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THE EFFECTIVENESS OF E-RECRUITMENT IN ATTRACTING TALENTED EMPLOYEES: A STUDY ON SAUDI MANAGERS

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ABSTRACT

Recruitment is one of the most important practices of Human Resource Management (HRM) as it performs the essential function of drawing important resources human capital into the organization. In the recent years, online recruitment, also known as Electronic Recruitment (E-recruitment) is one of the worldwide trends for HRM functions. The aim of this study is to determine the influence of E-recruitment on attracting and recruiting talent in Saudi private organizations. Primary data was collected through online survey from 82 managers across private sector organizations of Saudi Arabia. The findings point out that the E-recruitment had an obvious effect on the whole recruitment process in the private organizations of Saudi Arabia. The investigation disclosed that the most of the Human Resource (HR) managers were using E-recruitment in their organizations. This online system allows HR Managers to attract and recruit more talents efficiently.

INTRODUCTION

Technology has evolved the business operation and the adoption of technology demonstrated by the number of organizations and individuals who utilize the internet and electronic mail [1]. Internet has made an impact on the overall functioning of HRM. E-recruitment grown rapidly over the past years and is now widely used by both job seekers and recruiters across the world. E-recruitment is become one of the most popular non-traditional forms of recruiting [2]. E-recruitment is the key to success for HR which reduces the time to gather the pool of talents and it can be achieved by streamlining the entire process. The recruitment of skilled employees has faced many challenges and changes the past few years.

According to Armstrong [3], the E-recruitment is defined as any recruiting process and procedures that a company and business entity carry out via internet and web-based tools. Kaur [4] in his studies cited different surveys of other researches like a survey performed by Williams [5] on the E-recruitment that show a significant decline in the traditional methods of the recruitment and the online recruiting are most popular than old methods.

According to Barber [6] and Othman and Musa [7], E-recruitments minimizes the costs in these areas like there is immediate saving of costs from the advertisements on different magazines and newspapers, e-recruitment reduces the mail and courier costs, reduces the costs of paying fees to the job fairs, and it minimizes the workload of the employees in the human resource department. According to White [8] and Marr [9], the E-recruitment process decrease the manpower in the sorting of applicants and their resumes and time and energy. The modern career websites help the HR department in tracking the whole details of the candidates and the applicants easily and quickly.

According to Mohammad [10], 70% of managers say they lack skilled employees and managing employee retention in Saudi Arabia this is a big challenge for the organization. Lack of using E-recruitment such as hiring less skilled employees will represent negatively and will not bring any innovation and creativity to the organization. These challenges force organization to improve their recruitment methods and processes in order to exceed standards and operate highly in the competitive market. Abdul Aziz Rabie Abdulaziz [11] mentioned that E-recruitment is now a reliable and essential tool for both employees and employers.

The governments of Saudi Arabia have been start using a program to help the private sector find talent employees through using E-recruitment that's called The Human Resources Development Fund program (HADAF). So that's improvement can help the managers to manage challenges related to employees. Therefore, the aim of this study is to identify the important and developing issues by examine the influence of E-recruitment on attracting and recruiting talent applicants in Saudi Private Organizations.

METHODOLOGY

Research Process

This study adopted survey method to gather the required information with the help of questionnaire that will be distributed among the participants. The common procedure of the research process contains certain technique or method in which information is collected and presented.

Population and Sample

The sample population for this study consisted of HR managers to be the sampling who is working in private sectors in organizations located in Jeddah. The selected samples are the members who hold criterion and had experience in recruiting to get full perspective of E-recruiting effectiveness. The sampling

size for the study will obtain between 80-100 HR managers in order to give a more generalized result on the wider range. There are 82 respondents participated in this study.

Questionnaire Construction

This study used online questionnaire to conduct the survey. The questionnaire started with general information about the participant such as their Gender, Age, and the level of education, job position, and years of experience. The questionnaire begins with a cover letter mentions the purpose of the study. The time required completing the survey, privacy, and contact information is outlined in the survey. This study distributes the questionnaire through email and other social media such as LinkedIn and Whatsapp to employers from different organizations in Saudi Arabia. There are 21 questions in the survey begin with multiple choice single response and ends by one open ended question. The main questionnaire of the research has been organized into two parts:

Demographics

The demographic variables help to determine what factors may influence respondents' answers. The questions covered of gender, age group and level of education. Besides that, the participants required to answer questions related to their job in the institution such as current job and years of experiences.

E-recruitment

The questions asked regarding effectiveness of E-recruitment in the future of Talent management in order to help the researcher determine the extent of the E-recruitment effectiveness within the organization. This part covered questions like how many employers use E-recruitment instead of the traditional recruitment, the level of satisfaction of using E-recruitment and the effectiveness of E-recruitment in hiring talented employee.

Data Collection and Data Analysis Techniques

Online survey is used to collect all the questionnaire result including the ethical approval from the institution's Research Center. The online survey is an effective tool that can easily distribute the questionnaire form and the respondent can contact the surveyor easily. This study used quantitative approach to analyze the data which collected from the questionnaire. Descriptive statistics is used to present all the collected data.

RESULT AND DISCUSSION

There are 82 participants from background of Human Resource Managers who is working in a private sector organization are completed the online questionnaire.

Respondents' Demographics

The participants' profile is shown in Table 1. There are 45% of female and 55% of male participated in this study. Most of the employers who participated in this questionnaire were between the age group of 30-40 years about 39%. The qualifications of the respondents are 65% with Bachelors, 30% with Masters but only 5% with PhD's. This shows that the majority of population is educated as well as experienced. There are 20% of the population has the working experience between 1 to 5 years, similarly 37% of the population with experience of 11 to 15 years. On the other hand, respondents with experience of 6 to 10 years are considered highly experienced with contributed by 43%.

Table 1: Demographics of Study Participants

Demographics	Description	Percentage (%)
Gender	Male	55
	Female	45
Age group	20 – 29 Years	23
	30 – 39 Years	39
	40 – 49 Years	30
	50 – 59 Years	7
	60 and above	0
Qualifications	College of Diploma	0
	Bachelor's degree	65
	Master degree	30
	PhD	5
	Others	0
Experience	1 – 5 Years	20
	6 – 10 Years	43
	11 – 15 Years	37
	16 and above	0

E-recruitment Effectiveness

Figure 1 shows that about 40% of the respondents are strongly agree that the use of E-recruitment process in the organizations which helps in bringing the well qualified employees in the organization. Whereas, 35% of the participants are agreed of the statement, 20% are neither agree nor disagree with the statement and 5% disagree with the statement.

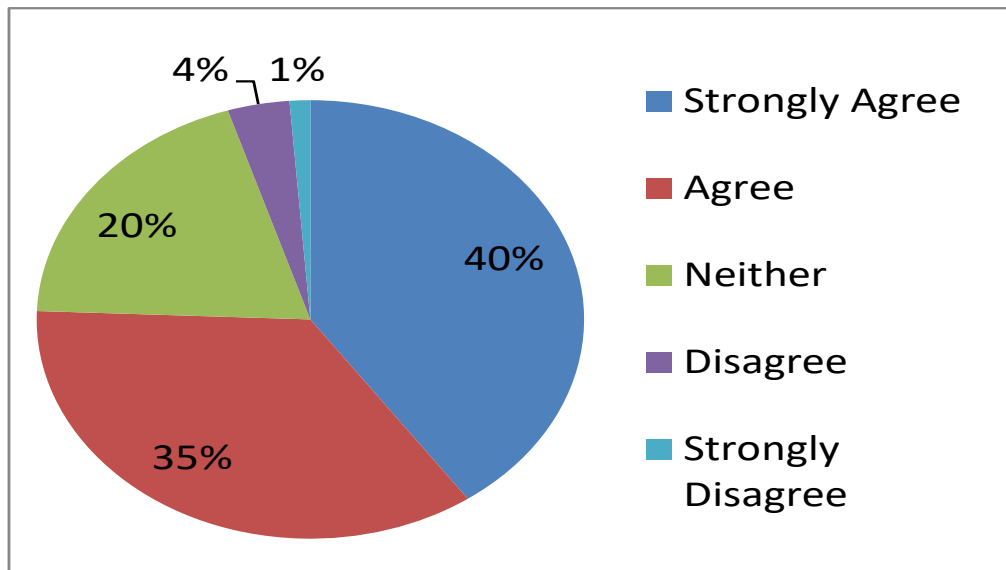


Figure 1: Rates Of E-Recruitment in Attracting Qualified

The respondents were asked to share their opinion for the using of E-recruitment will increase or not in the coming years. Figure 2 shows about 40% strongly agree and they see the changing in the recruitment process next years and 30% are agreed with the question. On other hand, 20% neither agree nor disagree and 10% disagree. Still, there's a hope of changing the recruitment process in the coming years. The majority of responders believe that E-recruitment will increase in the coming years.

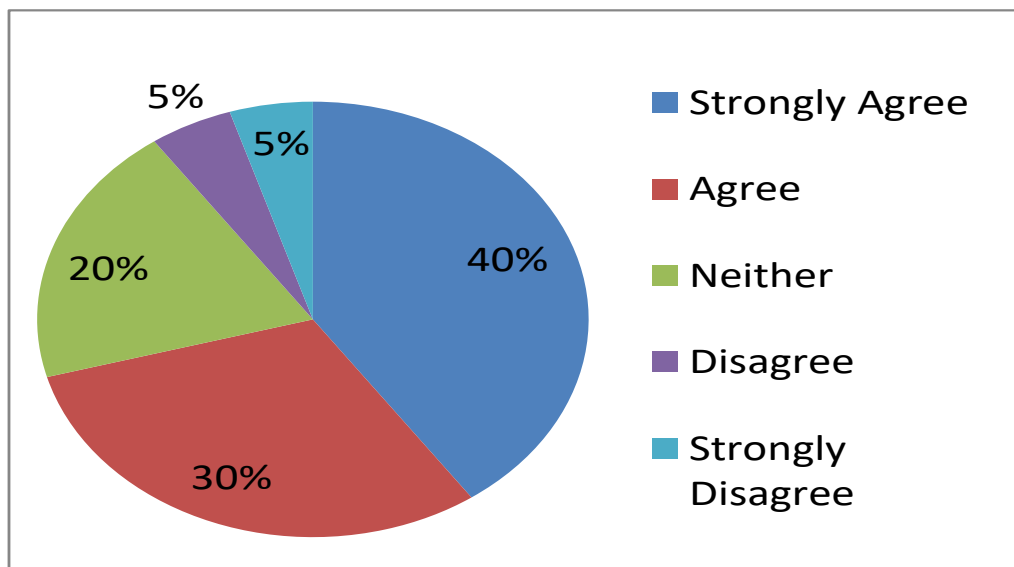


Figure 2: Rates of Using E-Recruitment by HR Managers

The E-recruitment provides talents of different level for different organizations. The purpose of this question was to know if the qualified candidate hired through E-recruitment leads to the reduction in employee turnover or not. Figure 3 shows about 30% of the participants are strongly agree and 20% agree with the statement, and that is something positive to see

this rate. But 35% of the participants were neither agreed or disagree and 15% are disagreeing with the statement. Measuring employee turnover can be useful to employers that need to know the reasons behind this, in order to measure the cost of hiring new employee for the budget purpose.

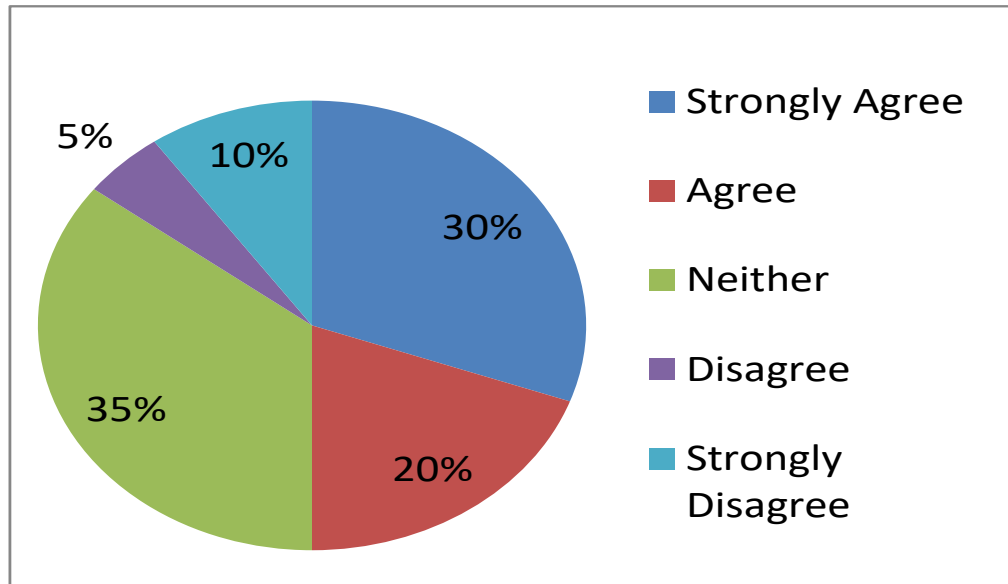


Figure 3: Rates of Reduction of Employee Turnover Hired Through E-Recruitment

Figure 4 shows the effectiveness of using E-recruitment as an effective recruitment tool from HR manager's perspective and the respondents have shared positive remarks. The results highlighted that 45% of the participants are strongly agree with the statement and 32% think is an effective. Therefore, the remaining 8% only believes that E-recruitment is not effective tool for recruitment. Over all the response through effectiveness of using E-recruitment seems satisfactory, as the results appear positive.

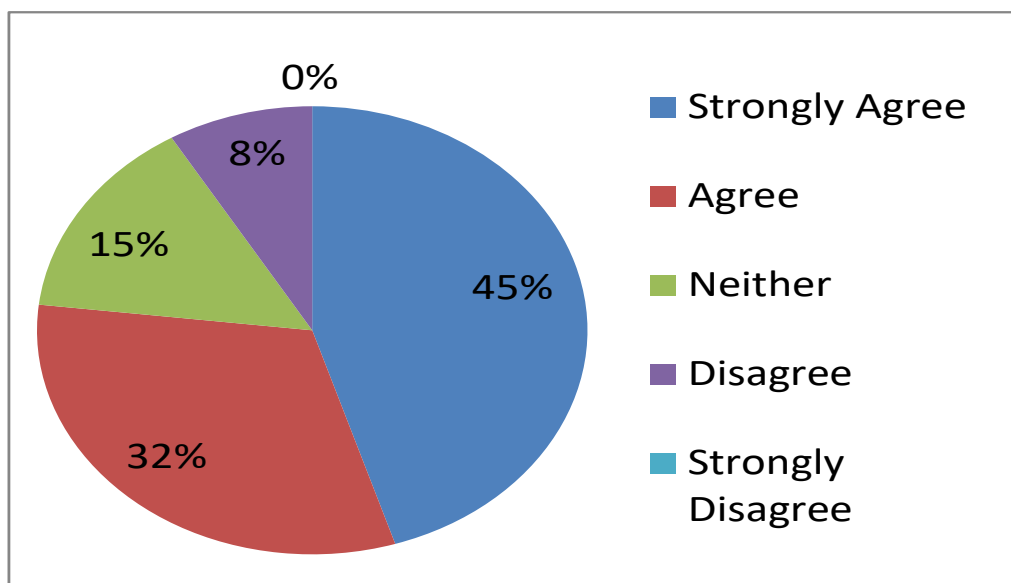
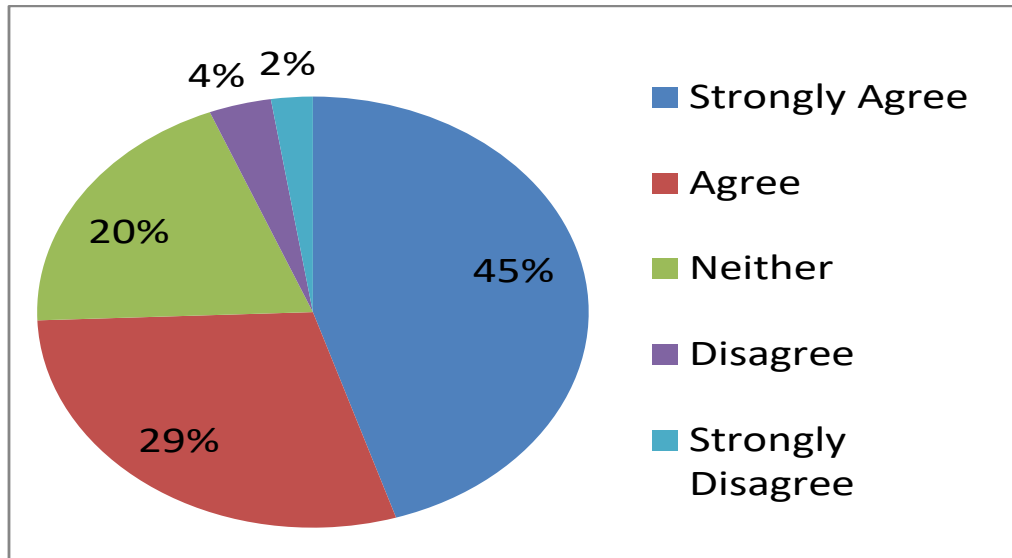


Figure 4: Rates of effectiveness of E-recruitment

The respondents were asked to share their opinion about replacement of traditional method of recruiting. The purpose of this question is to know if the HR managers are able to make changes in the recruitment process or not. Figure 5 indicates that the 45% of the participants are strongly agreed for the change and 29% also agree. But 20% neither agree nor disagree with the question. And 6% are disagree they prefer the traditional method. It can be said that HR managers are not hesitant to approach E-recruitment in their recruitment process in order to attract talented.

**Figure 5:** Rates of replacing traditional approach of recruitment

In the questionnaire participants were asked what they thinking of the advantages of using E-recruitment are more or less than disadvantages. The respondents have indicated that 80% answered "yes" the advantages using E-recruitment is more than disadvantages and 20 % said "No". This means HR managers know the advantages of using E-recruitment.

In the questionnaire participants were asked about the most reasons that HR managers thinks it's important to use E-recruitment rather than any methods. Figure 6 highlights that 30% of the participants vote for cost reduction, 15% vote for increase the efficiency and accuracy of process. Moving forward the most reason is attracting more qualified employee contributed by 30%. There are 5% votes for support internet-based recruitment and 19% votes for time efficient.

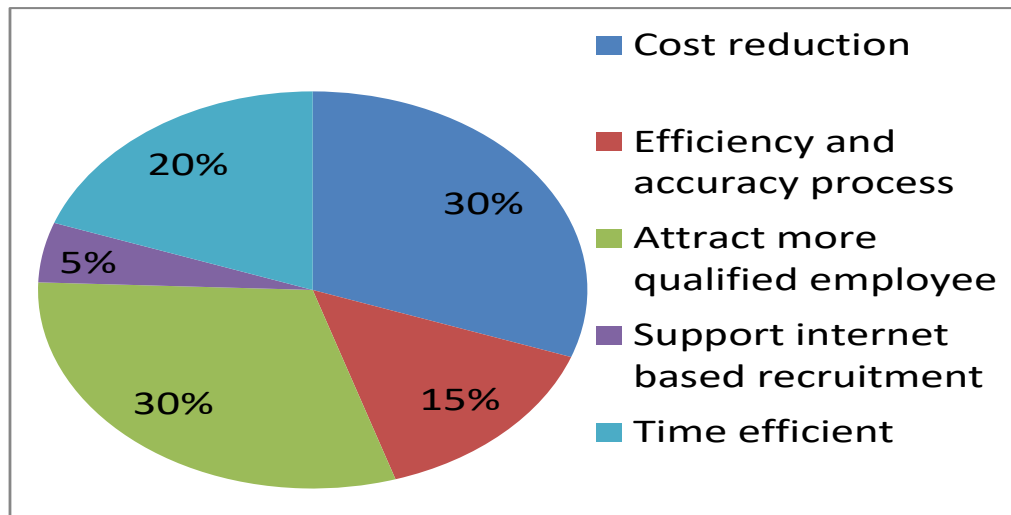


Figure 6: Rates of The Most Reasons That Organization Use E-Recruitment

In the questionnaire participants were asked about how much HR managers use E-recruitment in their process. There are 70% of respondents said that they always used E-recruitment process, 30% said that they rarely used E-recruitment process and. It was observed that most of the private organization in Jeddah was using E-recruitment process in the recruiting process of candidates. HR managers have strong faith on changes in recruitment process and they see E-recruitment is favorable and may bring impact in future.

In the questionnaire participants were asked regarding E-recruitment Satisfaction. The purpose of these questions is to conclude how much the HR managers are satisfied to use E-recruitment through recruitment process, over all responses seem positive. Figure 7 indicates that the 38% of the participants strongly agree with the question and 40% of the participants are agreed. While 10% of the participants are in the middle of their satisfaction through using E-recruitment and 12% was not satisfied of using E-recruitment. Conclusively, it can be said that the majority of the participants are satisfied with using E-recruitment in their recruitment process.

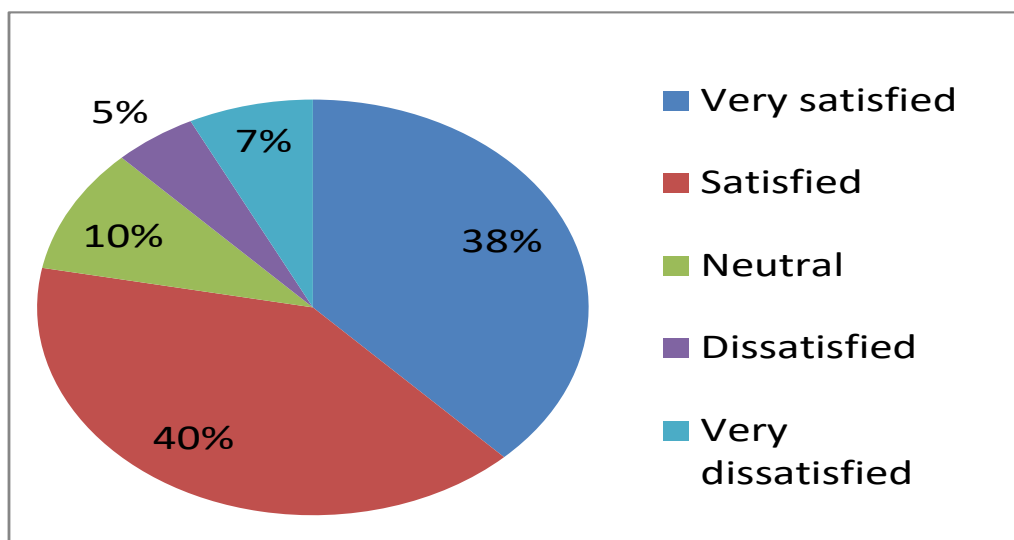


Figure 7: Rates of HR Manager's Satisfaction in Using E-Recruitment

HR manager needs to know what the most E-recruitment sites attract talented. Figure 8 shows that 35% of the participants use Professional sites, 31% use Social network sites like (twitter, Facebook and LinkedIn) and the 34% of HR manager prefer to use the organization website. Overall, the technology helps the HR managers to build, track and follow certain activities to catch up with the information-required.

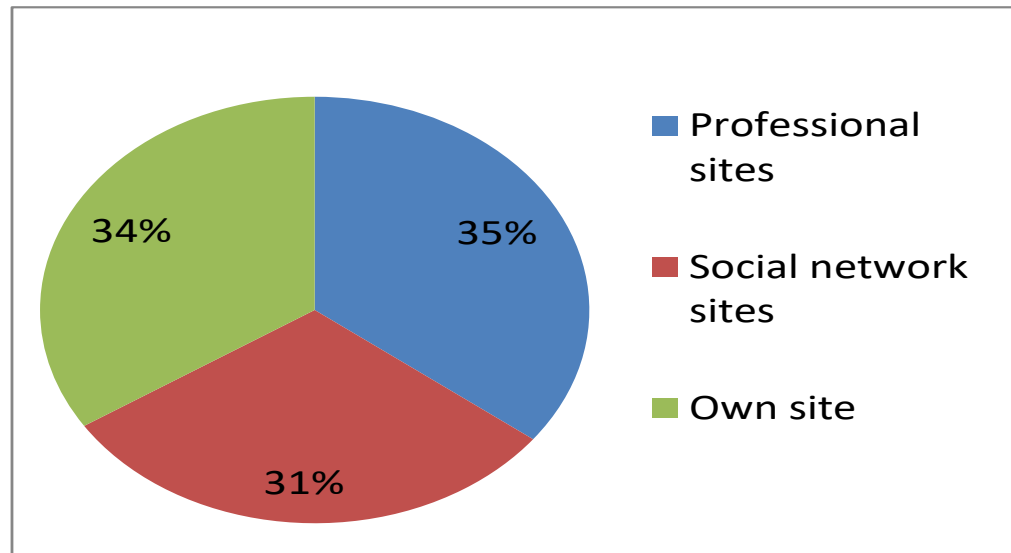


Figure 8: Rates of The Most Sites to Attract Talented Candidates

After data collection and analysis, it seems there are some unpretentious changes that happen in Saudi Arabia's society and people's perspective about the work environment, the results are slightly different and those changes are happened over several years. Since the Saudi Arabia growth, more Job seekers are looking for Job opportunity. Based on results obtained from surveys the majority of respondents represent were male genders. Since most of the respondents are qualified and have enough working experience to state the decision about taking an initiative through E-recruitment and talented their opinion would also matter in shaping the strategic approach by the organizations in terms of E-recruitment process in future.

As the technology getting develops every minute, E-recruitment has quickly become an indispensable account for all HR professionals. The increasing focus of Talent management has spread from knowledge intensive about the role of the organization to have a talent strategy to wider segment in the labor market. Each organization has to discover a unique definition that will apply to its operation. So, HR managers always seek to develop, manage, and find talented to align the employee and organizational objective. Thus, E-recruitment process had a high impact on attracting talented, this means that organization have a good set of HR policies for employees in managing the talented employee which represent an improvement in the recruitment process.

It is important to ensure that the strategies that are constructed to attract talented are valid in reaching aims.

From the results, the change of recruitment process and the knowledge of employers of the importance of talent management to their organization are having a deep impact in the recruitment process. Most of the respondent satisfied with the recruitment through using E-recruitment and attracting talent employee. Most likely the HR managers use their own website they founded easy to attract talented and also the social Network in order to increase their candidate pool.

Saudi Arabia became more aware of the using E-recruitment to attract talented and try to make an improvement in the recruitment process. That is considered very important in work culture and for the manager whatever if it was defined from the labor law or their organization and procedures.

The effectiveness of recruitment by using E-Recruitment is due to response rate and job requirement being one of the biggest advantages. Thus, recruiters have showed interest indicating their satisfaction in utilizing E-recruitment purpose in private sector, this recruitment method as compared to traditional way is better and giver reliable resources and due to this HR Managers have recommended the utilization of E-recruitment at higher level in near future.

HR managers have also been positive about use of E-Recruitment because it does not include cost as compared to traditional way. Using E-recruitment has been accepted as cost effective medium that helps recruiters in different ways while providing more benefits and facilities. The recruitment by using E-recruitment can and will fulfill the organizational requirement for different levels as the response rate is satisfactory too.

CONCLUSION

The aim of this study is to deal with the shortage of lack talented employee in Saudi Arabia. E-recruitment offers a proper way to produce successful and competent organization and increase production of the organization. This study was conducted in the city of Jeddah through survey among the 82 HR Managers of different private organizations. The obtained result shows that HR Mangers and Recruiters employees have been so positive about using E-recruitment because it does not cost much as compared to the traditional ways of recruiting. The effectiveness of recruitment through E-recruitment is due to response rate being one of the biggest advantages in the recruitment process. Thus, recruiters have shown interest indicating their satisfaction in utilizing E-recruitment for recruitment purpose in private sector. Finally, to attract Saudi talented employees for jobs, the recruitment through using E-recruitment being one of the important methods has been identified by the respondents.

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