E-Recruitment Process and Organizational Performance: A Literature Review

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ABSTRACT

This study examined E-recruitment Process and Organizational Performance. The dimensions examined in E-recruitment process include E-application tracking, E-interview, E-Selection and E-On-boarding. Organizational performance was measured in terms of Employee performance, Operational performance, Economic performance and profitability. The aim and objectives of the paper was to determine the influence of E-recruitment process and organizational performance by evaluating the influence of E-tracking on employee performance, the influence of E-interview on operational performance, the influence of E-selection on economic performance, the influence of E-on-boarding on profitability. The study provided an empirical analysis on E-recruitment process and Organizational performance. To this end, the paper revealed that E-recruitment process is advantageous to organizations and contribute significantly towards the growth of an Organization as the study observed that candidate(s) recruited using E-recruitment are competent and reliable which enhance organizational performance. Therefore the paper recommended that there should be adequate Information Technology in an Organization in other to utilize E-recruitment process and the benefit attached to it. There should be adequately trained personnel that can conduct proper E-recruitment. E-recruitment process should be used to select productive employee(s) that would enhance organizational performance.

KEYWORDS: Concept of E-recruitment, E-recruitment process, Organizational performance, Goal Theory, Expectancy Theory, Recruitment, Selection and Retention Theories

INTRODUCTION

E-recruitment process is the various stages undergone before a successful candidate emerge. In recent days the world rely on technology. E-recruitment is a process of recruiting candidates applying for vacant positions in organizations through use of internet. It is the use of internet technology to improve competence of recruitment process. Electronic recruitment, online recruitment, cyber recruitment and internet recruitment are all synonyms of E-recruitment. It plays a very vital role in the process of recruitment as it provides a suitable number of applicants who fulfill the criteria set by the companies. E-recruitment started in the form of autonomous job sites called bulletin board systems in the 1980s. A new global trend was started when Jeff Taylor launched monster.com with 20 clients and 200 job openings in 1994. Today, more companies use E-recruitment process because of its time saving benefit. E-recruitment can be done through company websites, social media and online job openings for example indeed.com, freshersworld.com, monsterindia.com and click. jobs etc. Social networking sites also plays major role in the electronic recruitment process like twitter, Facebook, LinkedIn etc. These are social networking websites. E-recruitment has proved to be very convenient for both companies and job applicants. Sometimes, network problems are experienced while collating job applicants.

The purpose of E-recruitment is to make the process involved more efficient as well as reliable. It can reach a large pool of probable employees to ease the selection process. To assist in winning the war for talent in the digital age, it is imperative that organizations find ways to attract job applications

from all over the world in quick and expedient ways. Thus, an organization's ability to quickly and efficiently recruit and hire capable employees is an important determinant of organizational effectiveness and competitive advantage.

Zulqarnain and Razaullah (2010) assert that different resources must support the attainment of organizational goals which include financial, technological, human and other resources. Among all these, according to them, human resource management is the prime one which ensures right man for the right job. This, if achieved, paves way for optimum organizational performance. Traditional recruitment, which uses formal sources like advertising, starts with the identification of required applicants and proceeds with activities to attract and persuade qualified applicants to apply. Job applications are then received, screened and sorted, leading to the drawing up of a shortlist of potential candidates. The process ends with communicating the pre-screening results to applicants (Anna, 2010). Interestingly, internet has changed the world and the above scenario in a lot of ways and this has had an impact on various walks of life. In the view of Ashok and Priyanka (2014), one of the latest areas of technology that has changed the corporate world is e-recruitment. According to him, the advent of the internet has radically changed the communication and

information dissemination in the business world and in the society at large as well as the process of recruitment which plays a very important role in an organizational scenario. Internet is one of the greatest recruitment resources available to recruiters today for locating job candidates, making newspapers advertising an obsolete recruitment method. The process of using internet to identify and attract potential employees to your organization has been termed as e-recruitment. This online recruitment has proved to be a boon for the job seekers over the past decade. The internet is a medium which connects the job seekers and the employer for the E-recruitment purpose. E-recruitment takes care of the entire recruitment process, from placing the job advertisements, receiving the resumes and selecting the right candidates for the right job in a simplified and cost effective manner (Ashok and Priyanka, 2013 cited in Ashok and Priyanka, 2014).

Despite the reported growth of the use of internet, a gap seems to have developed between research into and the practice of e-recruitment (Anderson, 2003 and Sylva and Mol, 2009). In this regards this study tends to evaluate E-recruitment and Organizational performance. Thus this paper seek to examine the influence of E-recruitment process and Organizational performance.
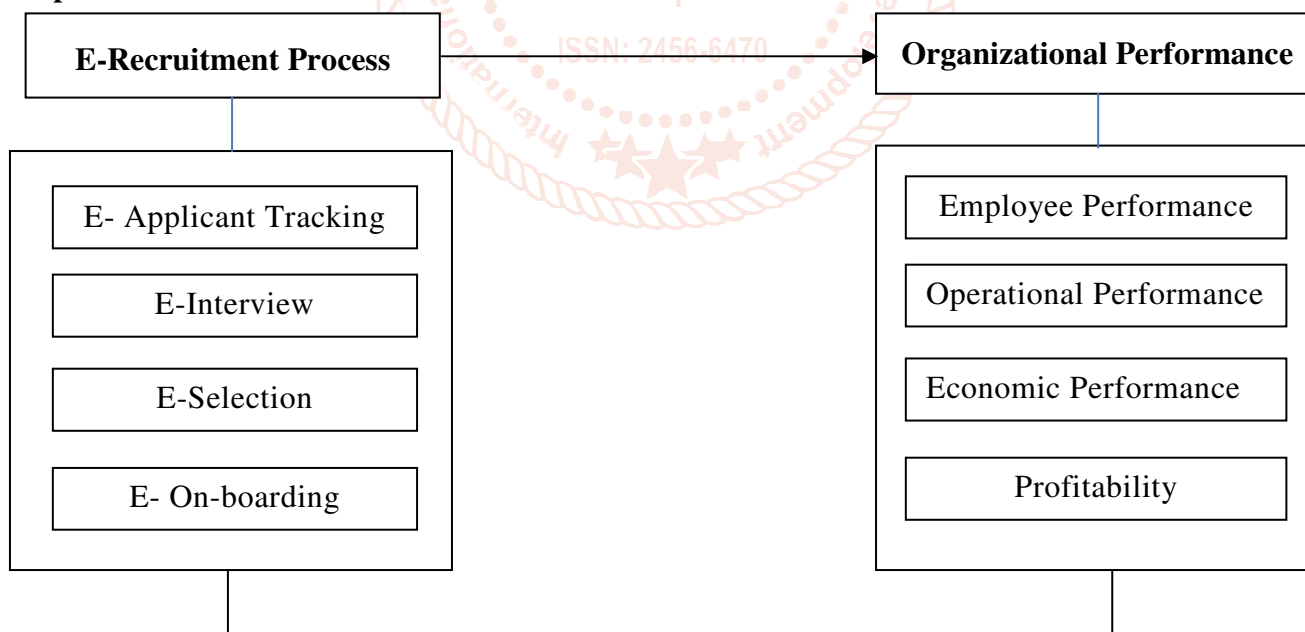
Conceptual Framework

Figure 1:1
Source: Researchers conceptualized, 2021.
Adapted from Breaugh, Macan and Grambow(2008)

Aim and Objectives of the Study

The aim is to determine the influence of E-recruitment process and organizational performance by evaluating:

1. The influence of E-tracking on organizational performance.
2. The influence of E-interview on organizational performance.
3. The influence of E-selection on organizational performance.
4. The influence of E-on-boarding on organizational performance.

Literature Review
Conceptual Review
Concept of E-recruitment Process

E-recruitment Process is the use of technology and electronic resources for the process of attracting selecting and managing the recruitment in a company. It involves training carried out by the organization using technology for the purpose of identifying probable employees. It is also known as online recruitment as internet communication is vital to the process. However it has certain disadvantages such as being too impersonal, high volume of responses and faces certain technology issues. Much of E-recruitment centers around major job sites which categories open positions by location, industry and seniority. Breaugh and Starke (2000): Recruitment includes those practices and activities carried out by the Organization with the primary purpose of identifying and attracting potential employees. Barber (2000) asserts that it is an important part of human resources management as it performs the essential function of drawing important resource that is human capital into the organization. Bussler and Davis, (2001): online recruitment also known as E-recruitment is one of the worldwide trends for Human Resource functions. Joe Dysart, (2006): it has evolved into a sophisticated interactive engine with the ability to automate every facet of the hiring process virtually. The success of every organization depends on the vital value of the experience, skills, innovativeness and intellectual capital of its employees and efficient and effective recruitment by human resource personnel give rise to the generation of an organization's intellectual capital. As global competition for talent persists, an organization's ability to attract and recruit top and appropriate talent expeditiously becomes pivotal to the organization's ability to compete successfully.

For decades, organizations typically relied solely on the traditional paper-based recruitment method for talent but for the past twenty years, there has been a paradigm shift in recruitment as many organizations have been transitioning into the use of electronic recruitment, (e-recruitment) or a combination of the traditional paper-based recruitment method with electronic recruitment, but the trend towards adoption of electronic recruitment is ever increasing as the enormous benefits of electronic recruitment is becoming obvious to many human resource managers. There are many definitions used to describe recruitment (e.g., Breaugh, 1992; Breaugh and Starke, 2000; Rynes, 1991; Saks, 2005; Taylor & Collins, 2000). "Recruitment includes those practices and activities carried on by the organization with the primary purpose of identifying and attracting potential employees" (Barber, 1998:5). Sims (2002) defined recruitment as the process of discovering, developing, seeking and attracting individuals to fill actual and/or anticipated job vacancies; it has three general purposes: to fill job vacancies; to acquire new skills; and to allow organizational growth. Recruitment activities involve either external candidates from outside. The term, online recruitment, e-recruitment, cyber recruiting, or internet recruiting imply the formal sourcing of job information online (Vistal, Patil and Patil, 2012). E-recruitment is a hiring process that utilizes a variety of electronic means and technologies with the primary purpose of identifying, attracting, and selecting potential employees (Lee, 2011). E-recruiting technologies are web-based technologies that help recruiters and job applicants to complete their tasks more efficiently and effectively by automating recruiting processes and providing the information necessary for making appropriate decisions. These technologies include, career web sites, applicant tracking system, job search agent, prescreening/self-assessment tools, talent management systems, streaming videos. Candidate relationship management system, and social media (Lee, 2011).

This usually means the use of an organization's own website, a third-party job site or job board, a curriculum vitae (CV) database, search engine marketing or social media platforms to fill vacancies. Organizations advertise job vacancies through worldwide web, and job seekers send their applications and curriculum vitae (CV) through e-mail using the internet (Lee, 2011). Recruitment, is an umbrella or composite-term characterized by diverse properties and a broad range of practices, tools, and processes related to recruiting (Henry and Noon, 2001). Recruitment is elaborated to include candidate management technology, and the recruitment process in general, example, tracking applicants, selecting, offering jobs and rejecting (Parry &Tyson, 2009).

Electronic recruitment or e-recruitment has been an issue of interest over the past twenty years and today many organizations use the internet as a source of recruitment. E-recruitment covers the following digital Human Resource Management (HRM) practices: advertising of employment opportunities on job databases, career portals, social networking sites, corporate web sites and intranets, and other online resources; e-recruitment systems for application submission, tracking, screening and candidate management; resume databases and search engines, etc. (Holm, 2012). The virtual recruiting environment will vary in the level of sophistication depending on the level of technology used and the scope of activities it covers. The choice as to which of these methods to adopt relies on the organizations' size, needs, and recruitment budget. E-recruitment can be divided into two main categories: a) corporate website used for recruitment and b) commercial job boards where job advertisements are posted (Parry, et al., 2009. Harris (2004) makes a clear distinction between we-find-you approaches and you-find-us approaches. We-find-you approaches refer to the methods whereby the recruiter searches for applicants while you-find-us approaches refer to methods whereby the potential applicant searches for the organization (Harris, 2004).

Dimensions of E-Recruitment Process
E-Application Tracking

According to Grambow (2008), an Applicant Tracking System (ATS) is a software application that enables the electronic handling of e-recruitment needs. An ATS can be implemented or accessed online on an enterprises or small business level, depending on the needs of the company and there is also free and open source ATS software available. An ATS is very similar to customer relationship management (CRM) system, but are designed for recruitment tracking purposes. In many cases they filter applications automatically based on given keyword criteria such as: skills, former employers, years of experience and schools attended etc. Engelbrecht-Wiggans and Katok, (2006) holds that E-Tracking refers to internet-enabled applications and decision support tools that facilitate interactions between applicants and employer through the use of online negotiations, online auctions, reverse auctions and similar tools. E-tracking is especially associated with online auctions, which enable prices reductions by introducing the element of competition. They are visible, clearly structured and make the procurement process transparent. The goal of tracking is to find and identify matching candidates for a target profile. It is much more than performing a specialized resume search on the CV database or just perusing the applications received in response to a job posting. That's what generally recruiters do.

E-Interview

Breaugh, Macan and Grambow(2008) are of the view that Electronic interviews are a method of data collection using electronic communication facilities to access and communicate with participants. Interviews can be held online, in real time, or using e-mail to communicate asynchronously. The most typical online interview is the interview via webcam. Rather than having you travel to an office, the interviewer will simply conduct the interview via video. If you're not familiar with these technologies, it's a good idea to practice using them with a friend before conducting the interview. There are many reasons online interviews can be an appropriate and valuable methodological tool. For example, the use of online interviews as opposed to onsite interviews provides the researcher with opportunities to carry out interviews with a very geographically dispersed population. Interview individuals or groups who are often difficult to reach, such as the less physically mobile (disabled/in prison/in hospital) or the socially isolated (drug dealers/terminally ill/ etc.) or those living in dangerous places (e.g. war zones). Carry out interviews in a personal, yet neutral, location such as a home. Researchers and participants can be comfortable while still maintaining their personal space and, if necessary, keep their specific whereabouts private.

Reach a target audience where the audience is unknown (e.g. people who may use a certain type of technology) or would like to remain anonymous. E-mail and instant messaging interview methods have the advantage of privacy. Interviews that take place in public online venues (e.g. discussion boards, chat rooms) may be off-putting to some participants. Provide savings in costs to the researcher (for example, costs associated with travel and venue hire). Record data quickly and accurately. Video and audio interactions on Skype can be easily captured using desktop software. Data generated from textual forms (e.g. chat rooms, e-mail correspondence) is already transcribed. Reduce the environmental impact of research by eliminating the resource expenditure associated with traveling long distances. Interview individuals who would like to stay visual anonymous and to engage in more self-disclosure or feel liberated from stereotypes that may be associated with visible identity markers such as age, race or gender. Because the participant cannot see the researcher, this may also help reduce issues of interviewer effect. In asynchronous interviews the extended time frame can also be a benefit allowing researchers more time to

think of evocative or precise follow-up questions. Researchers can reread the chat history and use previous responses to inform the subsequent questions. An Organization can adopt the online interview preferable to them.

E-Selection

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

E- On-Boarding

Breaugh, Macan and Grambow(2008) believe that on-boarding is the last phase in the recruitment process and they hold that E-on-boarding is an act of bringing the selected prospective employee onboard by means of entering their data and relevant information about them on the company's database, this is done for reference purpose and for documentation reasons. E-on-boarding is the final stage in the e-recruitment process as its only successful candidate(s) that are brought onboard.

E-Tracking and Employee Performance

Harris (2004) is of the view that E-tracking is a medium used to select and follow up with prospective employee recruitment process. In his view he believe that E-tracking enhance employee performance as it help produce competent employee which in return enhance employee performance therefore improving organizational performance. Employee performance can also be measured through the combination of expected behavior and task-related aspects (Motowidlo, 2003), even though performance is often determined by financial figures. In reality, performance that is based on an absolute value or relative judgment may reflect overall organizational performance (Gomez- Mejia, Balkin and Cardy, 2007; Wall et al., 2004). However, Wiedower (2001) asserted that performance measure that is based on the performance appraisal items offers higher reliability in evaluating performance. High performance employees pursue higher level of individual and organizational performance which involve quality, productive, innovation rate and cycle time of performance (Bharadwaj, 2005) and therefore

they will be able to assist organization to achieve its strategic aims and sustaining the organization competitive advantage (Dessler, 2011). Thus, in order to attract and sustain higher employee satisfaction and performance, employer need to treat their workers as the most important internal resources and gratify them (Jin, 2007). Employee performance can also be influenced from the e-tracking stage in an interview as the qualification and experience of a prospective employee would go a long way to determine the quality of the employee which would enhance employee and organizational performance (Samad, 2007).

E-Interview and Operational Performance

Organizations may benefit from hiring employees based on their fit with the culture and goals of an organization rather than just the requirements of a particular job (Bowen, Ledford, & Nathan, 1991; Chatman, 1991; Govindarajan, 1989). The e-interview represents one important method that organizations can utilize to establish best fit. Who is best for the job and why is the person best fit for the role. Ricklefs, 1979; Rynes& Gerhart, 1990 holds that E- interview is a decision stage that determine the suitability of a candidate. The E-interviews enable organizations and applicants to interact through a virtual format, allowing each party to determine if the other demonstrates congruent values. Although interviewers readily claim the importance of ``fit'' in their hiring decisions (Ricklefs, 1979; Rynes& Gerhart, 1990). The E- interview is used to determine suitable and qualified applicant which are bond to enhance operational performance which is measure in terms of returns on invest, turn over and profitability (Ricklefs, 1979; Rynes& Gerhart, 1990). Therefore it is believed that the E-interview is a good dimension of determining operational performance which determine organizational productivity and growth.

E-Selection and Economic Performance

M. Smith, (2001), selection procedure also should be in application to the modern techniques. The literature says that employers are doing the traditional method of recruiting rather than the modern technologies. Ahmad and Schroeder (2002), opined that the first step to ensuring the success of organizations, is to make sure that employees possess the right qualities thus; effective recruitment practice reduces labour turnover and enhances employee morale which enhances economic and productive performance of an organization. Leopold (2002) defined recruiting as a "positive process of generating a pool of candidates by reaching the "right audience, suitable to fill the vacancy", he further stated that once these candidates are identified, the process of selecting appropriate

employees for employment can begin through the means of collecting, measuring, and evaluating information about candidates qualifications for specified vacant positions. Jovanovic (2004) asserts that recruitment and selection is a process of attracting a pool of high quality applicants with a view to selecting the best among them. For this reason, top performing companies devoted considerable resources and energy to creating high quality E- selection systems. Thus, E-selection can be concluded as a process of identifying and attracting a group of potential candidates from within and outside the organization to evaluate for employment.

E-On Boarding and Profitability

M. Smith, (2001) holds that E-on-boarding is the phase of offering a probation or full employment to successful candidates who are selected.

The COVID-19 pandemic, also known as the coronavirus pandemic, is an ongoing pandemic of coronavirus disease 2019 (COVID-19) caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2). It was first identified in December 2019 in Wuhan, China. The World Health Organization declared the outbreak a Public Health Emergency of International Concern in January 2020 and a pandemic in March 2020. As of 5 March 2021, more than 115 million cases have been confirmed, with more than 2.56 million deaths attributed to COVID-19, making it one of the deadliest pandemics in history.

The Covid-19 pandemic has a negative effect on Organizational performance, however it didn't affect the E-recruitment process. The E-on-boarding stage was fully utilized during the covid-19 era as the E-recruitment process provided adequate recruitment process that was not affected by the pandemic which in return enhanced organizational profitability.

Organizational Performance

There are possibly as many interpretations of the term organizational performance as the studies that have used the construct. Luo et al. (2012) who conducted a meta-analysis of organizational performance suggested that it should be measured in economic, operational terms, productivity and profitability terms:

Employee Performance is defined as how an employee fulfills their job duties and executes their required tasks. It refers to the effectiveness, quality, and efficiency of their output. Performance also contributes to our assessment of how valuable an employee is to the organization. One of the most important factors in employee performance is to achieve goals. Successful employees meet deadlines, make sales and build the brand via positive customer interactions. When employees do not perform effectively, consumers feel that the company is apathetic to their needs, and will seek help elsewhere.

Economic Performance looks at financial and market outcomes which assess the profits, sales, return on investment for shareholders, and other financial metrics and Productivity. Focuses on the overall performance of an organization in the light of the services it rendered. This provide a critical analysis on the services/products rendered by the organization.

Operational Performance on the other hand, focuses on the observable indices like customer satisfaction and loyalty, the firm's social capital, and competitive edge derived from capabilities and resources.

Profitability: after all said and done, the profitability tends to measure the profit derived by an organization after deducting the administrative expenses and all other cost incurred. In other words, it is profit after tax. This is an indication of the actual financial position of a firm.

Empirical Review

Organization as defined by Mondy et al. (1990) is where two or more people work together in a coordinated manner to achieve group results. According to Daft (1983), organizations are social entities that are goal-directed, deliberately structured activity systems with an identifiable boundary. Furthermore, Gunu et al. (2013) assert that organizational performance encompasses the actual output or results of an organization as measured against its intended outputs. The view of Wikipedia (2008) sees organizational performance as comprising three specific areas of firm outcomes which include (i) financial performance, profit, return on asset, return on investment, etc.) (ii) products and market performance (sales, market share, etc.) (iii) shareholder return (total shareholder return, economic value added, etc.). Many organizations in recent years have attempted to manage organizational performance using the balance scorecard methodology where performance is tracked and measured in multiple dimensions such as; financial performance, customer service, social responsibility and employee stewardship (Wikipedia, 2008). This study seeks to measure organizational performance using financial performance, that is, profitability. E-recruitment and Organizational Performance because of the wide use of internet for recruiting. It must have benefits over traditional methods. The following section gives a literature review of possible influence of internet recruitment methods for the recruitment process and the organizational performance.

Organizational performance is the organization's ability to attain its goals in an efficient and effective manner. Effectiveness is defined as the degree to which the organization achieves a goal, for instance, the use of minimal resources, to achieve an organizational goal. A usual goal of recruiting is to attract a pool of the best and brightest applicants so that the most effective employees can be hired (Daft, 2000 and Berry, 2003). Therefore, E-recruitment process goal, according to Maarten (2006) translates to achieving organizational goal and has to be achieved in an efficient and effective manner. The most often reported benefits of internet recruitment process include wider application outreach (Kay, 2000), faster information exchange between potential employees and employers (Singh and Finn, 2003), lower costs of advertising (Zall, 2000), accessibility and availability of data (Sylva and Mol, 2009), reduced costs of communications (Lin and Stasinskaya, 2002) and improved organizational attraction (Ployhart et al., 2006).

As a result, an online hiring process is regarded as being more cost efficient and the fastest route to finding the right candidates than traditional paper-based recruitment (Lin and Stasinskaya, 2002). However, the achievement of the above benefits of E-recruitment process, on one hand has tremendously influenced the performance of organization on the other hand. Galanaki (2002) found that internet agencies provide organizations with fewer but substantially better applicants than traditional recruitment agencies. Also, Barber (2006) from the Institute for Employment Studies (UK) also examined the benefits of E-recruitment process. The study revealed that access to a wider pool of applicants and promotion of a company's reputation as well as brand are frequently mentioned by human resource specialists who analyze the strengths of e-recruitment which is more advantageous and enhance organizational performance in comparison to other recruitment process. It is, therefore believed that these strength would translate into greater organizational performance. Organizational performance is the organization's ability to attain its goals in an efficient and effective manner which is measured in terms of productivity and profitability. E-recruitment process is reliable and efficient which produce competent employee which in return enhance organizational performance to higher productivity Galanaki (2002), this implies that E-recruitment process is reliable in producing competent employee which would enhance organizational performance to higher productivity.

Theoretical Foundation
Recruitment, Selection and Retention Theory
Recruiting, hiring and retaining employees requires tried-and-true human resources techniques to prevent bad hires and high turnover. Small businesses often don't have trained human resources processionals to handle their hiring, so an understanding of human resource theories and best practices will help you put together the best possible team for your company.

Planning ahead will help reduce the necessity to fire or move employees to different areas if they weren't brought on properly. To effectively recruit, interview and retain employees, you'll need job descriptions for each position. This will help you attract job applicants who know exactly what the job entails, whether or not they can do it and if they have the qualifications, skills and competencies. To retain employees, you'll need to make them feel they are being treated fairly, and this requires giving them annual reviews based on their job descriptions. Employees become frustrated when they are told they did not perform tasks they did not know were part of their responsibilities. Recruiting workers starts with an accurate advert. The advert should include a detailed, accurate job description. This not only increases your chance of getting qualified applicants but also can help prevent legal problems later. Advertise on job boards and in publications where people with the background you seek congregate. If cost is an issue, give a brief overview of the job, then direct applicants to a more-detailed description on your website. Create a list of attributes your ideal employee will have and divide resumes and applications into three piles, based on the number of applications you receive. Assign one point for each attribute, and divide your resumes and applications in A, B and C piles, based on the score of each person. Interview those receiving A scores, toss the C pile and keep the B pile on hand for one more review in the event you don't find your candidate from the A pile — B candidates might have attributes you overlooked during your first inspection. During interviews, ask employees to discuss their management or work with other people, how they solve problems, their specific experience in relation to your job opening and what they can do for your company. Your focus during job interviews should not be to determine how applicants performed for others in the past, but on how they might perform for you in the future. When hiring employees, discuss compensation, including pay and

benefits. A good benefits package, including vacation time, personal time off, health insurance, daycare and voluntary benefits, such as dental or vision insurance, can help make you an employer of choice. The ethics of salary negotiation can sour a relationship with a new worker before it even starts. If you know what the position is worth to the company and the candidate you have selected is the best choice, offer them what you have determined the position is worth. If you want to pay as little as possible, even if it means paying your employee less than the job is worth, ask candidates for their salary history or salary requirement. You may find the employee is willing to work for less than your job is worth. Salary histories do not provide an accurate estimate of an applicant's worth, because she might have improved her skills, have other, better-paying options because of her recent growth or skill development or have worked for a small or large company that could afford to pay differently than you. Ask for references from finalist candidates and conduct interviews.

Keeping workers often depends on good communication. Give new hires 30- and 90-day reviews to gauge how they feel about working for you. These reviews do not need to include raises. Ask the new hire's managers how he is performing. Get qualitative feedback from coworkers and quantitative data from his department on his performance if possible. Praise employees in writing if they are a doing a good job so they know their job is secure and they are part of a team.

Theories of Organizational Performance

Increasing complexities in functions of business have led to the emergence of new and comprehensive concepts in business management. Organizational Performance management is a concept in the field of human resource management.

"It is a continuous process of identifying, measuring and developing the performance of individuals and aligning performance with the strategic goals of the organization" (Aguinis, 2009).

The following theories are theories of organizational performance and how organizational performance can be managed appropriately.

Goal Setting Theory

Goal setting theory had been proposed by Edwin Locke in the year 1968. This theory suggests that the individual goals established by an employee play an important role in motivating him for superior performance. This is because the employees keep following their goals. If these goals are not achieved, they either improve their performance or modify the goals and make them more realistic. In case the performance improves it will result in achievement of the performance management system aims (Salaman et al, 2005).

Expectancy Theory

Expectancy theoryhad been proposed by Victor Vroom in 1964. This theory is based on the hypothesis that individuals adjust their behavior in the organization on the basis of anticipated satisfaction of valued goals set by them. The individuals modify their behavior in such a way which is most likely to lead them to attain these goals. This theory underlies the concept of performance management as it is believed that performance is influenced by the expectations concerning future events (Salaman et al, 2005).

Gap in Literature

Smith (2001) is of the view that E-recruitment process also should be in application to the modern techniques. The literature says that employers are doing the traditional method of recruiting rather than the modern technologies. This constitute a gap as practical as this method is not in use by most organization and therefore constitute lack of availability of information which tend to create a gap. The traditional recruitment process and the E-recruitment process have a gap that is yet to be breached literally and practically, therefore adapting to E-recruitment constitute a lot of gap in literature and practical as the E-recruitment approach is new in the market and human resource find it difficult and complex to adopt this method as it require a lot of technicality therefore to breach this gap especially in this Covid-19 era. There is a need for training and development of human resource management to understand the E-recruitment process and its application in other to make effective use of it.

Conclusion

In a nutshell, the study revealed that there is a positive influence between E-tracking/sourcing and employee performance as E-sourcing and tracking of employee determine to a significant extent the attribute and quality of the applicant which determine employee performance. However, E-recruitment process have a positive influence on organizational performance as the goal of

E-recruitment process is to produce competent employee which would enhance organizational performance.

Recommendations

E-recruitment is advantageous to Organizational performance and it's an adequate replacement to the

traditional recruitment method, also considering the pandemic (covid-19) that interrupted all business entity, E-recruitment was still functioning appropriately and was not affected. This is an essential attribute and shows the pivotal value of E-recruitment in an organization and its essential value to an organization. However, irrespective of the pivotal value of E-recruitment in an organization the following recommendations are drawn from the study:

1. There should be adequate Information Technology in an Organization in other to utilize E-recruitment process and the benefit attached to it.

2. There should be adequately trained personnel that can conduct proper E-recruitment process.

3. E-recruitment process should be used to select productive employee that would enhance organizational performance.

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