

The Role of E-recruitment Towards Attraction of Workforce: A Case of Telecom Sector Organization

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Abstract

E-commerce practices promote integrative and supportive application for connectivity in today's dynamic marketplace with E-Recruitment as its emerging component. It has now become an effective tool for organization to raise talented workforce and the development and maintenance of HR data base. This study examines telecom sector's E-recruitment practices in attraction of potential and talented employees in district Peshawar. The correlation is 0.671, a highly significant and above the moderate level, R square is 45.9%, explaining the variability of independent variable e-commerce in the workforce attraction. The regression analysis proved from e-recruitment towards attraction of workforce with positive unit impact of 0.89. The value of t-test and ANOVAs results found highly significant.

Key Words: E-Recruitment, Workforce, Telecom

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Organizational goals are supported by different resources which include financial, technological, human, and other resources. Among it, human resource management is the prime one, which ensures right man for right job. This activity paves way for optimum organizational performance. Organizations attract potential and talented candidate from the market advertising in newspapers, referrals, university or colleges' recruitment, employment agencies and website based recruiting or e-recruitment as prominent one.

In today's turbulent and dynamic market e-recruitment is the emerging employment practice which provides fast, reliable and instant solution to many problems especially in high turnover industries e.g. in service and telecom sectors.

This study examines e-recruitment practices drawing from both data sources i.e. primary and secondary mainly relying on secondary data of different organizations' published materials. The primary data was collected with questionnaires and interviews from those organizations' employees practicing e-recruitment.

This study will look into two main issues within e-recruitment domain of an organization HR practices

- To examine application of e-recruitment within organization
- To examine application of e-recruitment practices as an attraction tool for workforce

Galanaki (2002) examines the role of online recruitment through website posts or on vendors' websites. He concludes that 1) it helps applicant in e-benefits of time, cost, efforts and analysis with convenience; 2) it helps the applicant for a remote interview, and other tests for the selection of candidate. It has also been found valuable to communicate fast tracking information banners etc and also transmit information to the candidate in more convenient and reliable fashion. Therefore in the long run e-recruitment practices have positive outcomes for the organization.

Literature Review

E-Recruitment

There are many definitions of e-recruitment for example, (Dysart) 1999 and Taylor (2001) define e-recruitment as the online process of attracting suitable candidates via electronic means. It also provides convenience in selection process. It instantly matches candidate's qualification, skills, experiences with job description, consequently informing candidate for its selection prospects.

Corporate website provides information about job offerings and vice versa. These websites also provide information regarding organizational culture, job requirements, job opportunities and employees' promotional opportunities (Jones et al, 2002; Pin et al, 2001; Stone et al, 2006).

Recruitment and selection help organization to hire best brain to deploy in productive activities when the same is backed with electronic recruitment make it more productive (Boxall & Purcell, 2003). Online recruitment helps organization to meet the ever changing HR needs to fill position with dynamic and competent human resource. (Parry & Tyson 2008). There are many large organizations who are adopting online recruitment as competitive strategy (Barry, 2005). Therefore, for today's organization maintenance of a dedicated website to attract, recruit, and retain employees and closer to customers (Hausdorf and Duncan 2004).

In this period highly skilled worker could be easily accessed via online as they mostly surf internet and visit social media. They consider online jobs searching more secure and trusting along with applying for those positions. Besides, bargaining for salaries and perks are easier than the traditional recruitment practices. Therefore, it is beneficial in both cases for the candidate and the organization as well (Elkington 2005).

Attracting Workforce

Attracting potential workforce using online recruitment helps organization to hire employee with lower advertisement and communications costs although there might be resume overflow from irrelevant candidates (Singh, P., & Finn, D. 2003; Sylva, H., & Mol, S. T. 2009; Zall, 2000).

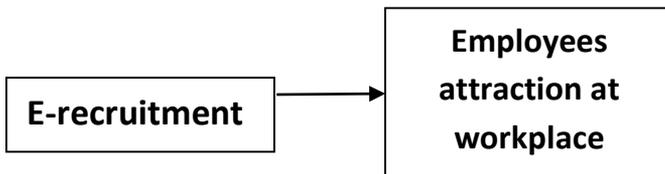
Attracting candidates through e-recruitment uses for the ads of online jobs while the process is easily linked with the recruitment process and it also support the process of developing data base structure in the organization (Ployhart et, al 2006). Bartram (2000)

says that e-recruitment is an important part of E-HRM, which provides all kinds of HR resources for rational decision making. Data suggests that E-HR practices are becoming strategic to profit making and the changing environment. Therefore e-HRM and e-recruitment are important in HRD (Taylor, C. 2001).

Pin et al (2001) record 167 firms in Europe in which 83% were showing higher performance and were using online HR practices. In those firms 44% were those firms which were using e-recruitment to attract candidates for vacant positions. Kerrin (2005) says that attracting right worker is more important than only attracting workers. Snell (2003) also appreciates online recruitment as more productive in terms of time and efforts comparing with conventional recruitment process.

Theoretical framework for this research were drawn from literature to examine how e-recruitment practices are useful in attracting employees to workplace.

THEORATICAL FRAMEWORK



Aims and Hypothesis

The purpose of this research was to find out how much e-recruitment practices are useful in workforce attraction. Telecommunication sector is an emerging industry equipped with modern electronics tools and was selected for data collection. The hypothesis emerged in this research is.

Hypothesis: There is a positive relationship between e-recruitment and attraction of the employees at workforce

Research Methodology

This study had examined current operational activities regarding online recruitment in selected organizations. The objective of the study was to examine the impact of e-recruitment practices on workforce attraction. Total 322 research questionnaire were distributed with convenient non-random sampling basis out of them 242 research questionnaires had been received from the target respondents. Data was collected from different Telecom organizations in Pakistan i.e. PTCL, Mobilink, Telenor, Ufone, Warid and Zong. These companies are offering internet based different services besides its core activity mobile connectivity while the PTCL is state-owned enterprise offering landline services besides other high tech internet based services. They have employed nationwide workforce along network of franchise shops across the country.

Measurement tools

In this study time tested research questionnaire were used in modified form for data collection designed by Saks, A.M. & Ashforth, B.E. (1997) and Blau, G. (1994). Questionnaire was based on five points Likert scale. Data was analyzed with the help of SPSS.

Table 1. Case Processing Summary of E- Recruitment Research Questionnaire

		N	%
Cases	Valid	242	100.0
	Excluded ^a	0	.0
	Total	242	100.0

Table 1 explains the cases processed in form of number of respondents with test applied on these responses.

Table 2. Reliability Statistics

Subscale	Cronbach's Alpha	N of Items
E-recruitment	.867	5
Attraction of the Workforce	0.898	5

The research questionnaire reliability test proved acceptability of research tools. The research Cronbach's alpha test reliability of the questionnaire recorded it as 0.867 and 0.898 which are above than accepted 0.7.

Table 3. Itemized Statistics for E-Recruitment

Item	Mean	Std. Deviation	N
Item No. 1	3.1364	.87021	242
Item No. 2	3.3099	.64979	242
Item No. 3	3.6942	.81829	242
Item No. 4	3.3347	.84453	242
Item No. 5	3.5909	.61953	242

Table 3 explains averages along standard deviations for the 242 samples. It proved that respondents for all five items recorded their preferences on the average above than 3 value which is above 4 figuring agreeableness with the ask question.

Table 4. Case Processing Summary of Attraction of the employees

		N	%
Cases	Valid	242	100.0
	Excluded	0	.0
	Total	242	100.0

Table 4 explains the total number of respondents and their evaluation for the stated phenomenal relationship between e-recruitment and attraction of the workforce.

Table 5. Itemized Statistics Workforce Attraction

Item	Mean	Std. Deviation	N
Item No. 1	3.3678	1.03521	242
Item No. 2	3.6405	1.11520	242
Item No. 3	3.5661	.79793	242
Item No. 4	3.2066	.88714	242
Item No. 5	3.2231	.96827	242

Table 5 indicates that all questions are in favor of website-based selection and workforce attraction.

Table 6. Overall Demographics surveyed

Organization	Frequency	Percent	Cumulative Percent
PTCL	32	13.2	13.2
UFONE	97	40.1	53.3
MOBILINK	45	18.6	71.9
TELENOR	36	14.9	86.8
WARID	27	11.2	97.9
ZONG	5	2.1	100.0
Total	242	100.0	

Table 6 summarizes the participation of major companies or organizations of the telecom sector in survey. These findings indicate the level of participation in this research.

Table 7. Correlation

		E-recruitment	Attraction of Employees
E-Recruitment	Pearson Correlation	1	.671**
	Sig. (2-tailed)		.000

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

Table 7 findings suggest significant positive correlation. These findings proved the association of independent variable e-

recruitment attraction of the workforce at the correlating value 0.671 and high significance level 0.000 for all samples. The hypothesis in this study is taken for acceptance or support on the basis of quantitative result proved to be, that e-recruitment do have an influential correlation with employees attraction in the telecom sector. If therefore these working organizations raises the support for e-recruitment activities at the website of the organization and email approaches it would as a result influences positive the net outcome in these working organization.

Table 8. Model Summary

R Square	Adjusted R Square	R Square Change	F Change	df1	df2	Sig. F Change
.461	.459	.461	125.575	1	240	.000

Table 8 proved fitness of overall model for goodness of fit. As a result it is proved that variation in dependent variable i.e. attraction of workforce is recorded as 45.9%. The value of F-test is proved to be highly significant according to rule of thumb it is exceeding the standard limit of F-test 4. Therefore the model proved as significant between these two variables.

Table 9. Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T-test	Sig
	B	Std. Error	Beta		
(Constant)	.336	.275		1.221	.224
E-recruitment	.888	.079	.671	11.185	.000

The above table explains the regression equation suggesting that one unit of change in the independent variable (e-recruitment) brings positive change of 0.888 unit in dependent variable (attraction of the workforce). The net value of t-test is found as very significant at 0.000 is 11.185. Therefore, research hypothesis is accepted.

Discussions and Recommendations

E-recruitment in this study reveals that e-recruitment practices within organization facilitate it to adopt with changing trends and also helps in attraction, retention and growth oriented actions of the workforce. This investigation proves that e-recruitment has positive impact on hiring and development of employees in telecom sector. Besides, availability of IT equipments and expertise is an added advantage to telecom sector organization for example data base structure and mechanic supporting activities. The research study found results aligned with previous researchers findings of (Taylor, C. 2001; Pin et al 2001; Ojala, 1997; Bartram, 2000; Parry, 2006; Singh & Finn, 2003) as an effective component of e-HRM.

Recommendations

- Organizations need to shape E-recruitment as a part of their operational component of their HR strategy in this fast changing business world.
- Application of E-recruitment system needs to be established for improved results within other organization like universities, industrial recruitment, social developmental projects, security establishment organizations, colleges, media and entertainment. The application of E-recruitment system in such organizations will promote easiness with fastness.
- To ensure the maintenance of secure and reliable database free from hacking organization should concentrate on the presence of fire wall at operating level. Timely updated antivirus software based supportive system are valuable for E-recruitment oriented organizations.
- To promote this procedure up to the desired outcome it is required to establish user friendly software or procedures to attract competent candidates conveniently and make the organization good from workforce perspectives.

- Besides, strong networking system should be ensured to promote employee leasing program, transferring, and outsourcing.

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