



The Effect of Digital Tools Enhanced Recruitment and Selection Processes on Organizational Performance with focus on National Research Institutes in South East Nigeria

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Keywords:

Digital,
Tools,
Enhanced,
Recruitment,
Selection,
Performance Research
Institute

ABSTRACT

This study investigated the effect of digital tools enhanced recruitment and selection process on organizational performance with focus on National Research Institutes in South East Nigeria. The study was carried out in PRODA and SEDI Enugu, Enugu state. Specifically the study is designed to; examine the effect of social media on prospective employee background check and the performance of PRODA and SEDI, Enugu, ascertain the effect of online job boards in selecting the best candidates and the Performance of PRODA and SEDI in Enugu State. The target population of this study included human resources officers, head of departments, directors who manage human resources and responsible for recruiting and onboarding employee in PRODA AND SEDI Enugu. The total population size of human resource managers in PRODA and SEDI Enugu is 120 employees. In this study, all the population size was sampled for the study because it was manageable. A questionnaire designed by the researchers served as the instrument for collection of data. Data elicited from the respondents were analyzed using simple percentage, while the chi square was employed for testing of the hypotheses at 0.05 level of significance with two degree of freedom. The findings of the study revealed that social media has significant positive effect on the background check of prospective employees which invariably affect the performance of PRODA and SEDI, Enugu, online job boards has significant positive effect in recruiting the best candidates which invariably has positive effect on the overall performance of PRODA and SEDI, Enugu, Enugu State. Based on the findings the following recommendations were made, National and Research Institute in South East Nigeria could brace the integration of digital tool enhanced recruitment and selection in order to select the best workforce that will deliver the objectives of the institution and consequently ensure programmatic national and economic development, the government and stakeholder in telecommunication to ensure that infrastructural that support the integration of Digital tools and ICT gadget are put in place.

INTRODUCTION

Research and innovation play a crucial role in driving progress and fostering economic growth. A nation that invests in research and innovation not only benefits from technological advancements but also gains a competitive edge in the global market. Research and innovation are essential for driving technological advancements. By funding research in various fields such as medicine, technology, and renewable energy, a nation can encourage scientists and researchers to explore new possibilities and develop groundbreaking technologies (Deering, et al, 2019; Gougous et al., 2023) These advancements not only improve the quality of life for its citizens but also attract foreign investment and create job opportunities. For example, countries like the United States and Germany have long been at the forefront of technological innovation, and their success can be attributed to their strong research and development infrastructure.

Furthermore, research and innovation are vital for fostering entrepreneurship and economic growth. By supporting startups and small businesses, a nation can encourage innovation and create new job opportunities. Research and development also help companies stay competitive by enabling them to develop new products and services that meet the evolving needs of consumers. In nations like Japan and South Korea, where innovation is highly valued, entrepreneurship thrives, leading to rapid economic growth and global competitiveness. As posited by Deering et al, (2019) Research and innovation are crucial for addressing pressing global challenges such as climate change, poverty, and inequality. By investing in research related to renewable energy, sustainable agriculture, and affordable housing, a nation can contribute to finding solutions to these issues. Research and innovation also enable nations to develop policies and programs that are evidence-based and effective in achieving desired outcomes . For instance, research on early childhood education has shown that investing in quality education can have long-lasting benefits for individuals and societies as a whole (Zalaghi et al., 2016).

From all ramifications research and innovation are indispensable for a nation's progress and prosperity. By investing in research and fostering a culture of innovation, a nation can drive technological advancements, stimulate economic growth, and

address global challenges. It is this imperative nature of research and innovation in fostering national and economic growth that had lead to the establishment of research institute by various nations of the world

Research institutes play a crucial role in fostering innovation and promoting scientific progress. These institutions, established by various nations across the globe, serve as beacons of knowledge, attracting toptalent and providing cutting-edge facilities for groundbreaking research. Zalaghi et al., (2016) noted that Research Institutes offer a conducive environment for scientists and researchers to collaborate and explore new ideas. By bringing together experts from diverse backgrounds, these institutes create a melting pot of creativity and expertise, leading to breakthroughs in fields such as medicine, technology, and environmental science. For instance, the establishment of the European Organization for Nuclear Research (CERN) has enabled scientists to unravel the mysteries of the universe through collaborative efforts.

Meanwhile research institutes provide access to state-of-the-art equipment and facilities, enabling researchers to conduct experiments and analyze data with precision. This infrastructure is essential for pushing the boundaries of human knowledge and understanding. For example, the Advanced Research Projects Agency (ARPA) in the United States has funded research in areas such as artificial intelligence and autonomous systems, leading to significant advancements in fields like robotics and machine learning.

Consequently, research institutes play a vital role in bridging the gap between academia and industry. By fostering partnerships between researchers and businesses, these institutes facilitate the translation of scientific discoveries into practical applications. This collaboration not only benefits the companies involved but also contributes to economic growth and job creation. For instance, the Massachusetts Institute of Technology (MIT) has established numerous spin-off companies, transforming cutting-edge research into innovative products and services.

Research institutes are invaluable assets in the pursuit of global knowledge. By fostering collaboration, providing access to cutting-edge facilities, and bridging the gap between academia and industry, these institutes are instrumental in driving scientific

progress and advancing our understanding of the world. As nations continue to invest in research institutes, Nigeria is not left out, she had established several research institute among the country, notably among them include;

1. African Regional Centre for Engineering Design and Manufacturing ARCEDEM Ibadan, Oyo State
- 2 Centre for Adaptation of Technology CAT Awka, Anambra State
- 3 Centre for Basic Space and Technology Education CBSTE Ile-Ife, Osun State
- 4 Energy Training Centre ETC Nsukka, Anambra State, <http://energytrainingcenter.com>
- 5 Centre for Energy Research and Development CERDI Ile-Ife, Osun State. <http://www.research2003.uct.ac.za>
- 6 Centre for Energy Research and Development CERDZ Zaria, Kaduna State
- 7 Centre for Energy Research CERS Sokoto, Sokoto State
- 8 Centre for Geodesy and Geodynamics CGG Bauchi, Bauchi State
- 9 Centre for Satellite Technology Development CSTD Abuja, FCT
- 10 Centre for Space Science CSS Nsukka, Anambra State
- 11 Centre for Space Transport and Propulsion CSTP Lagos State
- 12 Cocoa Research institute of Nigeria CRIN Ibadan, Oyo State. www.crin-ng.org
- 13 Engineering Materials Development Institute EMDI Akure, Ondo State
- 14 Federal College of Chemical and Leather Technology CHELTEC Zaria, Kaduna State.

15 Federal Institute of Industrial Research FIIRO Oshodi, Lagos State. www.fiiro.org.ng

16 Forestry Research Institute of Nigeria FRIN Ibadan, Oyo State. www.frin.gov.ng

17. Project Development Research Institute PRODA, Enugu

18. Scientific Equipment Development Institute SEDI, Enugu

Meanwhile, human resources is considered as the most important, most valuable, most complicated and the least predictable hence its selection should be given due consideration as it is the major resources that harness other resources in order to achieve the goals and objectives of the organization. The personnel employed in an organization according to Gougous and Paschal (2022) serve as the hub around which other resources resolve. This allows the entire wheel of the organization to turn smoothly in order to perform more effectively, efficiently and economically. One of the goals of human resource management is to attract an effective workforce capable and willing to achieve the goals and objectives of the organization. For an organization to be successful it has to attract and retain the best quality of employee to man the affairs of the organization, having the right quality and quantity of employees give the organization competitive advantage which invariable will lead to improved organizational performance, hence the recruitment method of an organization has significant influence on its performance, since obtaining at the right time, the right quantity, and right quality of employees are paramount to the organizational success. Employee recruitment therefore becomes an indispensable factor in determining the performance of the overall performance of the organization.

Thus, the process of identifying and attracting, interviewing, selecting, hiring and onboarding employees is a very crucial personnel policy (Gougous and Paschal, 2022). In most case organizations have always relied on the conventional method of recruiting candidates for new positions usually via advertisement, and interviews. Research evidences had showed that these methods of recruitment had its shortcomings, hence not efficient to select the right workforce that will deliver the objective and goals of the organization. The

conventional method of recruitment has been for decades, but it has several shortcomings made it no longer suitable means of recruitment in this 21st century of Information Communication Technology. The conventional method of recruitment often relies on traditional techniques such as job advertisement, physical interview, and application screening, this method of selection of employees often to lack of diversity in the workforce, which negatively impact a company's ability to innovate and adapt to changing market conditions. The conventional method of recruitment can be time-consuming and resource-intensive. Companies often spend a significant amount of time and money screening and interviewing candidates, only to find that candidates are not good enough for the role. Consequently, the conventional method of recruitment can be biased, as it often relies on personal connections and referrals. This can lead to a lack of objectivity in the hiring process, which can be detrimental to the company's overall productivity and profitability

To overcome these shortcomings, companies can consider alternative recruitment methods, such social media platforms and online job boards to reach a wider audience of candidates. Additionally, companies can implement Digital integration in their recruitment process to attract a more diverse pool of applicants. By integrating Digital tools in order to enhance their recruitment process, organizations can improve the efficiency and effectiveness of their hiring process, resulting in a more skilled and diverse workforce. It is from the foregoing background that the researcher wishes to empirical investigate the Effect of Digital tool application in enhanced recruitment process on the performance of Federal Health Tertiary Institute in South East. It is from the foregoing background that the researcher wishes to empirical investigate the role of digital tools in enhanced recruitment and selection process on organizational performance with focus on National Research Institute in South East Nigeria. Specifically the study is designed to; ascertain the effect of social media on prospective employee background check and the performance of PRODA and SEDI, Enguu; examine the effect of online job boards in recruiting the best candidates and the performance of PRODA and SEDI, Enugu

LITERATURE REVIEW

Recruitment

Generally, recruitment can be explained as the process of attracting, selecting, and hiring the most suitable applicants for vacant positions based on a candidate's individual properties and their person-organizational fit (Melanthiou, Pavlou & Constantinou, 2015). It is a unique process wherein a considerable number of job seekers are evaluated according to the their suitability as an employee for the company. Most frequently, in large corporations, recruitment processes with more formal and structured procedures are embraced; whereas, in small companies rather informal, unstructured and ad-hoc methods are adopted in recruiting new employees (Jameson, 2000). Turnover rates and the number of new personnel recruited each year affects the quality and methods used in the recruitment process. In larger companies, since the frequency of recruitment and selection is higher, companies tend to engage in more structured and more convenient ways of recruitment- as in the example of e-HR. In fact, recruitment can be considered the first step of effective competence and talent management. Attracting applicants with high qualifications and suitable competencies is mostly possible through carrying out a successful recruitment process, and through a successful recruitment process, companies can get access to successful, eager, ambitious, and competent new employees.

In the recruitment process, ending up with the right candidate at the lowest cost possible is important in creating effective and efficient employees and earning competitive advantage in the market. Without a doubt, finding the right candidate is easier if the candidate pool of the company is larger, and namely, if the company can come across higher number of job seekers. Traditional recruitment methods involve applying personality tests, talent tests, technical capability tests, one to one interviews, panel interviews, and reference checks. And, correct planning is significant in carrying out a successful recruitment process.

Namely, the planning process is the antecedent of the recruitment process. In the planning process the HR department plans the required number of employees that should be hired in a certain time period. In planning this number, previous numbers of

employees hired, the work load of existing departments, newly emerging tasks, business units, and yearly HR budgets are taken into consideration. When the planning process is completed, the recruitment process, which is defined as a process of creating a group of qualified candidates for the vacancies within the organizations, starts. In both professional and non-professional areas, recruitment will include an attempt to locate a diverse applicant pool with the necessary qualifications and potential, and communicating to them the available employment opportunities (Reddy et al., 2010).

Selection is also a widely confused process in recruitment. In fact, selection is a more complicated process compared to recruitment. In the recruitment process we are talking about an activity that is targeting establishing a written contract between the employer and a new employee; however, selection refers to a set of complicated and integrated activities that aim to attract more competent and congruent applicants for the company. On the other hand, the main objective of recruitment is encouraging a large quantity of candidates for a certain vacant position; whereas, selection targets rejecting unsuitable ones and selecting the most proper and most competent job seekers

Enhanced recruitment

E-recruitment is current known by different terms such as digital recruitment as its popularity is highly grown. This type of recruitment involves deployment of digital platforms in the process of recruitment in order to attract mob of candidates as well as qualified staffs. In recent years as when competition between the organizations doing the same activities have experienced, the organizations also compete to have access to more qualified recruits in order to win in a competitive environment. This has also been experienced in public sectors as recently service delivery by public entities is highly emphasized (Fred and Kinange, 2018).

Organizations that wish to recruit across a broad geographic area, those that recruit frequently or on short notice, those looking for internet-savvy employees, those concerned with recruitment time and cost, and for those who are comfortable to work in an online environment find value in e- recruitment facilities and expenses, according to Kar and Bhattacharya (2009). The digital era is here, with

roots dating back to the mid-twentieth century and for the future that stretches as far as anybody can conceive. Constant breakthroughs and changes that seem to happen at breakneck speed remind us that the most significant technological changes are still to come (Hunt, 2014). The recruitment process has been revolutionized by internet- enabled tools and technologies, making it more productive and efficient. The effectiveness, on the other hand, is determined by the type of software used and the level of operationalization used (Pfieffelman et al., 2010).

Utilization of digital platforms in recruitment Process

The use of digital platforms in different professional activities including management, daily communication, marketing, sales and employment has been essential in recent years (Gougou & Paschal, 2022). There are newly developed and applied methods of recruitment including video applications like Skype have been in place. These digital platforms provide a link between job seekers and employers who are looking for qualified staffs. Several public entities in Nigeria have adopted digital recruitment however studies are still needed to measure effectiveness of these platforms in achieving positive results in the recruitment process (Fazlin et al 2016). For the purpose of this article, the researcher focused on three e-recruitment platforms namely websites, portal and job boards.

Websites: In many public entities, the most popular method for employees' recruitment is through the company's websites. A lot of organizations available

Nigeria have advanced their digital platforms by deploying websites which are used in different activities including recruitment Mujtaba& Malik ,2018).

Portals: There are digital platform for recruitment can use portal and application programs such as ajira .com owned by the government of Nigeria. The digital platform clearly offers explicit benefits to employers in terms of creating economies and targeting recruitment, utilization of social media to reduce costs and risks but also the digital platforms tools has been used at the initial enlisting stage, to advertise job vacancies that are already being publicized through a lot of typical recruitment routes and hence bring a significant benefits both to the

employees and employers (Parker, Broeck & Holman, 2017).

The use of social media in digital recruitment is useful as it facilitates interaction between people in the society as well as employers and job applicants as the information flow from employers to job applicants or from job candidates to employers is simplified (Mindia & Hoque, 2018; Gougou, , Paschal & Shamaieva, 2023). This also makes it easy to filter and screen the job applicants, which makes it easy for employers to weed out the unqualified job applicants easily.

Even on the side of job candidates, the social media sites make it easy for job applicants to view the requirements posted by the employer and relate it with his or her qualifications and reach to the decision on whether to apply or not apply for the job which have been advertised (Iqbal, et al, 2018)

There is growing evidence that public entities are using digital recruitment and some benefits have already been experienced including improvement of organization image, simplifying the duties for recruitment team as well as time and cost saving (Reddy, Mamatha & Balaram, 2018).

Moreover, this increase a wide range of recruitment options for both employers and job candidates. This is because, an employer gets majority of applicants which after screening and filtering can have access to highly competent staffs to employ. On the side of job applicants, the social media sites enables them to have access to different job opportunities which they may calmly choose the jobs which are suitable for them to apply. Therefore, it increases satisfaction of both employers and job applicants in the recruitment process (Fazlin et al 2016).

Effectiveness of Online Recruitment

A company that chooses to list job opening on the internet reaps various benefits. Despite how some may see it, studies demonstrate that online recruitment enables for the collection and processing of job applications at all hours of the day and night (Holm, 2012), as well as serving as a realistic job preview and a smart way for the organization to sell itself. Online recruitment is effective in lowering recruitment expenses, increasing access to more people, and reducing turnaround time, among other benefits.

Access to More People: The internet is available 24 hours, seven days a week, and it reaches a global audience (Barber, 2006). When you advertise on the internet, it opens the floodgates to applications come in from all over the world. Whatever you state in the advertisement about having a work visa, you will have applications from all around, which might be difficult to deal with at times (Parry and Tyson, 2008). People can email their CV to an employer within seconds after reading about an opening, and shortlisting can be done fast using CV-matching software or online application forms (Torrington et al., 2008)

Ability to Target the People Needed: Candidates' data can be gathered automatically, and the organization can save it as a form of "talent pool" that can be checked at a later date if another position arises (Parry and Tyson, 2008). The organization's capacity to attract a broad and qualified more talent pool depends on how it introduces a positive image in the minds of the applicants (Dutta, 2014).

Quicker Response and Turnaround Times: The internet is very potential to be used in the recruitment process as it speeds up the process. The time used to complete the application process from uploading the resumes and filling all the segments in the application process is simply streamlined in contrary to the manual way which involves writing a letter, printing the CV to the stationary and travel to the office or postal offices (Barber, 2006). These platforms also facilitate multiple posting of the jobs to the internet at any time which the organization needs to have new employees. The digital platforms also speed up the response rate as instead of using weeks for job application to reach to the employer, it may take minutes for a job applicant to complete the application form, upload his or her credentials and send the application through emails or portal to reach an employer within minutes (Parry and Tyson, 2008).

Cost Effectiveness: In large-scale recruitment, online testing has the important of weeding out unsuitable candidates early on (Barber, 2006). The topic of whether online recruitment success is tied to the type of organization that uses the method or if it is just a function of the nature and implementation of the online method utilized remains unanswered (Parry and Tyson, 2008). The usage of Internet technologies also enables a business to promote its employer brand while reducing advertising expenses. In the United

Kingdom, the average job ad on the internet costs 250 pounds, compared to 5,000 pounds for a quarter page in a big newspaper (Barber, 2006)

Performance

The concept of performance, as it appears defined in the dictionaries of French, English and Romanian, defines more the idea of outcome, achieved goal, quality, and less the economic aspects of efficiency and effectiveness. The Explanatory Dictionary of the Romanian Language defines performance as "a result (particularly good) obtained by someone in a sporting contest; a special achievement in a field of activity; the best result obtained by a technical system, a machine, a device, etc." The definition shows that the term performance was originally taken from the mechanics and sports fields, in order to subsequently be used to characterize the very good results also achieved in other fields. This means that performance is obtained only by a limited number of entities, those who get the best results. Performance cannot be associated with any result achieved, but only with a special one. What does "special" mean? In the first place, net superior to what was obtained in an earlier period, in the second place, superior to results obtained by "others" and, in a third place, different by the objectives obviously set, in a favourably acceptance.

Currently there are a variety of definitions attributed to the concept of performance due to its subjective nature. In the literature there are many articles or studies that define the concept of performance which will be examined in the context of this study

Dessler (2008) believes that the performance consists in "achieving the goals that were given to you in convergence of enterprise orientations". In his opinion, performance is not a mere finding of an outcome, but rather it is the result of a comparison between the outcome and the objective. Unlike other authors, Didier Noyé considers that this concept is actually a comparison of the outcome and the objective. The author's definition is far from clear, as both outcomes and objectives vary, most often, from one field of activity to another.

Anand and Chitra Devis (2016) characterizes the performance as future-oriented, designed to reflect particularities of each organization / individual and is based on a causal model linking components and

products. He defines a "successful" business as one that will achieve the goals set by the management coalition, not necessarily one that achieved them. Thus, performance is dependent as much of capability and future. Unlike other authors, Michel Lebas noted the difference between "a performance", "performance" and "being performant". "A performance" is subject generally to a measured result, higher than that provided for or arising from the previous results. "A performance" thus indicates always a positive connotation. "Performance" can be both positive and negative and relates to past results.

On the noted Anikeze N.H. (2007) averred that an organization should have way or method of measuring and evaluating the performance or activities of its employees. People should not just be employed without checks on their performance of the assigned jobs or task.

Organizational performance

Organizational performance is a subjective perception of reality, which explains the multitude of critical reflection on the concept and its measuring instruments (Lebas, 1995; Wholey J., 1996). At present, there are a variety of definitions attributed to the concept of organizational performance due to its subjective nature. Thus, the concept of organizational performance has gained increasing attention in recent decades, is pervasive in almost all spheres of human activity. Organizations perform various activities to achieve their organizational objectives. Quantified repeatable activities help to utilize processes for the organization to be successful in order to ascertain the level of performance and management to make informed decisions on where, if needed, within the processes to actions to improve performance (Georgopoulos, 1957; Robbins, 1987).

Therefore, it is possible to claim that there is a close relationship between the organizational objective and the concept of organizational performance. Nevertheless, organizational performance is one of the most argued concepts about which there has never been an agreement among various researchers and theorists (Selden, S.C., and Sowa, 2004). Also, Cameron (1986) mentions an absence of adequate understanding or explanation in the definition of the concept of performance. In the lack of any operational definition of performance upon which the majority of the relevant scholars agree, there would

naturally be different clarifications and inferences opined by various people according to their perceptions. As a result, a commonly acknowledged definition of the concept looks various difficulties, which means that the possibility of any definitions and originating some standards to arrive at the desired definition is still questionable.

Moreover, organizational performance has always had a significant influence on the actions of companies (Crook JR, Bratton VK, Street VL, 2006). One of the concerns of this effect is the increase in the number and variety of means and methods to measure the performance accurately and, gradually establishing a vital research field for both companies and academics. Unluckily, there is no agreement in the literature on how to measure organizational performance, and the problem is multilevel (Lusthaus, C., Adrien, M.-H., Anderson, G., Carden, F. and Montalván, 2002). Hence, both academic scholars and managers continuously examined performance.

Although prescriptions for improving and managing organizational performance are widely available, the issues of terminology, levels of analysis (e.g., individual, work unit, or organization as a whole), and conceptual bases for assessment of performance preoccupied the academic community (Venkatraman, N. and Ramanujam, 1986). This article offers a comparison of several different concepts & perspectives on organizational performance measurements.

Research Institute

Research institutes provide an important function as part of the innovation landscape and such organisations (or units within organisations) can be established for a number of different reasons. Institutes that are engaged in the delivery of research activities will be aligned towards either a specific societal (e.g. energy, climate change or healthcare), an industrial remit (e.g. manufacturing, production or power systems) or an emerging subject (e.g. nanotechnology, materials modelling or data analytics). While some institutes are standalone entities others are part of academic or healthcare institutions. Institutes that are located at universities are generally distinct from traditional academic departments (such as physics, chemistry and biology) due to their remit (either societal, industrial or emerging subject) that is likely to require

contributions from different academic disciplines. Furthermore, there is often much confusion over what constitutes an institute and there can even be a number of different terms associated with such organisational forms, including centres, networks, programmes and laboratories. Indeed institutes and centres are often perceived as being interchangeable terms although centres are sometimes (but not always) viewed as being smaller or more focused organisational entities when compared to institutes. Institutes are often considered as “centres for excellence” in a specified area, which provide a mechanism to support the delivery of focused technical activities, involving research and also in some cases education and/or translation, within the remit of the institute.

Theoretical Framework

Technology Acceptance Model

This work is anchored on the Technology Acceptance Model by Davis is the creator of this model (1986), and it is considered as the mostly cited model explaining technology acceptance behavior among users. This theory was developed from social psychology theory and in particular Theory of Reasoned Action (TRA) (Fishbein, & Ajzen, 1975). TRA asserts that beliefs influence attitudes, which lead to intentions and therefore generate behavior. In the same way, Davis (1986, 1989) asserts that perceived usefulness and perceived ease to use determines attitude towards the use, which influence behavior intentions to use and finally the actual system usage can be accomplished. Therefore, this defines the attributes of deploying digital platforms in the recruitment process in public entities.

Empirical review

Different studies have been conducted worldwide concerning the influence of digital platforms such as websites in promoting recruitment process. Navdeep (2010) says that internet allows every organization to reach number of mobs very easily and effectively. In his study he found that communicating with possible applicants through company website brings about more advantages such as attraction of an organization and simplifies connection of an organization with competent employees that helps an organization achieve its goals and objectives. The use of individual company's website has several benefits

including recruitment of mob of candidates and cost saving.

Levy (2004) found that the way a website is designed, which includes its appearance and contents makes job candidates attracted to apply for a job through website like the way people finds a building attractive. This influence both initial reaction as well as future job applicants' attitude towards using websites to seek and apply for jobs advertised by different organizations.

Musa, Junaini, and Bujang (2006) conducted a study on enhancing the usability of the Sarawak Government WebsiteMalaysia's E-recruitment website, and found that the length of website page facilitate successful use of websites in the job application process. This is because the job applicants use to complete the sections in the job application sheet by tracing back and forth in order to ensure that they have felt relevant information on the website page.

Holm (2012) in her study contends that digital recruitment through website is vital as it play human resource duties as well as showing the whole process of hiring employees. The use of website in recruitment process create a good atmosphere of talent search as the recruiters have majority of options as these platforms facilitate gathering of mob of candidates. Hence, for the organizations which have not yet adopted digital platforms in the recruitment process needs to review their recruitment strategy and consider the benefits of deploying digital platforms in the recruitment process.

Kamalasaravan (2019) conducted a study on the effectiveness of job portal & networking sites recruitment. This study revealed that the use of digital platforms in recruitment process especially telephone interview has shown some weaknesses such as employing less qualified candidates. This is because it is too hard to filter job applicants well through telephone interviews. The study revealed that this kind of interview should not be encouraged, instead employers should remain in using face to face interviews. On the other hand the study shown that job portals and networking sites are too potential in promoting effectiveness of recruitment process. Hence, the study highly emphasized the use of job portals and networking sites in the recruitment process.

Mindia and Hoque (2018) conducted an empirical study on entities of Bangladesh in order to find out the effect of e- recruitment and the Internet on the recruitment process. This study found that effectiveness of e-recruitment can be realized if proper trained personnel for this job have been in charge of the recruitment system. Therefore, organizations should properly invest in long term digital recruitment plans such as deployment of portal and websites in the recruitment process.

Pessis and Frederick (2012) in their study they assessed different ways of electronic recruiting and their impact on the Human Resource Department in comparison to traditional recruitment methods and tools. The findings of this study revealed that e-ruitment is effective in some aspects of recruitment process such as time and cost saving, and searching for mob of candidates, but in some aspects such as recruitment of qualified staffs, e-recruitment has the same effectiveness as that achieved in the traditional recruitment process. The online recruitment through digital platforms like job boards has many benefits, in which the key benefit is it can attract suitable candidates for job, and this will help public and private entities achieve their selective targets and goals in future.

According to Mwasha, (2013), job board is one of the popular internet recruitment platforms available in Nigeria. Job boards plays a great role in advertising job list and efficient in communicating the needs of an employer. This platform is useful as it a meeting point that an employer can identify its needs and job candidate's match with his or qualification. The Boards which an often allocated in the recruitment agencies, job list that posted by universities in the internet. In these boards the employers can submit the jobs and relevant information so that the job seekers match the available jobs with their qualifications.

METHODOLOGY

The target population of this study included human resources officers, head of departments, directors who manage human resources and responsible for recruiting and on boarding employee in PRODA and SEDI Enugu. The total population size of human resource managers in PRODA and SEDI Enugu is 120 employees. In this study, all the population size was sampled for the study because it was manageable. A questionnaire designed by the researchers served as

the instrument for collection of data. Data elicited from the respondents were analyzed using simple percentage, while the chi square was employed for

testing of the hypotheses at 0.05 level of significance with two degree of freedom.

PRESENTATION AND ANALYSIS OF RESEARCH QUESTION

This is the statistical presentation of the respondents' view to the research question.

Research Question 1

What are the roles of social media on prospective employee background check and the performance of PRODA and SEDI

Table 1.1: the respondents view on the role of social media on prospective employee background check and the performance of PRODA and SEDI

the roles of social media on prospective employee background check and the performance of PRODA and SEDI	Frequency	Percent
Social media platform provide a wealth of personal information about individual. This information can help recruiter gain a more comprehensive understanding of a candidates character, skills and suitability for the role	20	16.67
Many professionals use social media to showcase their work, skills and achievements. By reviewing a candidates' social media profiles, recruiters can identify relevant experience skills and certification.	23	19.17
Social media can also reveal potential red flags, such as controversial posts, inappropriate behavior or criminal activity	25	20.83
Social media can help verify the authenticity of information provide by candidate during the hiring process.	19	15.83
Social media can also provide insight into a candidates personality, value and cultural fit with an organization.	23	19.17
Total	120	100.0

Source: Researcher, 2024

From the table 1.1, 16.67% of the respondents were of the opinion that Social media platform provide a wealth of personal information about individual. This information can help recruiter gain a more comprehensive understanding of a candidates character, skills and suitability for the role, 19.17% of the respondents were of the opinion that Many professionals use social media to showcase their work, skills and achievements. By reviewing a candidates' social media profiles, recruiters can identify relevant experience skills and certification., 20.83% of the respondents occurred that Social media can also reveal potential red flags, such as controversial posts, inappropriate behavior or criminal activity, 15.83% agreed that Social media can help verify the authenticity of information provide by candidate during the hiring process, while finally 19.17% of the respondents averred that Social media can also provide insight into a candidates personality, value and cultural

fit with an organization. From the findings of the table it could be inferred that social media played significant role on prospective employee background check which consequently have positive impact on the performance of PRODA and SEDI

4.2.2 Research Question 2

What are the effects of online job boards in recruiting the best candidates and the performance of PRODA and SEDI?

Table 4.5: the respondents view on the effect of online job boards in recruiting the best candidates and the performance of PRODA and SEDI

the effect of online job boards in recruiting the best candidates and the performance of PRODA and SEDI	Frequency	Percent
Online job boards allows companies to reach a wider audience of potential candidates	24	20.00
online job boards provide a targeted efficient and cost effective way for companies to reach potential candidates	26	21.67
Online job boards allow companies to target their job posting to specific groups of candidate based on the need of the company. This help the company attract more qualified candidates for the job	30	16.67
Online job boards save companies time and resource by automating many of the manual processes involved in traditional recruitment methods.	22	18.33
Online job boards provide candidates with a user friendly platform to search and apply for jobs, making the process more convenient and efficient.	18	15.00
Total	120	100.0

Source: Researcher, 2024

From the table 1.2, 20% of the respondents averred that online job boards allows companies to reach a wider audience of potential candidates, 21.67% of the respondents were of the opinion that online job boards provide a targeted efficient and cost effective way for companies to reach potential candidates, 16.67% concurred that online job boards allow companies to target their job posting to specific groups of candidate based on the need of the company. This help the company attract more qualified candidates for the job, 18.33% of the respondents were of the view that online job boards save companies time and resource by automating many of the manual process involved in traditional recruitment methods, while finally 15% of the respondents posited online job boards provide candidates with a user friendly platform to search and apply for jobs, making the process more convenient and efficient.. From the findings of the table it could be online job boards played significant role in recruiting the best candidates which invariably enhanced the performance of RODA and SEDI.

4.3 Test of Hypotheses

The hypotheses were tested using the chi-square statistical tool

4.3.1 Hypothesis I

H₁: Social has significant effect on prospective employee background check which invariably enhanced the performance of PRODA and SEDI

H₀₁: Social media do not have significant effect on prospective employee background check which invariably did not enhanced the performance of PRODA and SEDI

Chi Square table for testing of hypothesis I

O	E	(O-e)	(O-e) ²	$\frac{(O-e)^2}{E}$
20	24	4	16	0
23	24	-1	1	0.04
25	24	1	1	0.04
19	24	-5	25	0.20
23	24	-1	1	0.04
120				0.32

Table value = 5.991, calculated value = 0.32

Decision: Since the calculated value (0.32) is less than the table value (5.99), the hypothesis is therefore accepted. This implies that social media has significant effect on prospective employee background check which invariably enhanced the performance of PRODA and SEDI

4.3.2 Hypothesis II

H₂: Online job boards have significant effect in recruiting the best candidates which invariably enhances the performance of PRODA and SEDI.

H₀₂: Online job boards do not have significant effect in recruiting the best candidates which invariably do not enhance the performance of PRODA and SEDI

Chi Square table for testing of Hypothesis II

O	E	(O-e)	(O-e) ²	$\frac{(O-e)^2}{E}$
24	24	0	0	0
26	24	2	4	0.16
30	24	6	36	1.5
22	24	-2	4	0.20
18	24	-6	36	1.5
120				3.36

Table value = 5.991, calculated value = 3.36

Decision: Since the calculated value (3.36) is less than the table value (5.99), the hypothesis is therefore accepted. This implies that online job boards have significant effect in recruiting the best candidates which invariably enhances the performance of PRODA and SEDI

Summary of Findings

The findings of this study are summarized as follows;

1. Social media has significant effect on prospective employee background check which invariably enhanced the performance of PRODA and SEDI
2. online job boards has significant effect in recruiting the best candidates which invariably enhances the performance of PRODA and SEDI

Conclusion

Our findings suggest that the integration of digital tools significantly improves various aspects of recruitment and selection, ultimately leading to enhanced organizational performance. Firstly, digital tools streamline the recruitment process by automating tasks such as job posting, candidate screening, and scheduling interviews. This not only saves time and resources but also reduces human error, ensuring a more efficient and fair recruitment process. Moreover, digital tools enable organizations to reach a wider pool of candidates, as they can target specific demographics and job seekers can easily apply through online platforms.

Furthermore, digital tools facilitate the selection process by providing objective and standardized assessments. By utilizing skills tests, personality assessments, and video interviews, organizations can make more informed decisions based on quantifiable data. This not only reduces bias but also ensures that candidates are evaluated consistently, leading to a more diverse and skilled workforce.

In addition, digital tools offer real-time analytics and insights, enabling organizations to track and analyze various aspects of their recruitment and selection processes. By leveraging data-driven insights,

organizations can identify areas for improvement and make data-driven decisions to optimize their recruitment and selection processes. Overall, our study demonstrates that the integration of digital tools in the recruitment and selection process has a positive impact on organizational performance. By streamlining processes, reducing bias, and providing valuable insights, digital tools can help organizations attract and select the best candidates, ultimately leading to improved productivity, employee satisfaction, and overall organizational success. ICT integration in the recruitment process, organizations can streamline processes, reduce bias, and make data-driven decisions to attract and select the best candidates. As the digital landscape continues to evolve, it is crucial for organizations to embrace digital tools to stay competitive and achieve long-term success.

Recommendations

Based on the findings the following recommendations are therefore made;

1. National and Research Institute in South East Nigeria could brace the integration of digital tool enhanced recruitment and selection in order to select the best workforce that will deliver the objectives of the institution and consequently ensure programmatic national and economic development
2. The government and stakeholder in telecommunication to ensure that infrastructural that support the integration of Digital tools and ICT gadget are put in place.

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