# THE ROLE OF E- RECRUITMENT IN ATTRACTING POTENTIAL CANDIDATES: EVIDENCE FROM FRESH GRADUATE JOB SEEKERS.

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## Abstract

The purpose of this study is to investigate the effectiveness of an online recruitment system and its impact on organizational attraction towards fresh graduate job seekers. A sample, comprised of 302 fresh graduate job seekers from the HEC recognized well known business schools in the Lahore region, selected by Stratified Random Sampling through a questionnaire. Since the data was not normal, the Kruskill Wallis test of mean differences was applied. Furthermore, the Macro process tool for Regression analysis was used to investigate the matter of cost effectiveness, ease of use and site quality. It is concluded that E-Recruitment has a positive impact on organizational attraction. However, results also conclude that this positive relation between E-Recruitment and organizational attraction depends on the quality of the recruitment website. So, this study provides useful information for organizations seeking to adopt an E-Recruitment system to attract potential job seekers while concentrating on the quality of the websites.

KEYWORDS: Recruitment, E-Recruitment, Cost Effectiveness, Easy to Use, Site quality, Organizational Attraction.

## 1. INTRODUCTION

Business has been intensely changed by rapid development in technology. The growing number of organizations and individuals who use internet explicitly reveal the strong reliance on technology. The incessant increase in the volume of literature that seeks to discover the impact of new technology advancement and execution on the efficiency of business is also evidence for the effects of technology on business operations (Cullen, 2001; Dessler, 2001; Dineen, Noe, & Wang, 2004). As technology affects all operations and functions of business, so has it affected the recruitment process? Subsequently, the process in which information technology is used to improve the recruitment process is called E-Recruitment (Tong & Sivanand, 2005). The number of internet users is increasing very fast in the entire world. Almost 80% (four out of five) of organizations use an E-Recruitment system to hire new employees (Musa et al., 2006). It was reported that the E-Recruitment method is used by 75% of Human resource managers in developed countries in contrast to traditional recruitment methods (Anonymous, 2000). 65% of jobs seekers use the internet to find job opportunities (Smith, 2005). The top 100 companies of 2003 ranked by Fortune magazine use a form of e-recruitment to announce their vacant posts (Lee, 2005). The attraction between candidates and corporations could be enhanced by using E-Recruitment strategy. Hence, E-Recruitment came to the fore as a better tool for communication (Mooney, 2002). Almost 33% of organizations which use web based interactive screening tools in present era (Hausdorf & Ducan, 2004). Nonetheless, the fame of E-Recruitment is increasing among organizations due to the cost reduction inside of applicant pool proficiently (Leonard, 2000). Most organizations have their own websites which are an effective way to provide authentic information about organizations (Bingham, llg, & Davidson, 2002; Epstein & Singh, 2003)**.** Some organization use their own official websites to recruit employees and some firms have started delivering E-Recruitment services (Dixon, 2000).

Organizational attraction is a rising idea that has become a focus point in the academic research society as well as in business divisions. The importance of organizational attraction comes from noteworthy elements that could likely impact the future execution and benefit of an organization. Organizational attraction is a multidimensional and extremely confusing subject that has been talked about over the last twenty years. Tsai and Yang (2010) stated Organizational attraction as willingness of candidates to seek after occupations and to acknowledge employment offers in an organization. The decision of potential applicants to apply for a job could be affected by the source/medium of recruitment (Blackman, 2006). Hoye and Lievens (2005) explain that recruitment-related data sources and their characteristics can be essential forerunners of organizational attractiveness. Both internal and external recruitment sources have impact on job hunters' attraction towards organizations and their potential employment decisions. The organizations which adopt an E-Recruitment strategy gets to be conspicuous among the job seekers and, because of the benefits of E-Recruitment and prominence of organization, skilled job seekers will want to join such an organization (Hafeez & Farooq, 2016)

Zusman and Landis (2002) conducted a study on the topic of "Applicant preferences for Web-based versus traditional job postings". The objective of this study was to evaluate the degree to which candidates favored web-based occupation postings to conventional paper-based materials. The results of this study show that graduates prefer high quality websites and internet based ads. Web quality is also discussed in another study on the topic of "The Impact of Web Quality and Playfulness on Users Acceptance of Online Retailing". The results of the analysis of this study demonstrate that playfulness has great importance in enhancing user's intention to use a website of online retailing. The result also shows that a high quality of website encourages usage (Ahn, Ryu, & Han, 2007).

The word "SITEQUAL" refers to the quality of a website. The word is taken from the study on the topic of "Developing a Scale to Measure the Perceived Quality of An Internet Shopping Site (SITEQUAL)" as conducted by Yoo, Boonghee and Naveen Donthu (2001). The objective of this study is to build up an authentic psychometrically rigorous instrument by which the perceived quality of online shopping websites could be measured. The author named the quality of web sites as "Sitequal". The results of this study show that the quality of a website affect the human behavior to use websites.

The reviews of these studies illustrate that there may be a relationship between organizational attraction and E-Recruitment. Literature review also shows that cost-effectiveness and ease of use can mediate the relationship between E-Recruitment and organizational attraction. Furthermore, by the literature's review of site quality, the researcher came to know that there is strong relationship between users' behavior and the

quality of a website. This factor encourages the researcher to investigate the same relationship during the E-Recruitment process. So, the main objectives of the study are to investigate the relationship between E-Recruitment and organizational attraction and to examine how cost-effectiveness, ease of use, and site quality (Sitequal) moderates the relationship between E-Recruitment organizational attractions.

## 2. RESEARCH DESIGN AND METHODOLOGY

### 2.1 Theoretical Frame Work:
A great deal of research into E-Recruitment has agreed that it has an impact on the different factors of an organization like efficiency of recruitment, cost, intellectual capital, etc. Most research has proved the positive role of E-recruitment in the organization. However this study explains the relationship between E-recruitment and job attractiveness and the questions are developed by the following five point likert scales to measure this study.

*Research Model:*

*Figure 1: Research Model*
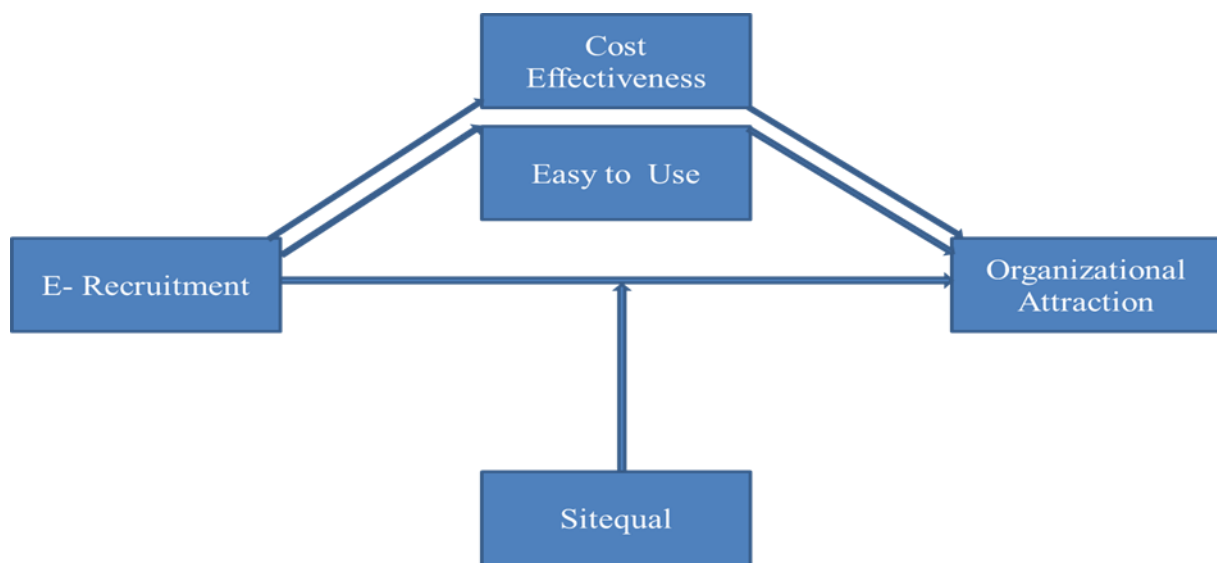


As shown in figure 1, (research model) there are five variables in this study. E-Recruitment is independent and organizational attractions dependent. Cost-effectiveness and Ease of use are mediating and Sitequal is the moderating variable of this study.

### 2.2 Research Methodology:

The target population of the present study consisted of the business graduates from various business schools/colleges/institutes/departments or centers of all the universities of the Lahore. The business schools/colleges/institutes/departments or centers that are HEC recognized were selected and from those business schools/colleges/institutes/departments or centers only job seekers who are recently engaged in their finals and students in their second to last semester seeking for jobs were selected as a population. So, our population is the business graduates from the last two semesters. Data was collected from 17 business schools and the total population is 9,012. The information was gathered from the administration and the office of the examination controller of concerned universities.

In his research, the researcher took these business schools/colleges/institutes/departments or centers of all the universities of the Lahore as strata. In order to select the sample size from respective strata, the technique of Stratified Random Sampling was used.

The researcher used the following formula provided by T. Yamne (1967) to determine the sample size.

$$n= \frac{N}{1 + Ne^2}$$

Where

N is Population size.

n is sample size.

And e is level of precision.

In order to determine the total sample size two factors were considered, the level of confidence and level of precision. By assuming 94% confidence level and 6% precision rate, the sample size was

$$n= \frac{N}{1 + Ne^2}$$

Since, N=8791 and e=0.06

So,

$$n= \frac{9012}{1 + 9012(0.06)^2} = 269$$

Thus the sample should be at least 269 respondents from different business schools, however we have selected 302 respondents for this study. The method of proportional allocation was used to distribute the total sample size between 17 strata. The relevant formula used for this purpose is given below:

$$n_h = \frac{nN_h}{N}$$

Where $N_h$ the population is size of $h^{th}$ stratum and $n_h$ is the sample size of $h^{th}$ stratum. The data was collected by using a structured questionnaire. The questionnaire is comprised of 24 questions. First, three questions were used to collect personal information of the respondents and the remaining 21 questions were used to analyze "The role of E-Recruitment in attracting potential candidates for organization: Evidence from fresh graduate job seekers" The questionnaire was adopted from two different studies. Some questions were adopted from a study on the topic of "exploring the association of e recruitment with organizational attraction and mediating role of cost effectiveness & easy to use" was conducted by Hafeez and Umar (2016), and other questions were adopted from the study on the topic of "developing a scale to measure the perceived quality of an internet shopping site (SITEQUAL)" was conducted by Yoo, Boonghee and Naveen Donthu (2001). All questions are developed by following the five point likert scales.

## 3. ANALYSIS:

### 3.1 Reliability Test:

Generally, alpha reliabilities above 0.70 are considered good when measured are used is large survey. The instruments used in basic research have reliable of about 0.70 or better in this case (Nunnally, 1978). The Values cronbach's alpha of the Questions of different variables are given below.

*Table 3: Reliability Test*

| Reliability Statistics | | |
|---|---|---|
| **Variable** | **Cronbach's Alpha** | **N of Items** |
| E- Recruitment | 0.858 | 3 |
| Organizational Attraction | 0.829 | 3 |
| Cost Effectiveness | 0.853 | 3 |
| Easy to use | 0.881 | 4 |
| Sitequal | 0.665 | 7 |

As shown in table 3, the cronbach's alpha for all questions is more than 0.80 which is exceptionally good. Excepting the value of cronbach's alpha of sitequal, which is 0.665, which is lower than 0.70 but good and since this is a moderating variable, and in some questions the respondents shows the poor quality of websites which affected the cronbach's alpha.

### 3.2 1- Sample Kolmogorov–Smirnov Test:

The purpose of this test is to check the normality of collected data for T-test. So, 1 sample K-S analysis was run on 21 questions out of 24 questions. First, we split the data file with to compare the group on the basis of Recruitment sources. The results of analysis are shown in table given below.

Table 4: *One-Sample Kolmogorov-Smirnov Test*

| One-Sample Kolmogorov-Smirnov Test | | | | | |
|---|---|---|---|---|---|
| Source of Recruitment | | Cost Effectiveness | Organizational Attraction | Easy to Use | Sitequal |
| E- Recruitment | Asymp. Sig. (2-tailed) | .000 | .000 | .000 | .001 |
| Newspaper | Asymp. Sig. (2-tailed) | .111 | .014 | .148 | |
| Friends/ReletiveReference | Asymp. Sig. (2-tailed) | .047 | .407 | .902 | |
| Other | Asymp. Sig. (2-tailed) | .138 | .384 | .907 | |

As in table 4, 1 sample K-S test shows that the significant value of each variable on the basis of recruitment source is different in different categories; it shows that data is not normal for T-test. So, the Kruskill Wallis test will be applied on data for further testing.

**3.3 Testing of Hypothesis Kruskill Wallis Test:**

Before moving toward the analysis, the reader should keep one thing in his/her mind that the questionnaire is developed by following the five point likert scale: 1= Strongly Agree, 2= Agree, 3= Neutral, 4= Disagree and 5= Strongly Disagree. As the highest point 5= Strongly Disagree which shows that highest mean scores will show the poor association between variables and, on the other hand, lowest point 1= Strongly Agree which shows that lowest mean scores will show the strong association/ Positive relationship between the tested variables.

Table 5: *Descriptive Statistics of Hypothesizes*

| Descriptive Statistics | | | | | |
|---|---|---|---|---|---|
| | N | Mean | Std. Deviation | Minimum | Maximum |
| Organizational Attraction | 302 | 2.0088 | 1.07039 | 1.00 | 5.00 |
| Source of Recruitment | 302 | 1.4338 | .77797 | 1.00 | 4.00 |
| Cost Efficiency | 302 | 2.0442 | 1.12305 | 1.00 | 5.00 |
| Source of Recruitment | 302 | 1.4338 | .77797 | 1.00 | 4.00 |
| Easy to Use | 302 | 2.0058 | 1.07010 | 1.00 | 5.00 |
| Source of Recruitment | 302 | 1.4338 | .77797 | 1.00 | 4.00 |
| Easy to use | 212 | 1.3443 | .29501 | 1.00 | 3.25 |
| Sitequal | 212 | .5189 | .50083 | .00 | 1.00 |
| Organizational Attraction | 212 | 1.3774 | .31822 | 1.00 | 2.33 |
| Sitequal_Mean | 212 | .5189 | .50083 | .00 | 1.00 |

*Table 5 shows the descriptive statistic of all hypothesizes.*

| Test Statistics | | | | | |
|---|---|---|---|---|---|
| | Organizational Attraction w.r.t Recruitment sources | Cost Effectiveness w.r.t Recruitment sources | Easy to Use w.r.t Recruitment sources | Easy to use w.r.t sitequal | Organizational Attraction w.r.t sitequal |
| Chi-Square | 190.345 | 202.781 | 193.524 | 5.047 | 7.614 |
| Df | 3 | 3 | 3 | 1 | 1 |
| Asymp. Sig. | 0 | 0 | 0 | 0.025 | 0.006 |

*Table 6:* Test Statistics

*Table 6 shows the test statistics of all variables.*

<p style="text-align:center">Table 7: *Ranks of Hypothesis I*</p>

| Ranks | | | |
|---|---|---|---|
| | Source of Recruitment | N | Mean Rank |
| Organizational Attraction | E- Recruitment | 212 | 108.22 |
| | Newspaper | 62 | 253.74 |
| | Friends/ Relatives Referrals | 15 | 254.63 |
| | Other | 13 | 250.73 |
| | Total | 302 | |

As we found in table 7, the mean scores of E-Recruitment are lower than the mean scores of Newspaper/Friends and Relatives Referrals/others. This means that organizational attraction is positively affected by E-Recruitment and it also shows that the positive relationship between E-Recruitment and organizational attraction is stronger than the relationship between organizational attraction and Newspaper/Friends and Relatives Referrals/ others. In other words, we can say that job seekers perceive that E-Recruitment system attracts them more than traditional recruitment system.

<p style="text-align:center">Table 8: *Ranks of Hypothesis II*</p>

| Ranks | | | |
|---|---|---|---|
| | Source of Recruitment | N | Mean Rank |
| Cost Effectiveness | E- Recruitment | 212 | 106.87 |
| | Newspaper | 62 | 254.69 |
| | Friends/ Relative Referrals | 15 | 254.70 |
| | Other | 13 | 268.15 |
| | Total | 302 | |

As we found in table 8, the mean scores of E-Recruitment are lower than the mean scores of Newspaper/Friends and Relatives Referrals/others. This means that Cost Effectiveness is positively affected by E-Recruitment and it also shows that the positive relationship between E-Recruitment and Cost Effectiveness is stronger than the relationship between Cost Effectiveness and Newspaper/Friends and Relatives Referrals/ others. In other words, we can say that job seekers perceive that an E-Recruitment system saves their money as compared to traditional recruitment systems. The Study of Maurer and Liu supports this result. According to their study E- Recruitment saves the cost and time of the job seeker (Maurer & Liu, 2007).

Table 9: *Ranks of Hypothesis III*

| Ranks | | | |
|---|---|---|---|
| | Source of Recruitment | N | Mean Rank |
| Easy to Use | E- Recruitment | 212 | 107.07 |
| | Newspaper | 62 | 256.08 |
| | Friends/ Relatives Referrals | 15 | 258.63 |
| | Other | 13 | 253.62 |

As we found in table 9, that the mean scores of E-Recruitment are lower than the mean scores of Newspaper/Friends and Relatives Referrals /others. It means that ease of use is positively affected by E-Recruitment and it also shows that the positive relationship between E-Recruitment and Ease of use/access is stronger than the relationship between organizational attraction and Newspaper/Friends and Relatives Referrals/ others. In other words we can say that job seekers perceive that an E-Recruitment system is easier to use for job seekers as compared to traditional one.

Table 10: *Ranks of Hypothesis IV*

| Ranks | | | |
|---|---|---|---|
| | Sitequal_ | N | Mean Rank |
| Easy to use | High Sitequal | 102 | 97.38 |
| | Low Sitequal | 110 | 114.95 |
| | Total | 212 | |

Table 6 shows that the p value of *easy to use w.r.t sitequal* is less than the 0.05. This shows that there is an association between Sitequal (Quality of E-Recruitment web sites) and Ease of use/access. In order to analyze the moderating role of sitequal, a dummy variable was developed on the basis of dichotomous sitequal response. The data was categorized with respect to its mean which was 1.74. The mean scores greater than 1.74 was denoted by 1 and the mean scores with lower than 1.74 was denoted by 0. 1 shows the low sitequal and 0 shows the high sitequal.

As we found in table 10, that the mean scores of high sitequal are lower than the mean scores of low sitequal. This means that the job seekers who used the E-Recruitment websites with high quality are shown that the use of E-Recruitment websites is easy as compared to the job seekers who used E-Recruitment websites with low quality websites.

| Ranks | | | |
|---|---|---|---|
| | Sitequal_ | N | Mean Rank |
| Organizational Attraction | High Sitequal | 102 | 95.98 |
| | Low Sitequal | 110 | 116.26 |
| | Total | 212 | |

Table 6 shows that the p value of *organizational attraction w.r.t sitequal* is less than the 0.05. It shows that there is an association between Sitequal (Quality of E- Recruitment web sites) and Organizational Attraction.

Table 11 shows that the mean scores of low sitequal is 116.26 and high sitequal is 95.98. We found that the mean scores of high sitequal are lower than the mean scores of low sitequal. This means that the job seekers who used the E-Recruitment websites with high quality are attracted towards the organization more than the job seekers who used E-Recruitment websites with low quality websites. So, it shows that sitequal moderates the relationship between E-Recruitment and organizational attraction.

### 3.4 Testing Hypothesis by using Regression Analysis

Table 12: *Regression Analysis for Mediator I*

| Model 4 | | | | | | |
|---|---|---|---|---|---|---|
| X= Independent variable (IV) | | Y= Dependent Variable (DV) | | Mediator (M) | | Sample Size |
| E- Recruitment | | Organizational  Attraction | | Cost Effectiveness | | 212 |
| **IV (X) to Mediator (M)** | | | | | | |
| | Coeff | | se | | t | P |
| Constant | .1316 | | .0929 | | 1.4164 | .1577 |
| E Recruitment | .7974 | | .0351 | | 22.7124 | .0000 |
| **Direct Effects of Mediator (M) on DV (Y)** | | | | | | |
| | Coeff | | se | | t | p |
| Constant | .0795 | | .0613 | | 1.2980 | .1953 |
| Cost Effectiveness | .6678 | | .0379 | | 17.5969 | .0000 |
| **Total effect of X on Y** | | | | | | |
| Effect | | Se | | t | | p |
| .7678 | | .0329 | | 23.3583 | | .0000 |
| **Direct effect of X on Y** | | | | | | |
| Effect | | Se | | t | | p |
| .2353 | | .0381 | | 6.1828 | | .0000 |
| **Indirect effect of X on Y** | | | | | | |
| Effect | | Bootse | | BootLLCI | | BootULCI |
| .5325 | | .0501 | | .4360 | | .6314 |
| **Model Summary** | | | | | | |
| R | R- sq | MSE | F | df1 | df2 | p |
| .8033 | .6452 | .4078 | 545.6113 | 1.0000 | 300.0000 | .0000 |

As shown in table 12, the Macro process tool for Regression analysis was used to investigate the hypothesis that cost effectiveness mediates the relationship between E-Recruitment and organizational attraction. Results show

that E-Recruitment is a significant predictor of cost effectiveness, b = .7974, SE = .929, p < .05, and that cost effectiveness is a significant predictor of organizational attraction, b = .6678, SE = .0379 p < .05. These outcomes support the mediational hypothesis. E-Recruitment was no longer a significant predictor of organizational attraction after controlling for the mediator, cost effectiveness, b = .235, SE = .0381, consistent with full mediation. About 65% of the variance in organizational attraction is accounted for by the predictors ($R^2$ =. 645). The indirect effect was tested using a bootstrap estimation approach with 1000 samples. These results maintained that the indirect coefficient was significant, b = .532, SE = .0501, 95% CI = .4360, .6314. Receiving E-Recruitment associated with approximately .53 points higher organizational attraction scores as mediated by cost effectiveness.

| Model 4 | | | |
|---|---|---|---|
| X= Independent variable (IV) | Y= Dependent Variable (DV) | Mediator (M) | Sample Size |
| E- Recruitment | Organizational Attraction | Easy to Use | 212 |
| **IV (X) to Mediator (M)** | | | |
| | Coeff | se | t | P |
| Constant | .0364 | .0747 | .4873 | .6264 |
| E Recruitment | .8211 | .0282 | 29.1021 | .0000 |
| **Direct Effects of Mediator (M) on DV (Y)** | | | |
| | Coeff | se | t | p |
| Constant | .1415 | .0690 | 2.0508 | .0412 |
| Easy to Use | .71118 | .0533 | 13.3457 | .0000 |
| **Total effect of X on Y** | | | |
| Effect | Se | T | p |
| .7678 | .0329 | 23.3583 | .0000 |
| **Direct effect of X on Y** | | | |
| Effect | Se | T | p |
| .1833 | .0510 | 3.5972 | .0004 |
| **Indirect effect of X on Y** | | | |
| Effect | Bootse | BootLLCI | BootULCI |
| .5844 | .0640 | .4560 | .7079 |
| **Model Summary** | | | |
| R | R- sq | MSE | F | df1 | df2 | p |
| .8033 | .6452 | .4078 | 545.6113 | 1.0000 | 300.0000 | .0000 |

As shown in table 13, the Macro process tool for Regression analysis was used to investigate the hypothesis that ease of use mediates the relationship between E-Recruitment and organizational attraction. Results showed that E- Recruitment was a significant predictor of ease of use, b = .821, SE = .0282, p < .05, and that ease of use was a significant predictor of organizational attraction, b = .711, SE = .0533 p < .05. These outcomes support the

mediational hypothesis. E-Recruitment was no longer a significant predictor of organizational attraction after controlling for the mediator, ease of use, b = .1833, SE = .0510, consistent with full mediation. About 65% of the variance in organizational attraction was accounted for by the predictors ($R^2$ =. 645). The indirect effect was tested using a bootstrap estimation approach with 1000 samples. These results maintain that the indirect coefficient is significant, b = .584, SE = .0640, 95% CI = .4560, .7079. Receiving E-Recruitment was associated with approximately .53 points higher organizational attraction scores as mediated by ease of use.

Table 14: *Regression Analysis for Moderator*

| Model 1 | | | | |
|---|---|---|---|---|
| X= Independent variable (IV) | Y= Dependent Variable (DV) | Moderator (M) | | Sample Size |
| E- Recruitment | Organizational Attraction | Sitequal | | 212 |
| **Model 1** | | | | |
| | Coeff | se | t | P |
| Constant | .7809 | .1694 | 4.6086 | .0000 |
| Sitequal | .6111 | .2983 | 2.0484 | .0418 |
| E Recruitment | .3928 | .1086 | 3.6182 | .0004 |
| Int 1 | -.3652 | .1608 | -2.2716 | .0241 |
| **Int 1   E Recruitment  X  Sitequal** | | | | |
| **R-square increase due to interaction(s):** | | | | |
| | R2-chng | F | df1 | df2 | p |
| Int 1 | .0231 | 5.1600 | 1.0000 | 208.0000 | .0241 |

| **Conditional effect of X on Y at values of the moderator(s):** | | | | | | |
|---|---|---|---|---|---|---|
| Sitequal | Effect | Se | t | p | LLCI | ULCI |
| 0.000 | .3928 | .1086 | 3.6182 | .0004 | .1788 | .6068 |
| 1.000 | .0276 | .1186 | .2325 | .6164 | -.2062 | .2614 |

| **Model Summary** | | | | | | |
|---|---|---|---|---|---|---|
| R | R- sq | MSE | F | df1 | df2 | p |
| .2591 | .0671 | .1402 | 4.9882 | 3.0000 | 208.0000 | .00023 |

As shown in table 14, the Macro process tool for Regression analysis was used to investigate the hypothesis that sitequal (site quality) moderates the relationship between E-Recruitment and organizational attraction. Results showed that Int 1 is significant, $R^2$ change = .0231, F= 5.1600, p < .05. These outcomes support the

moderational hypothesis. Results of conditional effect of X on Y pertain that in case of 0.000 that denotes high site quality that there is a significant association between E-Recruitment and organizational attraction as Effect= .3928 SE= .1086, t= 3.6182 and p< 0.05. Furthermore, in the case of low sitequal which denoted by 1.000 there is no significant association between E-Recruitment and organizational attraction as Effect= .0276 SE= .1186, t= 0.2325 and p> 0.05. The model summary shows that our model is significant. Consequently, the outcomes show that sitequal moderates the relationship between E-Recruitment and organizational attraction

**4. Findings and Recommendations:**

As per Research work done, E-recruitment is definitely showing as a positive indicator for organization attraction. Reliability analysis showed that the data was valid, because the value of cronbach's alpha of all variables is more than 0.8 which is exceptionally good except the value of cronbach's alpha of sitequal which is 0.66 which was acceptable but it is less than 0.7 due to the moderating role of sitequal. This reveals that there is no gap between questions and all 21 questions are reliable and valid to run the statistical test. 1 sample Kolmogrov-Smirnov test showed that data was not normal for T-test. So the Kruskill Wallis test was used for further analysis. The overall results of the Kruskill Wallis test reveals that the majority of job seekers have almost the same opinions. Most of the job seekers perceived that E-Recruitment systems save their money by mitigating the cost of registry/courier/application form and travelling. The Kruskill Wallis test also showed that E-Recruitment websites can be used and accessed easily as compared to traditional recruitment systems. The results of this test showed that applicants are more attracted towards E-Recruitment systems instead of traditional recruitment systems, but there is a factor that can affect this attraction, that factor is the quality of websites. The Kruskill Wallis test also reveals that the job seekers who have used E-Recruitment websites with low web quality show less attraction towards E-Recruitment as compared to job-seekers who have been using E-Recruitment websites with high quality.

Regression Analysis also supports the findings of the Kruskill Wallis Test. Results of regression analysis show that there is a positive relationship between E-Recruitment and Organizational Attraction and Cost Effectiveness and Ease of use mediate the relationship between E-Recruitment and Organizational Attraction. The Concluding remarks of regression analysis reveal that an E-Recruitment system enhances the attraction of an organization but the quality of E-Recruitment Websites can affect this relationship. As the quality of websites is the most important factor that can decrease or increase the charm of E-Recruitment, it is recommended for organizations to focus on the quality of websites to retain its effectiveness.

Consequently, a summary of this analysis showed that there is significant association between E-Recruitment and organizational attraction. Furthermore, Cost effectiveness and ease of use mediates and sitequal moderates the relationship between E-Recruitment and organizational attraction. On the basis of these results, we can also establish and acquire new standards of organization attraction through a continuous use of an E-Recruitment system. So, on the basis of the findings of Kruskill Wallis test and regression analysis it is recommended to the organization to adopt an E-Recruitment strategy as it attracts job seekers towards the organization but they should concentrate on the quality of the websites.

**5. Conclusion:**

Management system (A way of working) exists in all kind of organizations. Only the managements of a few organizations are achieving their objectives nowadays. In other words, we can say that management and their policies and decisions have an important role in achieving the goals of their organizations. Furthermore, the employees of the organization also play an important role to fulfill this purpose. It reveals that effective management and workers play the most important role in achieving the objectives of an organization. So, the management should develop effective recruitment systems to hire competent employees.

The research work mainly focuses on findings regarding online recruitment systems and its effectiveness. We visited different business schools and collected data carefully. The data was examined in depth for understanding of E-Recruitment and its impact on organizational attraction. Finally, the general objectives of this research work, which is to investigate the relationship between E-Recruitment and organizational attraction, have been achieved and all research questions have been answered.

The literature review of the study undertaken reveals that there is a relationship between E-Recruitment and organizational attraction. To guide the investigation, three research questions are developed. This research

work observed the perception of job seekers towards E-Recruitment and its effect on the attraction of organizations in order to evaluate the effectiveness of E-Recruitment. Moreover, this study also examines how cost effectiveness and ease of use mediate this relationship and the quality of websites in relation to E-Recruitment and organizational attraction.

Finally, the research analyzed the perceptions of job seekers in how electronic recruitment can affect the attraction of an organization. The data (required to answer the research questions) was collected by quantitative research methods. The tool that is used to collect the primary data was a questionnaire. The questionnaire had 21 questions. The first three questions were used to collect the personal information of the respondents and the remaining 18 questions were used to analyze "The role of E-Recruitment in attracting potential candidates for organization: Evidence from fresh graduate job seekers" The results are discussed at the end of every analysis. The findings of the research work are also discussed on the basis of these questions.

The results of this study suggest that E-Recruitment systems have a positive impact on candidates and it increases the attraction of the organization among its rivals. According to the findings and results of this study, E-Recruitment is easier to use and saves the money of job seekers. It is found that an E-Recruitment System has a positive impact on cost effectiveness and ease of use and these factors enhance the relationship between E-Recruitment and organizational attraction. This means that the organization which adopts an E-Recruitment Strategy becomes prominent among job seekers and, due to the fruits of E-Recruitment and the subsequent prominence of the organization, competent job seekers will prefer to join that organization. The study undertaken has also found that the quality of the websites affects the attraction of the organization. Low quality of recruitment websites has a negative impact on organizational attraction. By analyzing the data, the researcher concludes that E-Recruitment has a positive impact on organizational attraction but the quality of recruitment websites can affect this relationship. So, organizations should adopt E-Recruitment systems to attract job seekers and they should concentrate on the quality of the websites to maintain this attraction.

The study implies that the human resources practitioners and policy makers need to adapt the E-Recruitment system to attract candidates. Implementing E-Recruitment methods can provide significant benefits to organizations. The recruitment study shows that in the future every organization that wants to meet their goals and gain competitive advantages have to adopt this E-Recruitment system.

The decisions and the policies of management of any organization can affect the activities in the organization. So management should make the right decisions at the right time to achieve their organization's goals efficiently and effectively. Today, Information Technology is involved in almost all of the processes and activities of the world. This is the age of IT, so this is the right time for HR managers to implement E-Recruitment systems to hire the competent workers.

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