



Electronic Recruiting (e-Recruiting) Strategy and Corporate Adoption in Nigeria

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ABSTRACT

The paper examines Electronic Recruiting (e-Recruiting) Strategy and Corporate adoption in Nigeria. The objective of this paper is to empirically investigate the successes associated with adopting electronic recruiting strategy by corporations in Nigeria since many corporations have not adopted or accepted this form of strategy. The paper adopts the documentary and survey methods. The statistical tool adopted for this paper is the Spearman Rank Order Correlation Coefficient and the Pearson Product Moment Correlation with the aid of statistical package for social sciences. The paper finds that there is a significant relationship between website design and relative advantage; significant relationship between web design and complexity on corporate adoption in Nigeria, and that trust indicates an influence on the relationship between E-recruitment strategy and Corporate adoption in Nigeria. The paper recommends amongst others: improvement of service delivery to achieve efficient and effective web-based, e-recruiting; effective base for dataware houses; the recruiting website should be interactive, pleasing and user-friendly. The paper suggests that further studies should be carried on diffusion study of e-recruiting to identify the underlying determinants of the level of acceptance of this technology by corporations in Nigeria.

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Introduction

Technology is the systematic application of scientific knowledge to a new product, process, or service. Broadly speaking, technology can be viewed as the methods, processes, systems and skills used to transform resources (inputs) into products (outputs). If a company finds a better product, process or procedure to accomplish its task, they have found an innovation. Innovation is a change in technology- a departure from previous ways of doing things to a new method. Once Human Resource Planning is completed, managers can focus on filling the positions required in a corporation. One of the staffing function in organization consists of three related activities of which recruitment is a vital one and must be fulfilled.

Business organizations in Nigeria have no choice but to change as the world is moving and shifting fast. The history of "change management" teaches that a simple recipe for change alone does not work. Change remains difficult but becomes inevitable since the right business structure provides the efficiencies; innovation and ability that businesses need to succeed and sustain its growth. It is therefore vital that incessant reorganizing, reengineering and restructuring in the name of efficiency continue to exist. This scenario can only be achieved when top managers and teams in organizations in Nigeria come to agree on outcomes and common ground for moving forward. It is therefore necessary that working together in order to know and understand difficult challenges and resolve them is important. As businesses face change, they

must invest in leadership culture and technology that will match any unfolding change (McGuire, 2009).

Electronic recruitment (E-recruitment) has in recent times gained tremendous popularity in Nigeria as a result of enormous benefits of adopting the concept. The new concept has attracted both private and government corporations such as *Liquified Natural Gas (LNG)*, *Nigeria Army*, *Nigerian Police*, *Glaxo Smith Kline, Nigeria, Plc*, *Crystal Blend Group, Nigeria*, *Chevron*, *Shell*, *Nigerian Navy* and *Nigerian National Petroleum Corporation (NNPC)*, *Dana*, *TLfirst*, *Firstbank* etc, in using the E-recruitment system which have moved their recruitment activities online in order to improve the speed through which job seeking candidates can be matched with job vacancies. According to (Cappelli, 2001), it is estimated that it costs only about one twentieth as much to recruit a job applicant through electronic device (online), if it is the only method used as it does to hire the same person through traditional sources.

Today, a company cannot succeed without incorporating into its strategy the astonishing technologies that exist and continue to evolve. Technological advances create new products, advanced production techniques, better ways of managing (processes) and communicating. In addition, as technology evolves with new industries, markets, competitive niches therefore develop. In order to cope with environmental uncertainty, corporation frequently makes adjustments in their structures and work processes to achieve its goal.

Significantly, new technologies and strategies provide new production process, work process and techniques that

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enhance productivity in an organization. In manufacturing, sophisticated robots perform jobs without suffering fatigue as was in traditional system. New technologies also provide new ways to manage and communicate. Computerized Management Information System (MIS) make information available when needed. Computers monitor productivity and note performance of workers in organizations. In order to cope with environmental uncertainty, organizations frequently make adjustments in their structure and work processes.

The formal structure is put in place to control people, decisions and actions. But in today's fast-changing business environment, *responsiveness* - quickness, agility, the ability to adapt to changing demands is more vital than ever to a firm's survival. Progressive companies place a premium on being able to act, and act fast. They want to act in accord with customer needs and other outside pressures. They want to take actions to correct past mistakes, and also to prepare for an uncertain future. They want to be able to respond to threats and opportunities. To do these things, they try to operate organically, manage size effectively, process huge amounts of information, and adopt new forms of doing things.

Research Problem

In spite of the inherent benefits associated in adopting e-recruitment strategies in corporations in Nigeria, recruitment agencies and job seekers, many still have not accepted this form of recruitment. It is therefore significant to undertake the study of e-recruitment in order to identify the underlying determinants of the acceptance of this technology by corporations in Nigeria using Davis (1989), Technology Acceptance Model (TAM). It is expected from this study that the extent of TAM explains what makes an individual adopt different technologies. This model was developed to improve the understanding of user's acceptance processes, thereby providing new theoretical insights into successful design and implementation of information systems.

Theoretical Foundation

Electronic Human Resource (e-HR) explains the transformation of Human Resource service delivery using web-based technology. Human Resource Professionals both in private and government corporations must not only acquaint themselves with traditional Human Resource skills and knowledge, but must have the ability to apply that knowledge through technology (Johnson and Gueutal 2011). Today, Human Resource activities have evolved into a more technology-based profession thereby enhancing efficiency in product improvements, cost reduction and return on investments.

Max Weber wrote concerning the concept of bureaucracy, and many years after this, two British Management Scholars (Burns and Stalker) described what they called the mechanistic organization (a form of organization that seeks to maximize internal efficiency). The common mechanistic structure they described was similar to Weber's bureaucracy. These scholars further suggested that in the modern corporation, the mechanistic structure is not the only option; rather and more importantly, that the organic structure stands in stark contrast to the mechanistic organization as the organic structure is much less rigid and emphasizes flexibility. People in organic organizations work more as teammates than subordinates who take orders from the boss, thus, breaking away from the traditional bureaucratic form. The more organic a firm is, the more flexible and responsive it will be to changing competitive demands and market realities (Bateman 2002).

In understanding the foundation for technology adoption, Davis (1989), developed the Technology Acceptance Model (TAM) that explained what makes an individual adopt different technologies. This model was developed to improve the understanding of users' acceptance processes, thereby providing new theoretical insights into successful design and implementation of information system. Further, in explaining behavioural intentions, the Theory of Reasoned Action (TRA) and Theory of Planned Behaviour (TPB) are also used (Fishbein and Ajzen (1975).

Study Variables and Research Framework

In our research paper, e-recruiting strategy is our predictor variable with website design as its dimension; while corporate adoption is our criterion variable with relative advantage and complexity as its dimension. Our moderating variable is Trust on Systems Security.

E-Recruiting

This is the way of recruiting that provides organizations with an exceptionally cost-effective way to manage and monitor a company's entire recruitment process-from categorizing and tracking candidate's applications to ensuring security in all candidate communications and keeping logs of all correspondence for future references (<http://www.taleo.com/research/e-recruiting.php> 2010).

Website Design

This entails designing and building quality content for its intended public and attractive design to boost customer patronage.

Relative Advantage

This is the degree to which an individual perceives the advantages, derived from a new innovation better than the previous idea. The greater the perceived relative advantage of an innovation, the more rapid its rate of adoption becomes. The significance in this is whether the individual perceives the innovation as more advantageous rather than the objective advantage derived from the use of the technology.

Complexity

This is the degree to which an innovation is perceived as difficult to understand and operate without ease. Significantly, the more difficult it is for an adopter to use or perceive the use of an innovation, the less likely that the idea will be accepted.

Premised on our research variables, our research model for the study is expressed in the functional relationship as indicated hereunder:

$$\begin{array}{lll} \text{CA} & = & f(\text{ERS}) \text{ cf} & 1 \\ \text{ERS} & = & \text{WD} & 2 \\ \text{MV} & = & \text{TSS} & 3 \\ \text{ERS} & = & F(\text{RA}+\text{C}) \text{ TSS} & 4 \end{array}$$

Where:

CA	=	Corporate Adoption
ERS	=	Electronic Recruiting Strategy
MV	=	Moderating Variable (Contextual factor)
TSS	=	Trust on Systems Security
RA	=	Relative Advantage
C	=	Complexity

Hypotheses

Based on our research framework, the following hypotheses were formulated and tested for this paper:

H0₁: There is no significant relationship between Website design and Relative Advantage on Corporate Adoption in Nigeria.

H0₂: There is no significant relationship between Website design and Complexity on Corporate Adoption in Nigeria.

H0₃: Trust on System Security does not influence the relationship between E-recruiting strategy and Corporate Adoption in Nigeria.

RESEARCH FRAMEWORK

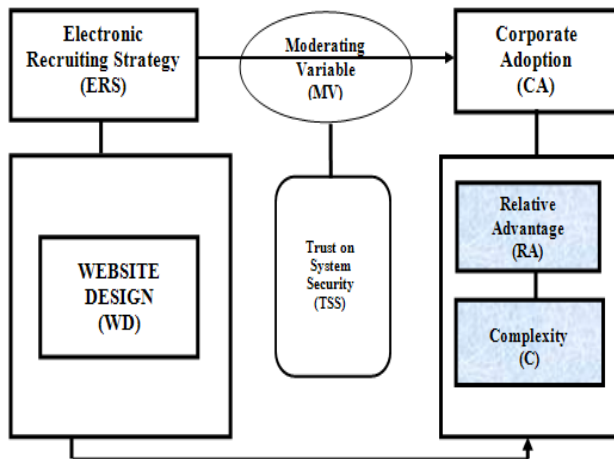


Fig 1. Conceptual framework on E-recruiting strategy and Corporate Adoption in Nigeria
Source: Desk Research, 2013

OPERATIONAL FRAMEWORK

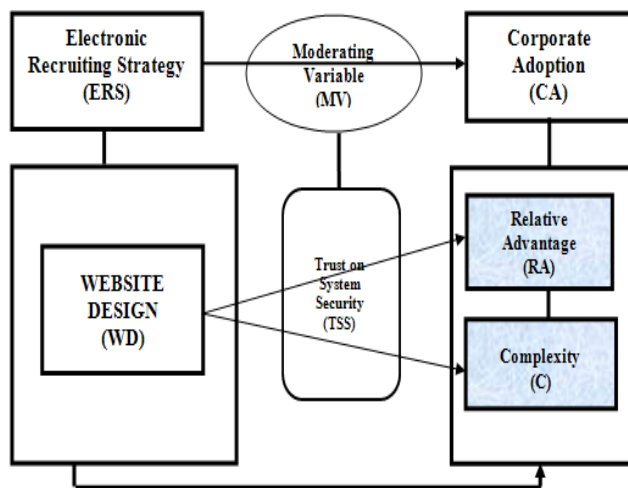


Fig 2. Operationalization of E-recruiting Strategy and Corporate Adoption in Nigeria
Source: Desk Research, 2013

Review of Relevant Literature

Davis (1989) Technology Acceptance Model (TAM) has gained much popularity especially in the areas of information technology, consumer attitude and the banking industry. Davis (1989), developed the Technology Acceptance Model (TAM) that explained what makes an individual adopt different technologies. This model was developed to improve the understanding of users acceptance processes, thereby providing new theoretical insights into successful design and implementation of information system. Technology Acceptance Model (TAM) posits according to Davis 1989, that two particular beliefs – perceived-usefulness and Perceived-ease-of-use are of primary relevance for computer acceptance behaviours (Davis et al, 1989). Davis found that perceived usefulness is a primary determinant of people's intentions to use computers. In TAM, user-friendliness is treated primarily as an antecedent of perceived-usefulness and attitude toward use, where usefulness is postulated to have

direct effect on intentions to use as well as on attitude toward use.

In accordance with TAM, it is obvious that attitude influences behavioural intentions and that behavioural intentions influences actual behaviours. This model proposes two basic beliefs as noted above that influence a person's attitude towards a technology: (1) Perceived-usefulness (PU), which is the individuals perceived benefits that could come from adopting and using the technology and, (2) Perceived-Ease-of-Use (PE) which is based on the individuals perceptions of how difficult it will be to learn how to use the new technology (Davis, Bagozzi and Warsaw, 1989). Further, in explaining behavioural intentions, the Theory of Reasoned Action (TRA) is used (Fishbein and Ajzen (1975). The Theory of Reasoned Actions model includes four general concepts: behavioural attitudes, normative pressure (subjective norms), usage, intention and actual use (Fishbein and Ajzen 1975; Hung et al 2003; Teo and P.K 2003). Crespo and Rochiguez (2007), further proposed a model in which they examined several other variables that directly influence purchase decision- attitude, perceived risk and subjective norm.

Hardgrave, Davis and Riemenschneider (2003), used Technology Acceptance Model (TAM) attributes to conduct a study in order to identify the factors that influenced application developers' intention to follow a software development methodology. Relative advantage, complexity and compatibility were used as part of the research model. The result shows that usefulness and compatibility significantly influenced the intention. Complexity was not significant. Gerrard and Cunningham (2003), used Diffusion of Innovation (DOI) in a study of internet banking diffusion in Singapore. The study found that adopters of internet banking perceived the service as more convenient, less complex and more compatible to them. Further, following the technology acceptance models, Vankatesh, Morris and Davis (2003) found that relative advantage, complexity, result demonstrability, triability, visibility, image, compatibility, and volunteriness all explained approximately 54% and 47% of the variance in intention involuntary and mandatory settings.

In a study conducted in the United Kingdom, Parry and Wilson (2009), used DOI and Ajzen's theory of planned behaviour to determine the factors that influence the adoption of online recruitment by organizations. It was discovered that factors related to the adopted of corporate websites and commercial jobs boards are found to be different, with positive benefits/relative advantage, subjective norms and negative beliefs emanating in the case of corporate websites and positive beliefs/relative advantage and compatibility for jobs boards. The results provide some resemblance with both Ajzen's and Rogers' factor in a similar study, Yoon (2009) studied the adoption of e-recruitment technology in Malaysia. He modified Technology Acceptance Model (TAM) excluding framework while identifying Perceived Privacy Risk (PPR), Performance Expectancy (PE), Application-Specific Self-Efficacy (ASSE), and Perceived Stress (PS) as key external variables that form the research model for the study of e-recruitment technology adoption. The results identified few key determinants to this technology adoption, some of which includes PS, PPR and PE. However, the weak evidence of behavioural intentions indicates that e-recruitment has not totally replaced some of the traditional recruitment methods.

Corporations and E-Recruiting in Nigeria

Nigeria has a high unemployment rate as few employment opportunities are there for the large number of qualified

citizens who seek jobs daily; recruiting electronically the best people given the Nigerian situation and its constraints. According to Ben (2010), Nigeria's internet market remains extremely under served with approximately 70 percent of the internet subscriber base reported by local internet service providers (ISPs) to account for corporate subscribers whilst the rest are home, small office and cyber café users. Available data from the International Telecommunications Union (ITU) reveals that out of 150 million Nigerians only 11 million have access to the internet. Further, the slow and disheartening access to the information superhighway as a result of the dearth of fixed line (Landline) infrastructure and poor service quality on the part of ISPs is further disheartening by the fact that only meager 3 spms of bandwidth is available to the 11 million internet users in the country. This situation indicates a somewhat slow growth which is not good for an effective and efficient e-recruitment for the corporations mentioned in this paper. The practice of e-recruitment is evidence in both private and government corporations such as *Liquified Natural Gas (LNG), Nigeria Army, Nigerian Police, Glaxo Smith Kline Nigeria, Plc, Crystal Blend Group, Nigeria, Chevron, Shell, Nigerian Navy and Nigerian National Petroleum Corporation (NNPC), Dana, TLfirst, Firstbank*

Electronic Recruiting (E-Recruiting) Strategy

E-recruiting is the process through which organizations conveniently hire applicants through a web-based technology across the country or around the globe. Many corporations and recruitment agencies have moved their recruitment activities online to improve speed by which candidates can be matched with job vacancies. It is estimated that it costs only about one twentieth as much to hire someone online, compared to hiring the same individual through traditional sources (Cappelli, 2001).

The practice of E-Recruiting in Nigeria has changed recruiting from a "batch mode" to a more efficient "continuous mode" which has reduced hiring cost by about 80 percent as compared to traditional recruiting system through newspapers and magazines (Lee, 2005). For example, prominent employers such as Dowchemical was able to reduce its hiring cycle from 90 to 34 days while cutting costs per hire by 26% (Gill 2001). Further, Li, Charron, Roshan et al 2002) indicated that online sources held 110 million jobs and 20 million unique resumes including 10 million resumes on monster.com.

Nigeria has a high unemployment level as few employment opportunities exist for the large number of qualified citizens who seek jobs on daily basis. The government pays little or no attention to combating this problem; as no efforts are made to create employment opportunities for jobless Nigerians. However, there is yet little hope for the job seekers in Nigeria.

Despite this trend, organizations such as *Liquified Natural Gas (LNG), Nigeria Army, Nigerian Police Force, Glaxo Smith Kline Nigeria, Plc, Crystal Blend Group, Nigeria, Chevron, Shell, Nigerian Navy and Nigerian National Petroleum Corporation (NNPC), Dana, TLfirst, Firstbank* amongst others employ the use of E-recruiting system in hiring qualified applicants through a web-based internet service (Ikechukwu, 2010).

E-recruiting system is further achieved through the use of a web-based testing system employed by the above mentioned corporations. Similar to the E-recruiting system, is the web-based testing services. Other bodies in Nigeria, such as, Government offices, Professional Bodies, Joint Admissions

Matriculation Board (Jamb), Post-UTME, use web-based test in admitting students and employment of professionals. The essence is to transform the traditional system used in admission of students and employment of professionals to the new e-system. It is worthy of note that web-based, computer-based and paper pencil based testing have comparable reliability and validity for many e-recruitment tests. A firm can anticipate that the same candidate taking the same test using different methods should score similarly on each, putting e-recruitment test on line will provide the same results as a paper-pencil version.

Limited computer experience could cause lower scores on online tests. It is important to verify whether a lower score actually reflects lower ability rather than poor computer skills or poorly designed software. In addition, technological glitches and delays can affect how quickly employees or prospective students are able to access and complete online tests. The layout and design of online tests may need to be different- and a variety of other factors should be considered when moving recruitment tests online. The web-based technology used by corporations attracts a strong and more diverse applicant pool.

The choice for a corporation to move to an e-recruiting model driven by several business objectives include the need to:

- (a) Improve recruiting efficiency and at the same time reduce costs. For example, online recruiting can cut cycle times by a reasonable percentage, and reduce recruitment cost by more than 95% reduction.
- (b) Increased quality and quantity of applicants.

E-recruiting allows organizations to conveniently reach applicants across the country or around the globe. Strategy abounds all the time both at a personal level, private and government businesses. Corporate leaders strategize in setting goals, resource allocation, project management activities as well as business planning. Corporate strategy is a broad base formula on how a business is going to compete; what its goals are, and what plans and policies will need to be carried out to achieve these goals (Turban et al 2006).

It is obvious today that any contemporary strategy - setting process is bound to incorporate the internet. Porter (2001), argued that a complete organizational strategy that includes the internet has become more important than ever before. Therefore, the employment of e-recruiting strategy to achieve a successful human resource management in corporations in Nigeria is important.

Website Design and Corporations in Nigeria

A successful website in any corporation begins with a home page that is attractive, easy to understand as well as loading fast. A home page is like the cover of a book that should be able, at a glance to entice the customer to look much deeper into the site (book) and thereafter return to it often as a resource. A home page becomes the first page the online consumer sees like the window of a store. The pages should be laid out in such a manner that navigation through the site is intuitive and stress free so much that the customers develop a comfort level in doing business on the corporations' site. Website's design and content greatly influences customers' perception of the business, which in turn affects customer's usage decision.

The primary goal of building a website by corporate organizations in Nigeria must be to deliver quality content to its public. With the website content in hand, the next possible area is website design, information architecture, navigation

design, colours and graphics and site performance. According to Turban, et al (2006), to achieve a successful website design, it is important in meeting customers need, expectations and inherent problems. In Nigeria, most of the websites lack these attributes due to lack of skilled technicians. Every successful online business needs a highly visible website (Kavasalis 2004).

Further, content management of websites in Nigeria are very poor as most sites in Nigeria begin with relevant content but over time, they become not well updated and are phased out. For example *naijahotjob.com*, Nigerian Police force, Nigerian Army, Nigerian Navy etc remain not quite updated thereby enabling it not to be relevant and accurate in terms of updating. According to Turban (2006), content management of a website is the process of adding, revising, and removing content from a website in order to keep content fresh, accurate, compelling and credible. An important task within content management is the ability for the business to remove old, outdated pages from the web server and do proper web maintenance. Web content management ensures that a site eliminates clutter and at the same time does not waste visitors' time.

In addition to these, website must be informational and interactive - information website provides information concerning the business along with its products and services; while the interactive web site provides opportunities to the customers along with the business to communicate and share information. An interactive site contains all the information concerning products and services and further provides informational features meant to encourage interaction between the business and customers, and often times, when most of these corporate websites are opened, most have not been updated thereby causing frustrations to the users.

The website must be efficiently and effectively designed in order to allow applicants' efficiency and ease in navigation, as their experiences influence perceptions regarding the firm's image and attractiveness. Website management emphasizes on ease of navigation, availability, performance, scalability and security. Finally, the web must be highly sophisticated, interactive, social and consumer websites, subsequently raising the bar for all sites. Corporations that create pleasing and user-friendly websites are much more likely to convert passive lookers into applicants. In turn, applicants will be more likely to recommend the corporations to others.

Advantages of E-Recruiting in Nigeria

Some advantages still exist in E-Recruiting in spite of its disadvantages; and those advantages are:

- * E-recruiting has significantly changed from a "batch mode" to a more efficient "continuous mode".
- * The cost of hiring to the corporation is reduced as compared to traditional recruiting through TV, Radio, Newspapers, and magazines.
- * The executives have the ability to manage and monitor their entire recruitment process from categorizing and tracking candidates' applications to ensuring security in all candidate communications and keeping logs on all correspondence for future references.

* In recruiting, electronic screening drastically reduces the amount of money that is spent when screening manually.

Disadvantages of E-Recruiting In Nigeria

Clearly, e-recruiting has the ability to improve efficiency, reduce costs and transform management recruiting in corporations; however, there are some pitfalls inherent in its use. The pitfalls include:

Costs Issue

Applicants incur a lot of costs by buying air times at cybercafés to access the employer's website and apply online. Some travel from their villages to distant towns to access the internet in order to complete the recruitment screening.

Increase in application quantity rather than application quality

Corporations that implement e-recruiting initiative find the volume of applicant's increases substantially, and for this, they must be prepared to accommodate all applicants. For instance, Sutter Health found that when the company implemented online recruiting, it received 300,000 resumes. The company was unprepared for the volume and was unable to process this large number of applicants in a timely manner. Similarly, when Nigerian Police Force or Nigerian Army conducts online recruitment, the number of applicants is so enormous that they find it difficult to manage and even resort back to traditional form of recruitment.

Loss of Personal Relationships

Another pitfall is loss of personal relationships with applicants. Recruiting can be perceived as more impersonal when it is conducted via the web. Technology can be a barrier to communication and relationship building. Online systems are sometimes viewed by applicants as rigid and impersonal, and such reactions can reduce overall satisfaction with the recruiting process.

Website Reliability

It is not very certain to rely solely on the website to give top applicants a positive feeling about the firm. Instead, it is important to take steps such as personal calls, "snail mail communications, invitations to webinars and online recruiting events, as well as other techniques to build a bond with well qualified applicants.

Poor Internet Service

The erratic nature of the internet service in Nigeria is a problem, as some company's websites are empty of online application forms.

Poor Landline Telephone Services

There is the dearth of fixed landline infrastructure and poor service quality on the part of Internet Service Providers (ISPs). There is now the extinction of Nigerian Telecommunication Industry (NITEL), the power house that provides communication services.

Bandwidth and Broadband Capability

Only a meager bandwidth and broadband capability is available to the eleven (11) million internet users in Nigeria.

Research Methodology

The objective of this paper is to empirically investigate the successes associated with adopting electronic recruiting strategy by corporations in Nigeria as many corporations have not adopted or accepted this form of strategy. It is therefore vital to undertake an adoption study of E-recruiting to identify underlying factors relevant to the adoption of this technology by business corporations in Nigeria.

This research is a cross-sectional survey of e-recruiting and adoption technology among business corporations in Nigeria. Data are drawn from 60 Human Resources Managers of both government and private sectors, all in Port Harcourt, Rivers State, Nigeria. The choice of Port Harcourt is premised on the fact that Port Harcourt houses the Headquarters of all large corporations in Nigeria. These corporations were chosen using a random sampling procedure from corporations listed in Nigerian Business Book. A 5-point Likert scale was used in questionnaire design (Walton, 1975). Data obtained from the

field were analysed using the Spearman Rank Order Correlation Coefficient and the Pearson Product Moment Correlation Statistical Tools, with the aid of Statistical Package for Social Sciences (SPSS) version 14.0. The adoption of these tools of analysis was informed due to the fact that our variables were measured in an ordinal scale.

Results and Discussions

The dimension of Electronic Recruiting (e-Recruiting) Strategy- website design was correlated against the two measures of Corporate Adoption (CA) - Relative Advantage (RA) and Complexity (C). The aim was to ascertain if electronic recruiting dimension significantly correlates with the corporate adoption measures. The correlation results from the statistical analysis on the predictor and criterion variables, as well as the moderating variable, are presented below.

Results

Correlations

		WebSite	Corporate Adoption
WebSite	Pearson Correlation	1	.299
	Sig. (2-tailed)		.201
	N	60	60
Corporate Adoption	Pearson Correlation	.299	1
	Sig. (2-tailed)	.201	
	N	60	60

Nonparametric Correlations

Correlations

			WebSite	Corporate Adoption
Spearman's rho	WebSite	Correlation Coefficient	1.000	.336
		Sig. (2-tailed)	.	.148
		N	60	60
	Corporate Adoption	Correlation Coefficient	.336	1.000
		Sig. (2-tailed)	.148	.
		N	60	60

Correlations

		Corporate Adoption	Trust Sys Sec	E-recruitment
Corporate Adoption	Pearson Correlation	1	.106	.091
	Sig. (2-tailed)		.655	.704
	N	60	60	60
Trust Sys Sec	Pearson Correlation	.106	1	.795**
	Sig. (2-tailed)	.655		.000
	N	60	60	60
E-recruitment	Pearson Correlation	.091	.795**	1
	Sig. (2-tailed)	.704	.000	
	N	60	60	60

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

Discussions

Pearson Rank Correlation (r) measures the linear relationship between two variables. The significance of the relationship is based on the difference between the critical value and the observed value. However, Spearman's Rank Correlation is a nonparametric (distribution-free) rank statistic that measures the strength of the association between two variables. The strength of the association is high if the critical value is higher than the observed value and vice versa.

Nonparametric Correlations

Correlations

			Corporate Adoption	Trust Sys Sec	E-recruitment
Spearman's rho	Corporate Adoption	Correlation Coefficient	1.000	.170	.180
		Sig. (2-tailed)	.	.474	.448
		N	60	60	60
	Trust Sys Sec	Correlation Coefficient	.170	1.000	.770**
		Sig. (2-tailed)	.474	.	.000
		N	60	60	60
	E-recruitment	Correlation Coefficient	.180	.770**	1.000
		Sig. (2-tailed)	.448	.000	.
		N	60	60	60

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

H₀₁: The result shows that the critical value for Pearson at 0.01 level of significance is 0.463 and observed value is 0.201. Thus, we reject null hypothesis one and conclude that there is a significant relationship between website design and relative advantage on corporate adoption in Nigeria. This is in line with a prior observation that shows the increasing number of website usage by corporate organisations in Nigeria.

H₀₂: The result shows that there is a significant relationship between website design and complexity on corporate adoptions in Nigeria at 0.01 level of significance using Pearson's correlation, the critical value of 0.336 was greater than the observed value of 0.201. We therefore reject null hypothesis two and conclude that there is a significant relationship between web design and complexity on corporate adoptions in Nigeria.

H₀₃: The result equally shows that Trust on system security clearly influences the relationship between E-recruitment strategy and corporate adoptions in Nigeria using Spearman's rank Correlation. This result is evident in the critical value of 0.474 which was higher than the observed value; therefore, as trust on system security increases, E-recruitment strategy adoptions by corporate organization in Nigeria increases.

Conclusion and Recommendations

Conclusion

Human Resource Information Systems (HRIS) have dramatically transformed how Human Resource services are delivered and managed by organizations. Used effectively, human resource information system can make human resource staff more efficient, better informed and better able to communicate how they add value to the business and become more professionals. Organizations that combine Human Resource Management processes with effective Human Resource Technology are likely to be more profitable than those that do not. The challenge for Human Resource executives is to manage this technology to maximize the benefits while minimizing the pitfalls along the way. Without doubt, the web-based technology used by E-recruiting and selection help organizations attracts stronger and more diverse applicant pool.

Recommendations

The study recommends that:

* It is imperative to improve service delivery to achieve efficient and effective web-based e-recruitment, as well as and web-based test.

- * The e-recruiting websites should be interactive, pleasing and user-friendly.
- * E-recruiting should not be a firm's only method of recruiting and selecting as this may lead to adverse impact and a decline in diversity.
- * Effective maintenance of data warehouses and data mining to support strategic decision-making.
- * More organizations in Nigeria should rapidly learn to adopt e-recruiting tools to support recruitment exercise.
- * The website should highlight the organizations key employment factors so that applicants can quickly access the information.

Implications

The implication of this study is that the navigability of the recruitment website is critically important. Applicant's expectations have been shaped by at least a decade's worth of experience using the web. They also expect highly sophisticated and interactive social consumer websites, subsequently raising the standards for sites. Good organizations will have the opportunity of being recommended. At no point in the selection process before receiving an offer does the individual remove his or her name from consideration or indicate that the position is no longer of interest.

Further Studies

Since many organizations are not enthusiastic in accepting this mode of e-recruiting, it is therefore imperative to carryout a diffusion study of e-recruiting in order to identify the underlying determinants of the level of acceptance of this technology by corporations in Nigeria.

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