

Impact Of E-Recruitment On Satisfaction Of Job Seekers Of A Public Sector University

¹Afsheen Tanvir, ²Dr.Rafique Ahmed Khan

ABSTRACT

The purpose of this research paper was to identify the impact of e-recruitment on satisfaction of job seekers of a Public sector University at Karachi . As old recruitment methods are considered less effective due to huge financial resources required for new hiring, both candidates and organizations are availing Internet sources for the same. This paper evaluates the advantages of e-recruitment which ultimately attract job seekers to follow this latest technique. Deductive approach was adopted whereby hypotheses were formulated followed by collection of primary quantitative data, with the help of adopted questionnaire, from a sample of 300 job holder students (both male & female) studying in the evening and weekend programs belonging to the management sciences department of a Public sector University at Karachi. For analyzing data, Correlation and Regression tests were applied. The findings have shown that there is no significant impact of efficiency on job seeker's satisfaction, whereas easy access, availability of widespread information and process fairness have significant impact on satisfaction of job seekers. The study is considered quite beneficial for the job seekers belonging to other organizations for determining effectiveness of their e-recruitment facilities. Potential employers may also benefit from the findings of this paper.

Keywords: E-recruitment, Technology, Job seekers, Efficiency, User-friendliness, Benefits, Job seeker Satisfaction

1. INTRODUCTION

Gone are the days when e-recruitment was assumed as a special field of technology. In the present era characterized by fast paced innovation and cut-throat competition, e-recruitment has gained tremendous popularity because of which many organizations are adopting it (Tong and Sivanad, 2005). Many employers and recruiters now depend on job portals as a main source of acquiring qualified candidates. There has been a standard shift in the methods companies hire the workforce, pay thanks to the user-friendliness, efficiency and easy access of today's social networking sites and internet diffusion levels when it moves toward professional movement and the search for potential job seeker with the passion of growing regional economies (Dhamija, 2012). E-recruitment can access a greater pool of talented job seekers and simplify the selection procedure. The electronic advancement of an organization is an appropriate location to work, with the

1, Afsheen Tanvir, MBA Student at Bahria University, Karachi Campus (afsheentanvir@gmail.com) 2,Dr Rafique Ahmed Khan, Senior Associate Professor, MS Department, Bahria University, Karachi Campus(rak.bukc@bahria.edu.pk)

help of the corporate website. E-recruitment databases and structures are accessible as separate applications, product sets and services. (Ramaabaanu & Saranya, 2014) Online recruitment is the method wherein the online employment websites such as Rozee, Brightspyre, Bayrozgar, Mustakbil, Monsters etc. are used for evaluating, meeting and recruiting workforce. The internet has altered the perceptions of recruiters as well as job seekers & also has enhanced the pace of the recruitment process. In the contemporary world, E-recruitment process is essential for both job seekers as well as recruiters. Internet grabs a greater number of potential job seekers, responds them and provides quick feedback.. Electronic Recruitment has made the job much easy for both the companies and the job seekers and the entire credit goes to the Software developers, IT Professionals, Internet providers, Computer manufacturers and many other people who are working for the widespread use of digital gadgetry. E-Recruitment is an easiest and convincing way to hire people from any part of the world; it promotes opportunity and helps organizations in global recognition. (Jain & Goyal, 2014).

Today, both job seekers and recruiters are inclining towards World Wide Webs and manual procedures are being replaced by computers. E-recruitment has brought fast advancement of websites where employers are able to publicize job vacancies and applicants can transmit the CVs electronically through e-mail. Recruiters have formed social networking websites to stimulate their hiring process. Internet also offers a resource for direct correspondence among job seekers and recruiters. With the help of e-mail and electronic application databases, the requirement of old recruitment methods has reduced drastically (Ford, 2012). As we have stepped in the 21st century, we need to cope up with the ongoing developments, if we want to excel and progress in our career. Recruitment facilities are being utilized online for filtering and web-based recruiting purposes.. Indeed, the advent of the Internet and assessment instruments has fundamentally transformed the job seeker selection procedure and will carry on this system in the future too. E-recruitment can thus be perceived as an umbrella term covering recruitment activities performed using various electronic means and the Internet (Holm, 2010).

Job seekers are facing problems in getting their jobs due to a manual recruitment system in organizations as it takes more effort, space & time to keep records of applicants' CVs, to screen, sort, select and secure them. Due to time shortage & rush of paper work mostly potential candidates are ignored by recruiters. Moreover, manual recruitment systems pressurize people to be authentic in all details of their work at all times. In manual systems the level of service is dependent on individuals and this puts a requirement on management to keep employees motivated and to ensure they are following the correct procedures. The e-recruitment methods and systems have helped to reduce much of the routine administrative tasks involved in traditional recruitment. (Dhamija, 2012) Through this paper, an effort was made to find out the impact of e-recruitment on the satisfaction of a job seekers of Bahria University Karachi Campus. Following objectives were set for this research

- To determine the impact of easy access to job seeker satisfaction.
- To identify the impact of efficiency on job seeker satisfaction.
- To find the impact of availability of widespread information on job seeker satisfaction.
- To examine the impact of process fairness on job seeker satisfaction.

2. Literature Review

Nearly all the successful organizations wish to retain a competitive edge in the business with the help of their human resource. In the long run, retaining potential candidate is the desire of employers. Similarly, Job seeker's satisfaction at workplace is mandatory for fulfilling their obligations. Employee satisfaction is one of the core feature of Human Resource Management. Organizations have to prove that job seeker satisfaction is their first priority as it is necessary for excellent output. Satisfied employees can assist the organization in attaining its objectives. Many research studies depict that employee satisfaction emerges from employee motivation, employee goal achievement and positive employee morale in the workstation. Satisfied employees are considered much more dedicated who help in achieving the customer trust and learning new skills.(Sagheer, Rafat & Agarwal,2012)

Job contentment is influenced by these variables such as type of job, salary, promotion, office environment and organization's culture. Employee satisfaction is related to motivation, job participation, organizational social responsibility, organizational assurance, life happiness, psychological strength and job performance (Sharma,2014. Organizational productivity and success is dependent on employee satisfaction and essential for worker's physical and socio-emotional desires. Besides, for employee contentment, it is necessary to create a positive & social workplace environment where employee is provided autonomy, safety and mutual trust (Sagar,2012)

2.1. E-Recruitment

Today, internet has revolutionized the entire system of recruitment & made lives easier of both recruiter and job seeker. The E-recruitment system has performed a significant role with the help of modern technological gadgets e.g. websites, e-mails, online interviews, online Ads and posts, online sending CVs. Currently, e-recruitment is being implemented by many organizations for creating an advanced & competitive organization with the assistance of potential employees (Jain & Goyal, 2014). Most of the candidates find their jobs on internet. Social media also assist job seekers in seeking jobs. Therefore, most organizations develop their own website to search applicants by e-recruitment as it's not a time taking process.(Ahmad & Lodhi,2015) Furthermore, some company's career websites facilitate job seekers by allowing them to generate a personal account with the help of an e-mail address and a password and provide appropriate information in an online application form, which would be helpful to the employers for

inspection & scrutiny purposes (Chohan,2013).

Most scholars revealed that recruitment is a two-way procedure. Where employers concentrate on finding capable job seeker, and candidates try to identify the suitable job. The talent to fascinate and hold talented applicants can sustain competitive advantage for organizations.(Freed & Kinange,2016) Recruitment is recognized as an essential element for the organizations as it helps in achieving a strategic goal of organization & emphasizes on induction of talented job seekers to sustain competitive advantage. If job seekers observe that an organization supports its staff, they indeed try to acquire that job and stay loyal to the organization once they are hired. Hiring applicants with the potential capabilities & skills helps in encouraging organizational objectives.(Ghazzawei & Accounmeh,2014)

Effective utilization of IT assists to connect people and fill information gaps in the labor market. E-recruitment could surely help by matching jobs offered and jobs sought in a more efficient manner. At the same time, attracting & retaining talent has become one of the top priorities of HR Managers. Recruiting talent is one of the most important objectives in today's competitive employment environment. Companies are looking to hire high-quality people quickly and cost effectively. To be a successful in its industry and to maintain the position, recruitment of high caliber staff is fundamental. Many employers now aren't limited to attract candidates from their own country rather they can approach the qualified candidates all over the world. The same holds true for job seekers. The widespread use of the internet today has meant that advertising for candidates has become cheaper while at the same time appealing to the wider audience. This is the main cause of e-recruitment gaining popularity within a short time span.(Kaur,2015)

2.2 Role of Social Networking Sites/Social Media in E-recruitment

Social networking websites are also performing an important role in the employment sector and also accommodating hiring process with the help of Facebook, Twitter, LinkedIn and etc. Job publicizing is convenient and 24 hours accessible over the internet and now applicants use this post round the clock and do not wait for Sunday newspapers.This is a digital era and the most widespread site for employers and job seekers is LinkedIn as job seekers tell their details and also transmit their CV and company seeks the suitable applicant. Youngsters have positive views about e-recruitment, so companies publicize the job openings over internet as it is easy for job seeker to seek the employment with the help of the job portals. In this manner, talented applicant are hired by the companies on the basis of e-recruitment. The applicant can simply distinguish among jobs & organizations and employers gets the potential & skilled applicant (Ahmad & Lodhi, 2015).

Communication with job seekers across different cultures may become problematic for employers. As such social networking websites assist employers in quick correspondence with applicants. If any problem

arises so managers can communicate & transmit information with the help of social networking websites to their employees for quick assistance (Chauhan,2013). It indicates that e-recruitment and use of social media is set to grow significantly in the coming years. The internet is being used for advertising and facilitating the application process. The organization can also use internet- based systems to track and manage candidate's application, which provide significant benefits in terms of efficiency, cost and capability to monitor on recruitment activities (Sharma, 2014).

2.3 Trends in E - Recruitment

The most recent revolution is the resume scanner that many job portals provide the companies to assist them in filtering and selecting the resumes of suitable applicants. There is clear proof that organizations are quickly adopting the Internet and World Wide Web for hiring job seekers. Ramaabaanu & Saranya, (2014) conducted a study of around 50 organizations utilizing e-recruitment procedures; they highlighted that following are the causes for shifting from old-style methods to e-recruitment.

- Web presence and usage of the Internet to develop corporate reputation
- Reduces hiring costs
- Minimizes paper work and organizational load.
- Helps in quick identification of required talent.
- Helps in adoption of social networking websites (Facebook, LinkedIn).

To fascinate jobseekers the recruiter must develop skills to access job seekers by developing profiles on social networking websites such as Facebook and LinkedIn and publicize job openings with the help of various e-recruitment associations to acquire the talent (Alsultanny and Alotaibi, 2015).

2.4 Components of E-Recruitment

After extensive review of various past research studies, following common components of e-recruitment have emerged which are briefly discussed in ensuing paragraphs (Jain & Goyal, 2014):

- Easy access (User-friendliness)
- Efficiency
- Availability of widespread information
- Process Fairness

2.5. Easy Access

Easy access to relevant online portals & comfort in navigation is also a significant factor that creates a greater impression on job seekers. Because they get tired quickly when websites are complex and unresponsive to navigate therefore it ruins the image of organization and also influence job

seekers' behaviors. At present, there is no need for IT expert to perform recruitment over the internet. In short, it is quite simple as compared to old recruitment procedures. Moreover, to advertise job openings, apply for a job openings and organize interviews with the help of internet has become quite easier. A recruiter requires job description, internet connection and the time to perform the recruitment process online. For applicants, many job boards are user friendly and helpful in searching through the job openings ads. Job seekers can now apply for job opening while sitting in their homes or offices with the help of a smartphone and results are quick. (Ahmad & Lodhi) The Internet makes access possible from all places & ceases all geographical limits. This permits employers to fascinate potential job seekers globally and does not limit job seekers from visiting job advertisements in other regions. The Internet also offers a resource of instant correspondence between job seekers and recruiters. By email and online application databases, the requirement for previous applications has practically terminated. Many filtration devices have been developed for effective filtration of job seekers. Responses to interview applications or rejection of the job seekers' application can be transmitted on the same day, removes the anxiety of the applicants. (Warbrton, 2016).

2.6 Efficiency

Efficiency is another main factor of job seekers' contentment with the help of e-recruitment. It provided instant feedback and does not hurt job seekers' contentment as compared to traditional hiring methods. Applicants take advantage enormously from the widespread scope they acquire with the help of social networking sites. By uploading CVs online they can be approached by recruiters for further details. With the help of e-recruitment job seekers look for job openings 24/7 & they can attain jobs & recruiters on these available career sites. Moreover, applicants can post their CVs on social networking sites & their CV can be seen directly. While newspaper process is time-taking & creates confusion due to misprinting. Hence e-recruitment performs & manages tasks quickly, systematically & economically and also saves both job seekers & recruiters from undesired hassle. (Swan, 2015)

One more advantage of using e-recruitment is that recruiting managers do not need to wait for a month to hire the right person for the vacancy. Employers can provide complete information on website which assists them to attract applicants, collect applications online, conduct online interview and recruit the suitable applicants for the job. Hence, e-recruitment has proven itself time efficient as the internet never naps and quickly responds. Various innovative e-recruitment tools assures that the efficiency of this process will expand further. Various activities such as quizzes, assessment tests, talent-based appraisals and other techniques can be performed for applicants on the Internet. In this manner, it will save employers' efforts and cost by executing the managerial part online with the help of internet (Stone, Lukaszewski, & Isehour, 2005).

2.7 Availability of Widespread Information

The responses from job seekers towards e-recruitment indicates that job seekers who apply for a job opening through internet have positive views. The cause is that job seekers can have a look at the vast volume of job vacancies on social networking websites and it provides worthy information. Applicant can find various jobs on internet & look for best alternate for them. In this way, job seekers can identify those jobs which have not been publicized before and then to apply for suitable ones without any delay or problem. Attaching CV online also provides opportunity to the recruiters who may be looking for specific talents.(Ramaabaanu & Saranya, 2014).

Now a days, both applicants and recruiters making good use of World Wide Webs to economize on time and other resources. E-recruitment has brought fast advancement in websites that has made employers capable to publicize job vacancies and applicants can access them by attaching CVs. The Internet has become successful in proving itself the biggest & leading hiring source. The Internet has also offered a mean to employers in the form of fast and effective filtration criteria. Job seekers' knowledge, skills, abilities and work history, all are noteworthy & demanded by the job. Employers can also demand reference in CV and other needed details from the job seeker to fulfill the formalities of the job.(Kerrin,2005)

2.8 Process Fairness

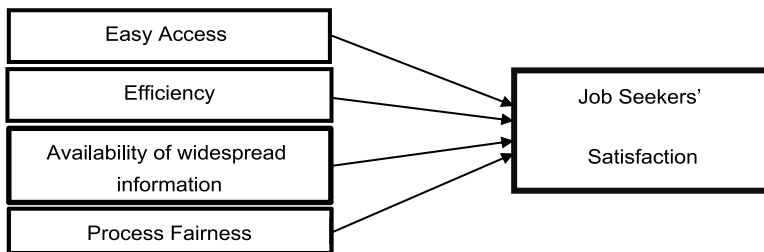
As far as fairness of e-recruitment is concerned, every applicant deserves fair process, appropriate details & liberty to share their views with others. In other words, fairness & justice are two significant elements of job offers & have greater impact on perception of the applicant. From a job seeker's point of view, the Internet has also offered a means to sustain a competitive edge in acquiring preferred jobs. Recruiters often utilize web sites for endorsing their organization. Job seekers can understand company's facilities, mission & vision, values and culture on the website. This helps the employer and the applicant by generating familiar and well-informed job seekers. Followings four things are necessary to develop fair hiring method: (Fred & Kinange,2016).

- Job seekers need to be examined in the selection process that is associated with the employment throughout the hiring process
- Reliable supervision is significant as applicants desire fairness based valuations; a procedure to confirm that all applicants for a position are tested by conducting a normal objective test online.
- Authentic, appropriate and timely response is necessary in developing the job seeker's positive perception and assists job seeker to think

- that is based on true processes.
- Delivering appropriate response is economical but actually a real way to develop an insight of fairness and a positive impression on the job seeker.
- Strong and uninterrupted correspondence and feedback is essential for job seekers to know that fairness is preferred here and they are treated fairly.

2.9 Theoretical Framework

On the basis of research variables, following theoretical framework was developed:



2.10 Research Hypothesis

- H1: There is a significant impact of easy access on job seekers' satisfaction.
- H2: There is a significant impact of efficiency on job seekers' satisfaction.
- H3: There is a significant impact on availability of widespread information on job seekers' satisfaction
- H4: There is a significant impact of process fairness on job seekers' satisfaction

3. Research Methodology

Deductive approach was adopted for the current research where hypotheses were established after reviewing relevant literature, followed by adoption of a research instrument. The cross sectional study is explanatory (causal), based on primary quantitative data which was collected with the help of an adopted well-structured questionnaire, by utilizing Likert scale having options of responses from 1 (Strongly Disagree) to 5 (Strongly Agree). Quantitative analysis is a technique to test hypotheses and the relationship among variables and Cross-sectional is conducted at one point in time.(Broomfield, 2014)

To represent a population of 600 job holders, the data were collected from 300 respondents (both males and females). Working students having Maters and MS qualifications and belonging to the age group of 20 to 40+ years were approached for their responses, following non-probability convenience sampling technique. This type of non-probability

sampling is usually successful as it is based on easy availability and convenience of respondents.(Etikan,2016)

The data was analyzed by using statistical tools Pearson's Correlation and Regression with the help of SPSS, version 22 software, as these tools are well known for finding the relationship among variables and testing the impact of predictors on the dependent variable.(Kalla,2009)

4 Analysis

4.1 Test of Reliability

The reliability of each construct was separately calculated through Cronbach's Alpha; the value of Cronbach's alpha is greater than 0.7, as projected in table 4.1, so the constructs are considered quite reliable

Table 4.1

Case Processing Summary

VARIABLES	CRONBACH'S ALPHA	ITEMS
Easy Access (EA)	.804	5
Efficiency (Eff)	.805	4
Availability of Widespread Information (AWI)	.908	4
Process Fairness (PF)	.800	5
Job seekers' satisfaction (JS)	.702	5
All Variables Reliability.90623	.906	23

4.2 Hypotheses Testing

For this research Correlation, Regression, Co-efficient analysis were used to find relationship among the variables & to test the hypotheses by utilizing SPSS, version 22 software.

		EA	Eff	AWI	PF	JS
Table 4.2:	Pearson Correlation	1				
	Correlation EA Sig. (2-tailed)					
	N	300				
	Pearson Correlation	.076	1			
	Eff Sig. (2-tailed)	.191				
	N	300	300			
	Pearson Correlation	.037	.125**	1		
	AWI Sig. (2-tailed)	.524	.030			
	N	300	300	300	1	
	Pearson Correlation	.371**	.059	-.043		
	PF Sig. (2-tailed)	.000	.309	.461	300	
	N	300	300	300	.719**	1
	Pearson Correlation	.407**	.102	.136*	.000	
	JS Sig. (2-tailed)	.000	.078	.018	300	300
	N					

*Correlation is significant at the 0.01 level (2-tailed).
 **Correlation is significant at the 0.05 level (2-tailed).

The correlation test is used to determine the link between the two or more variables. As depicted in table 4.2 the r value for first independent variable (Easy Access) is 0.407 which means the relationship of Easy Access and job seeker satisfaction is moderate; p value = 0.000(<.05)which shows that the relationship is significant.

According to the second IV i.e.' Efficiency', r value is 0.102 which means the relationship of Efficiency & Job seeker satisfaction is weak; p value = 0.078(>.05) which shows that relationship is not significant. As per third IV, the r value is 0.136 which means the relationship of Availability of widespread information and job seekers' satisfaction is weak; p value =0.018 which shows that the relationship is significant, since p<.05. According to the fourth independent variable i.e. 'Process Fairness', the r value is 0.719 which means the relationship of process fairness & job seekers' satisfaction is strong, p value =0.000(<.05) which indicated a significant relationship. Besides, Correlation value 'r' of each IV indicates that one unit change in each variable corresponds to the obtained value change in dependent variable.

4.3 Regression Analysis

Regression analysis comprises of model summary, the ANOVA table and co-efficient table to denote the variance of the model. The variables Easy Access, Efficiency, Availability of Widespread Information, Process Fairness and Job seeker's Satisfaction (DV).

Table 4.3:

Model Summary

Model	R	Square	Adjusted R Square	Std. Error of the Estimate
1	.753	.566	.561	.41953

a. Predictors: (Constant), PF, Eff, AWI, EA

Model Summary provides the values of R, R Square, Adjusted R Square and the standard error of the estimate. These values indicate how well a regression model adjusts the data. The R shows the "multiple correlation co-efficient". The value of R is 0.753 and it means that prediction level is good. The value of R Square is 0.566 and this value denotes that this model has 56.6% variation of all independent variables in the dependent variable. The value of an adjusted R Square is 0.561 and the Std. error of the estimate is 0.41953 These values are quite favourable for the research.

Table 4.4**ANOVA**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	67.825	4	16.956	96.340	.000 ^b
Residual	51.921	295	.176		
Total	119.747	299			

a. Dependent Variable: JS

b. Predictors: (Constant), PF, AWI, Eff, EA

ANOVA is utilized to match differences of means among more than two groups. The table indicates that the independent variables statistically significant calculate the dependent variable, $F = 96.340$ at the significance level of 0.000; here $p < 0.05$, which indicates that the relationship is significant..

Table 4.5:**Co-efficient Test**

Model	Unstandardized Coefficients	Unstandardized Coefficients	Standardized Coefficient	T	Sig.	Collinearity Statistics	Collinearity Statistics
	B	Std. Error	Beta				
Constant	.189	.315		.600	.549		
EA	.131	.036	.152	3.667	.000	.858	1.166
Eff	.038	.047	.031	.812	.418	.978	1.023
AWI	.196	.049	.155	4.006	.000	.979	1.021
PF	.570	.035	.668	16.131	.000	.858	1.166

Dependent Variable: JS

In light of co-efficient table 4.5, beta values and their significance values indicate that the most important factor influencing job seekers' satisfaction at public sector university is Process Fairness ($b=.570$, $p=.000$). This factor contributes positively and significantly towards job seekers' satisfaction, While Easy Access ($\text{beta}=0.131$, $p=0.000$) and Availability of widespread information ($\text{beta}=0.196$, $p=0.000$) follow suit and also contribute significantly as their p values are less than .05. However; efficiency ($\text{beta}=0.038$, $p=0.418$) is insignificant & shows that it has no or least contribution towards job seekers' satisfaction.

Table 4.6
Summary of Result (Hypotheses Testing)

Hypothesis	Statement	Result
H 1	There is a significant impact of Easy Access on Job seekers' satisfaction.	Accepted
H 2	There is no significant impact of Efficiency on Job seekers' satisfaction.	Rejected
H 3	There is a significant impact of Availability of Widespread Information on Job seekers' satisfaction.	Accepted
H 4	There is a significant impact of Process Fairness on Job seekers' satisfaction.	Accepted

5. DISCUSSION

5.1 Easy Access and Job seekers' Satisfaction

According to Table 4.2, the value of the first variable is .407 which reflects a moderate and positive relationship between Easy Access and Job seekers' Satisfaction and p value is .000 which is less than .05; hence relationship is significant. This result is well-matched and supports the literature review. Easy access to relevant online portals and comfort in navigation is also a significant factor that creates a greater impression on job seekers. Moreover, advertisement of job openings, applying for a job openings and organizing interviews with the help of internet has become quite easier. As far as impact of EA on JS is concerned, beta value in table 4.5 is 0.131 and p value is .000; it shows that impact of EA on JS is significant. Hence first hypothesis is accepted. The result is matching with research of (Ahmad & Lodhi, 2015 and Warburton, 2016)

5.2 Efficiency and Job seekers' Satisfaction

The r value of the second variable, as per table 4.2 is .102 which portrays a very weak positive relationship between Efficiency and Job seekers' satisfaction but it is not significant as p value is .489 which is greater than .05. The result is matching with research of Swan (2015). To check impact of Efficiency on JS, Coefficients table 4.5 indicates that beta value is .038 whereas p value is .418 which is $>.05$; it shows that impact of Eff on JS is not significant. It provided instant feedback and does not hurt job seekers' contentment as compared to traditional hiring methods. Applicants take advantage enormously from the widespread scope they acquire with the help of social networking sites. By uploading CVs online they can be approached by recruiters for further details. With the help of e-recruitment job seekers look for job openings 24/7 & they can attain jobs & recruiters on these available career sites. Moreover, applicants can post their CVs on social networking sites & their CV can be seen directly. On the basis of coefficients table values, second hypothesis is rejected.

5.3 Availability of Widespread Information and Job seekers' Satisfaction

According to Table 4.2, the r value of third variable is .136 which shows a very weak and positive relationship between Availability of widespread information and Job seekers' Satisfaction and p value is 0.000 which is less than .05. It shows that relations between two variables is significant. Moreover, beta value (.196) and significance value (.000) in table 4.5 indicate that AWI has significant positive impact on JS. Hence, H3 is accepted. This result is well-matched to the literature review. The responses from job seekers towards e-recruitment indicate that job seekers who apply for a job opening through internet have positive views. Applicants can find various jobs on internet and look for best alternate for them. In this way, job seekers can identify those jobs which have not been publicized before and then to apply for suitable ones without any delay or problem. Attaching CV online also provides opportunity to the recruiters who may be looking for specific talents. (Ramaabaanu & Saranya, 2014)

5.4 Process Fairness and Job seekers' Satisfaction

The r value of this variable is .719 which indicates a strong positive relationship between Process Fairness and Job seekers' satisfaction and p value is .000 which is less than .05, so relationship is significant too. The beta value of this IV in table 4.5 is .570 whereas sig value is .000. It shows that impact of PF on JS is significant. Hence H4 is accepted. As far as fairness of e-recruitment is concerned, every applicant deserves fair process, appropriate details & liberty to share their views with others. In other words, fairness & justice are two significant elements of job offers & have greater impact on perception of applicants. From a job seeker's point of view, the Internet has also offered a mean to sustain a competitive edge in acquiring preferred jobs. Recruiters often utilize web sites for endorsing their organization. Job seekers can understand company's facilities, mission & vision, values and culture on the website. This helps the employer and the applicant by generating familiar and well-informed job seekers. Therefore, the result is matching with research of. (Fred & Kinange, 2016)

6. CONCLUSION

The study investigates the impact of e-recruitment system on job seekers' satisfaction at BUKC. Four components of e-recruitment were taken which include Easy Access, Efficiency, Availability of widespread information and process fairness. Out of these, Efficiency has been found having no contribution in job seekers satisfaction while remaining three factors have significant positive impact on job seekers satisfaction. Today, e-recruitment has become a mandatory part of many organizations for hiring purpose. Most of the job seekers seek their employments over internet. Social media also helps job seekers in finding jobs. Therefore, mostly organizations establish their own website to search human resource & move towards

online recruitment as it's not a time taking process. E-recruitment in Pakistan is not so efficient because internet services are poor in Pakistan as compared to other countries. Moreover, internet services are often discontinued in our country for security reasons due to VVIP'S movements, religious or political processions, international matches etc. Prolonged load shedding spells in all the towns of country and frequent electric power interruptions are also primary sources of malfunctioning of social media operations.

7. RECOMMENDATIONS

On the basis of weaknesses highlighted in an analysis, following are the recommendations:

- The organizations should incorporate latest devices and circuits i.e.3G & 4G / Wi-Fi etc. to provide consistent speedy internet services for efficient communications.
- Effective measures should be taken to enhance the electric power generation throughout the country; it would result in providing endless internet services.
- Underground electric networks should be installed to get rid of frequent electric interruptions due to bad weather and floods.
- The university should educate passing out students on proper usage of latest IT equipment to facilitate in efficient exploration of jobs and uploading their CVs.

8. SUGGESTIONS FOR FUTURE RESEARCH

This study was undertaken only in one public-sector University and only students having MBA and higher degrees were approached for data collection. In future, upcoming researchers may undertake a similar research in other public and private sector universities. Data may also be collected from the existing management staff of the organizations to determine their level of satisfaction about existing e-recruitment process and technology.

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