations today need to match the demands of the current world. Organizations should be encouraged to adopt an e-recruitment system properly to strike a balance between efficiency and effectiveness.

It is proposed that organizations allocate capital to office technology, particularly for the HR department, and take time to train their current HR staff. This can be done through targeted workshops and conferences aimed at introducing staff to advancements in technology applied to HR practices. Most of these efforts are useful not only in recruiting talent from other organizations and across the world but also in improving the organization's image in the marketplace.

In addition, organizations should strategically use e-recruitment systems to reduce recruitment time and cost. Young skilled workers expect that the recruitment process should be convenient, and in many respects, they succeed in this Endeavor, preferring new methods that are quite cheap. Using e-recruitment, organizations can capture the best talent within the shortest time possible without using a lot of organizational resources.

Establishing an e-recruitment strategy is the only way to radically change current HR practices to consumer-centric e-HRM to suit the context of Pakistan and its Environment. This strategy will help get highly skilled individuals on board as the nation seeks to develop. Also, it comes with grave economic returns for the organizations, thus helping them source the best talent while at the same time not compromising on resource utilization.

This is especially the case given the continuous changes that have been observed in today’s business environment, where organizations must plot their workforce development plans across various areas.

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