

Impact of Web-Based Recruitment on Organizational Image and Organizational Familiarity: A Study among HR Professionals

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Abstract Human Resource department is acknowledged as an essential department of contemporary organizations. Different activities are conducted by the HR department, out of which the function of recruitment holds great importance because it brings people into the organization. It is assessed that the companies of the private sector in Pakistan have well-equipped HR departments that utilize the latest technology in conducting different recruitment activities. With the adoption of the latest technological developments by private sector companies in the field of HR; this study is conducted to assess the impact of web-based recruitment on organizational image and organizational familiarity considering the mediating variables of quality of applicants and a wider range of candidates. In this study, the signaling and critical contact theory are tested. The sampling technique used in this study is purposive sampling. The sample size selected for this study is 220 with a response rate of 88%. The results of this research demonstrated that web-based recruitment has a positive effect on the organizational image and organizational familiarity. The results also suggested that web-based recruitment has a positive effect on mediating variables that are the quality of applicants and a wider range of candidates. Through this study, it is also assessed that the first mediating variable that is a wider range of applicants has a positive impact on the organizational image and organizational familiarity. Moreover, the second mediating variable that is quality of applicants has a positive impact on the organizational image but has no significant impact on organizational familiarity. Some of the results of this study are supported by the outcomes of previous studies and some are not supported because the past researches were conducted in different industries.

Keywords: Web-based recruitment, organizational image, organizational familiarity, a wider range of candidates, quality of applicants

I. INTRODUCTION

Web-based recruitment is a modern method of technology that helps run the operations of the most important resource i.e. human resources. The innovation in technology helps to enhance the procedure of recruiting sources of knowledge through the internet. The faster and better process of recruitment helps a firm to establish a competitive advantage against the other firms in a similar market. The active and passive job seekers prefer online applications rather than traditional methods of application because it not only saves their money and time and also helps them to browse various job offers easily through the internet. It also helps the job

hunters to route through different commercial websites and to create initial opinions and impressions about the company (Anand & Chitra, 2016).

Problem Statement

As per the study of Bartram (2000), in this contemporary world, the activities of recruitment are not complete without the usage of the internet. At the beginning of 2000, the idea of job portals was started in the job market. Several companies in Pakistan have also emphasized the development of web-based recruitment after the advancement in technological innovation (Ahmed, et al 2015). It has been evident that in Pakistan, there have been many online job portals operational working that includes job.com, Mustakbil.com, Rozee. pk, and other different social sites like LinkedIn. These types of job portals are creating awareness about the jobs among job seekers and as a result, it is the right time to create awareness regarding web-based recruitment among Pakistani firms because, in Pakistan, still very few firms have adopted such practices.

Research aims and objectives

This study aims to assess the impact of web-based recruitment on organizational image and organizational familiarity by getting the quality of applicants and a wider range of candidates. This study further determines the factors that hinder the organizations from focusing more on web-based methods of recruitment and also assesses the reasons that are necessary for them to focus more on developing systems and strategies of web-based recruitment.

The following are the objectives of the study:

- To assess the impact of web-based recruitment on organizational image
- To examine the impact of web-based recruitment on organizational familiarity
- To identify the influence of web-based recruitment on the quality of applicants
- To assess the influence of web-based recruitment on organizations for attracting a wider range of candidates.

Research significance

In the current era, the conventional methods of recruitment have been altered by the inception of the Internet. The internet has been one of the common tools used by most people for searching for the best jobs. Job portals, social networking, and company websites all make the process of recruitment quick and helpful in getting the best match for different available positions. Web-based recruitment is getting common among job seekers and recruiters because of its numerous benefits that include cost, time, and quality. By just clicking on the mouse or tapping on the mobile screen, a person can find a job according to his education, skills, and professional experience. Today's world is more technology-oriented and people feel its occurrence in every phase of their lives. The inception of the internet has transformed the lives of the people tremendously and has also reformed people's perceptions regarding their work (Anand & Chitra, 2016).

Research Gap

This research contributes to the literature on web-based recruitment in various dimensions. Initially, the researcher examines the literature of web-based recruitment to assess the technologies including different online

portals (Martin & Reddington, 2010; Stone, et al., 2015) that help in the process of recruitment for different organizations. In this study, the researcher has linked the theory of web-based recruitment with the literature (Dineen&Soltis, 2011; Strohmeier, 2007; Uggerslev et al., 2012) and has used critical contact theory, and signaling theory and assessed the impact of these theories.

II. LITERATURE REVIEW

Recruitment is an essential function of human resources and that is becoming more open due to the internet. Moreover, several companies are using web-based recruitment rather than traditional paper-oriented recruitment (Galhena & Liyanage, 2014). Different job seekers are showing interest in getting information about the job through electronic advertisements rather than newspapers.

For industrial countries, the medium of web-based recruitment provides a key transformation to the organizations to recruit the candidates (Stone, 2005). The online postings of jobs began in the 1990s when IT companies and universities began to use the Internet excessively. In the first two years of its presence, there were more than 3,000 companies that used (OCC) online career center, and currently, they are regarded as online job portals. In the last three years, people have been more attracted to different online job portals and websites. There are thousands of resumes that are uploaded and sent regularly to job search websites. The internet has provided the perfect platform for job seekers and also for head hunters. Job searching through the internet improves the efficiency among the job seekers and saves their processing time and cost. Another fact related to web-based recruitment is that the applicants can reach the global employer, while the conventional searching method restricts them to a national or local group (Ghouri et al., 2011).

Web-Based recruitment on organizational image

Organizational image is characterized by the prospective interest of candidates about the organization as a prospective employer and also the chance of getting employment prospects that are considered as the major objectives for initial recruitment stages (Allen et al, 2007). This optimistic perception about the organizational image is important to enhance the number of prospective candidates in the pool of selection (Williamson et al, 2003). Brouer et al (2015) stated that organizational image is based on three stages that include attracting candidates, maintaining the candidates' interest, and affecting their choice of job.

Normally, the candidates choose those organizations that have a good image in the market (Allen et al, 2007; Parks, 2011). Through the instrumental-symbolic framework, Brouer et al (2015) specify that probable candidates assess organizations on an instrumental level by evaluating the tangible and objective attributes they provide including benefits and salary. The applicants also evaluate organizations characteristically based on non-tangible imagery and subjective aspects that ascribe characters to the organization by retaining personification. The organizations make a significant investment in the promotion of strategic image as a part of the recruitment and they use their official website to depict this image (Cappelli, 2001; Derks & Bakker, 2013). The initial research showed that the candidates consider websites of third-party as more reliable for jobs as compared to the websites of the organization; but still, there is a lack of knowledge that how the probable candidates answer to reliable or unreliable information through online mediums regarding organizational image

(Brouer et al, 2015). Through the review of literature of web-based recruitment on the organizational image, the following hypothesis is formulated:

H0: There is no impact of web-based recruitment on the organizational image.

Web-based recruitment on organizational familiarity

The organization's website can transform the impression of viewers about the organization and also it is equally important to assess the psychological procedure used by the website's viewers. In the context of organizational familiarity, the signaling theory offers a theoretical foundation that how the website of an organization might impact the perception of viewers about the organization during the process of recruitment. As per the theory, if a person does not have entire data, then it might be uncertain for him/her to draw inferences with the help of cues of accessible information. Several job seekers might not know about the probable hiring of an organization Braddy et al (2008), and thus this theory might guide the job seekers to view the impression of the hiring organization.

Furthermore, Braddy et al. (2003) identified that the comfort of navigation for a particular advertisement of job on the website of the company is related positively to the imitations of the hiring organization under examination. Likewise, Cober et al. (2003) showed that positive insights about the use of the website are related to the enhanced willingness of respondents for getting a job, recommended ad linked with the participants' about the job, and acclaimed about the employer to their friends. Moreover, Sinar et al. (2003) examined the user-friendliness and speed of the system of the website impact on the company's image during the process of recruitment. It is also showed that the appeal of the website is related positively to the ratings of participants regarding the organization's familiarity and also enhances the intents of applicants to apply for jobs in those companies (Thomas et al., 2004). After examining the past studies regarding web-based recruitment on organizational familiarity, the researcher formulated the following hypothesis:

H0: There is no impact of web-based recruitment on organizational familiarity.

Web-based recruitment on quality of applicants

The organizations promote and encourage the use of web-based recruitment by amalgamating the overall branding and corporate marketing strategies through the availability of the internet (Boehle, 2000; Challapalli, 2005; Piturro, 2000). There has been research conducted that links the advertisement of jobs with the enhancement of the quality of candidates (Collins & Han, 2004). The findings of this study showed that organizational advertising is the forecaster that has a direct impact on the quantity and quality of applicants. The study carried out by Rafaeli et al. (2005) examined the efficiency based on the quality of candidates related to the accumulated number of hirings in a single source. The findings of the study are that the candidates who are hired through web-based recruitment have a turnover ratio of 55%. This appeared to be negative; however, the ratio of qualified candidates hired through web-based recruitment has been increased by 16%. One of the key reasons identified by the organizations is the effect of web-based recruitment on candidate generation. The researchers have examined that the larger pool of candidates allows the organizations to be selective and identify the right candidate for the job. There are also strong chances that among the large pool of candidates, the best candidates might be ignored (Carlson et al., 2002).

It is further identified that there has been a decline in the short-listed number of applicants as a proportion of the overall number of the application, and this offers adequate evidence to specify that web-based recruitment does not enhance the quality of candidates for the organization. This might not be useful for the organization as it probably results in the waste of resources and time for organizations by processing more applications without increasing the quality of candidates (Marr, 2007). This is further supported from the studies of Carlson et al., (2002); Galanaki et al., (2002) in which it is stated that web-based recruitment enhances the number of applications and that does not lead to the enhancement in the quality of applications. After the assessment of the review of the literature regarding web-based recruitment on the quality of candidates, the researcher developed the following hypothesis:

H0: There is no impact of web-based recruitment on the quality of applicants.

Web-based recruitment on a wider range of candidates

Web-based recruitment is a novel technological means for choosing the company's human resources. This process helps the businesses to save costs, appraise job status, provide an offer, curtail recruitment cycle's time, assess and choose the potential of the best knowledge from a wider range of applicants, and provide the organization a chance to enhance its profile and image (Anand & Chitra, 2016). It has also been reported that the advantages of web-based recruitment include wider outreach of candidates (Kay, 2000), a quick exchange of information between possible employers and employees (Singh, & Finn, 2003), minimal advertising cost (Zall, 2000), availability and accessibility of data (Sylva, & Mol, 2009), minimal communication cost (Lin, & Stasinskaya, 2002), and enhancement in organizational fascination (Ployhart, Schneider, & Schmitt, 2006).

Barber (2006) assessed the challenges and benefits of web-based recruitment. The author identified that the minimum hiring cost, quick resume process, and ease of job postings serve as the main benefits of web-based recruitment. The access to a wider range of candidates and the advancement of the reputation of the company and its brand is considered as the strengths of a web-based recruitment system. Moreover, Gunnigle et al (2011) stated that the initial stage of pre-assessment of candidates and web-based recruitment are common throughout the world because these processes allow the accessibility of a wider range of applicants and are cheaper and more convenient as compared to conventional methods. After the evaluation of the literature of web-based recruitment on a wider range of candidates, the following is the hypothesis developed by the researcher:

H0: There is no impact of web-based recruitment on a wider range of candidates.

Apart from the above hypothesis, this study has some mediating variables as well and the researcher has developed the hypothesis of these mediating variables that are mentioned below:

H0: There is no mediating impact of the quality of applicants on the organizational image.

H0: There is no mediating impact of the quality of applicants on organizational familiarity.

H0: There is no mediating impact of a wider range of candidates on the organizational image.

H0: There is no mediating impact of a wider range of candidates on organizational familiarity.

Related theories

As per the "critical contact theory", the applicants make decisions regarding their attractiveness for specific employers related to the instants of interaction in the organization (Behling et al., 1968). According to

theory, there are different points of critical contact that might take different forms and that start from the meeting with an employer personally. These points might aid the applicants who are less experienced in decision-making. Under these circumstances, the complete information about the position and organization might be restricted (Behling et al., 1968; Pounder & Merrill, 2001) and in such a case, the candidates fall on those elements of critical contact signals from the organization.

Likewise, “signaling theory” explains how the companies intentionally transfer information for passing optimistic organizational features and minimize information unevenness (Spence, 2002). At the time of the signaling process, it is based on the decision of the sender that which information is transmitted and how to coordinate with that particular information. Then, there is another party i.e. receiver who understands this signal (Connelly, Certo, Ireland, & Reutzel, 2011). The common involvement between the receiver and sender is identified in “signaling theory” that makes it appropriate to the recruitment process. In web-based recruitment, signaling theory is about the missing of other organization's information and from which the candidates will conclude that the organization through different peripheral signals drawn from the website. This happens because candidates accept that these characteristics represent the entire organization (Braddy et al, 2008). Based on these current associations, it is contended that different e-HRM platforms oblige as instants of critical contact for job searchers by signaling the information related to the brands of the company in the circumstances of information unevenness.

Conceptual Framework

The following is the conceptual framework for the study based on the above hypothesis:

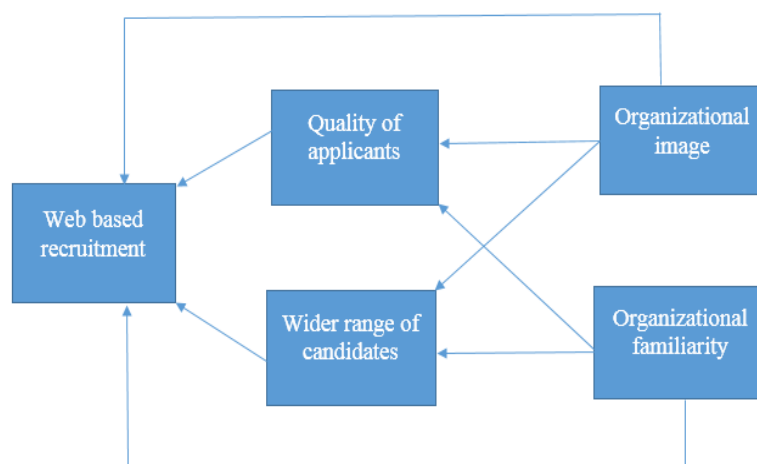


Fig 1: Conceptual Framework Source: Author's illustration

III.METHODOLOGY

Research Design

The research philosophy is based on the system of assumptions and beliefs related to knowledge development. It is exactly what the researcher is doing when conducting research and developing knowledge in a specific area. In this study, the positivism research philosophy is used by the researcher. Positivism is based on an observable social reality that generates laws like generalizations. The reason for using the positivist philosophy in this study is because, in this study, the researcher is using existing theory for developing hypotheses. Moreover, positivism philosophy is used in this study because the researcher is dealing with quantifiable and measurable data (Saunders et al., 2015).

In this study, the quantitative approach has been used for the collection and analysis of data. The quantitative method is based on numbers that are measurable and serve as a systematic method of examination of occurrences and their relationships. While conducting the quantitative research, the researcher considered the reliability and validity tools that ensure the rigor in data. The primary method is used in this study because the data used for this study is first-hand.

Sample and sampling techniques

In this study, the researcher used purposive sampling. This approach is used to target a small number of respondents to participate in the survey and their feedback represented the whole population (Davies & Hughes, 2014). Purposive sampling is a renowned method of non-probabilistic sampling because, in this method, the researcher selected the respondents as per the purpose of the study (Guest, 2014). The purposive sampling technique was also used in the study of Hosain et al (2016) which was about the impact of e-recruitment on candidates' perception in which the respondents who were aware of the subject were selected for the study. The rationale for using this approach is that the researcher targeted HR professionals. The participants are the employees who are working in the HR department in different organizations in Karachi. To include the respondents in the study, the researcher took consent from participants and asked them to provide their responses through a questionnaire. The number of HR professionals asked to give the responses is around 220. The sample size of 220 is selected because Hosain et al (2016) also collected data from 227 graduates from leading public and private universities and that was similar to this study.

Initially, the questionnaire was distributed to 250 respondents working in HR departments of different organizations of Karachi, and out of that 220 respondents gave their responses with a response rate of 88%. The 30 questionnaires were found incomplete and were discarded from the study. Moreover, the average age of the respondents in the sample is from 26-35 and 36-45 contributing 46% and 31% respectively. The majority of respondents who are selected for the study are mostly males with a percentage of 52% and females were 47%.

Measures

All the measures are validated and the questions are adapted from a questionnaire related to our study. The questionnaire is segregated into two parts. The first part of the questionnaire included demographic questions regarding age, gender, experience, name of the organization, and designation. The second part of the questionnaire included the questions related to five different constructs including web-based recruitment as the dependent variable, organizational image and organizational familiarity as independent variables, and quality of applicants and a wider range of candidates as mediating variables. The instrument was adapted from the study of Singh (2016) and there were 20 items in total and each construct included four items.

To enhance the reliability and validity of the data, the questionnaire was pretested on the sample of 20 HR professionals before the actual data is collected. After obtaining some of the pre-test results, there are some minimal changes done in the wordings of items. For obtaining the responses from the respondents, a 5- point Likert scale is also used for all the items of the survey ranging from 1 (least agreement) to 5 (most agreement). The Cronbach's Alpha test is used for checking the reliability of items of different constructs. The inter-correlation is also calculated among different dimensions of variables to identify the relationship among variables. Moreover, for testing the hypothesis, the researcher has used the technique of multi-linear regression in this study.

IV. RESULTS AND ANALYSIS

In this section, the data has been analyzed through the software Statistical Package for Social Sciences (SPSS) 24.

Reliability Test

The reliability is based on the consistency of a measure. The reliability test is also conducted to ensure the reliability of each variable by using the test of Cronbach's Alpha. As per the standards, if the results of Cronbach are Alpha are 0.6 or more, then the instrument of data collection is regarded as reliable (Sekaran and Bougie, 2012). The below table shows the results of Cronbach's Alpha:

Table 1 Reliability Test

Variables	No of items	Chronbach Alpha
Web-based recruitment	4	0.86
Organizational image	4	0.80
Organizational familiarity	4	0.84
Quality of applicants	4	0.83
A wider range of candidates	4	0.74

From the above table, it is evident that the values of Chronbach alpha for all the variables are above 0.6. The value of the reliability of web-based recruitment is 0.869, the value of the reliability of the organizational image is 0.800, and the value of the reliability of organizational familiarity is 0.840. Moreover, the value of the reliability of the quality of applicants is 0.834, and the value of the reliability of a wider range of candidates is 0.743. These figures indicate that the inter-consistency among the items is reliable.

Descriptive statistics

The key aim of descriptive statistics is to give a summary of the measures and samples that are conducted in the study. Moreover, descriptive statistics are also used for describing the behavior of sample data. It is also used for presenting quantitative analysis for the given dataset (Nick, 2007). The below table demonstrates the results of descriptive statistics:

Table 2 Descriptive Statistics

Variable	Mean	Std. deviation	Skewness	Kurtosis
Web-based recruitment	3.48	0.94	0.07	-1.38
Quality of applicants	3.47	0.83	-0.23	-0.15
A wider range of candidates	3.30	0.79	0.27	-1.19
Organizational image	3.05	0.91	0.03	-1.24
Organizational familiarity	2.94	1.00	0.00	-1.43

The mean value is derived to estimate the average values and the standard deviation is calculated to depict the variation among variables. As per the above results, the mean values of all the variables are 3 or more than 3 on the scale from 1 to 5. The mean values indicate that most of the respondents have given their agreement with the statements asked from them. The standard deviation of the variables is also from 0.79 to 1.00 which shows that there is not much variation among the variables. The normality of the data is tested through skewness and kurtosis. The values of skewness and kurtosis show that the data is normal as the values are in acceptable ranges. The skewness values are falling from -0.2 to 0.2 which shows that the distribution is approximately symmetrical. The excess kurtosis values are also between 0 to -2, which indicates that the dataset is normally distributed.

Correlation Test

Correlation is used to represent the extent of relationship and association between two or more quantitative variables. The result of correlation analysis is demonstrated through a correlation coefficient whose values are between the ranges from -1 to +1. The value of +1 indicates that the two variables are perfectly associated positively, and a correlation coefficient of -1 indicates that the two variables are related negatively. Moreover, if the value is zero, it indicates that there is no linear association between the two variables (Gogtay & Thatte, 2017). The below table demonstrates a correlation test of the variables:

Table 3 Correlation Test

	WBR	QC	WRC	OI	OF
WBR	1	0.51	0.75	0.77	0.73
QC	0.51	1	0.51	0.39	0.48
WRC	0.75	0.51	1	0.67	0.62
OI	0.77	0.39	0.67	1	0.69
OF	0.73	0.48	0.62	0.69	1

The correlation test has been carried out by the researcher to assess the inter-relationship among the variables. If the values of the correlation test are 0.6 or more it means the association between the variables is robust and if the values of correlation are around 0.5, it means that the association is reasonable and the values are below 0.3, it indicates that there is a weaker relationship (Asuero et al, 2006). In the above table, the values

of correlation for most of the variables are 0.6 and above, which indicates a strong relationship among the variables. It can be seen that the quality of candidates is the only variable that has a moderate relationship with other variables as the values of correlation are around 0.4 to 0.5. The low correlations among the independent variables indicate no sign of multi-collinearity.

Multiple linear regression

Regression is used to identify the association between two or more constructs having a relationship of cause and effect and to make forecasting by using this relationship. Uyanık, &Güler (2013) stated in their study that those regression models that have one dependent variable and more than one independent variable are known as multiple linear regression (MLR). In this type of regression, the researcher attempts to assess the variation of independent variables on the dependent variable synchronically.

The below table shows the impact of web-based recruitment on organizational familiarity and organizational image through MLR:

Table 4 MLR test on independent variables (a)

Variable	Beta	t-value	Significance
Web-based recruitment	0.83	6.33	0.00
Organizational familiarity	0.52	9.29	0.00
Organizational image	0.36	7.09	0.00

Table 5 MLR test on independent variables (b)

Variable	R-value	Adjusted R-Square	F-value	Significance
Web-based recruitment	0.81	0.66	220.58	0.00

From the above two tables of MLR, it has been identified that the Coefficient of Correlation i.e. R-value is 0.819, which depicts that there is a high relationship between web-based recruitment and organizational image and organizational familiarity. As this test is of MLR, therefore, the researcher has assessed the Adjusted R square value that is 0.668, which shows that the explanatory power of the model is 66% and also explains that there is 66% of the change in web-based recruitment is caused by organizational image and organizational familiarity. The Anova values show that whether the model is statistically significant for the study or not. If the F-value is greater than 4 and the sig value is less than a 5% level of significance, it means that the model is statistically significant. The model shows that the sig value is 0.0000 and the F value is 220.58 that indicates that the model is good for study. Moreover, the t-values for organizational familiarity are 9.29, and for the organizational image is 7.09 that is greater than the threshold value i.e. 2. The sig value of both independent variables is 0.00 which is less than 0.05. From sig value, T-value and beta it can be concluded that there is a

positive impact of web-based recruitment on organizational image and organizational familiarity. The following is the regression equation:

$$\text{Web-based recruitment} = 0.835 + 0.520 (\text{organizational familiarity}) + 0.360 (\text{organizational image}) + \mu$$

Furthermore, the researcher also checked the impact of the dependent variable on mediating variables and used the technique of MLR. The results of MLR are demonstrated in the below table:

Table 6 MLR test on mediating variables (a)

Variable	Beta	t-value	Significance
Web-based recruitment	0.22	1.10	0.27
A wider range of candidates	0.78	13.10	0.00
Quality of applicants	0.18	3.29	0.00

Table 7 MLR test on mediating variables (b)

Variable	R-value	Adjusted R-Square	F-value	Significance
Web-based recruitment	0.76	0.58	154.56	0.00

From the above two tables of MLR, it has been assessed that the R-value is 0.767, which indicates that there is a high association between web-based recruitment and a wider range of candidates and the quality of applicants. The adjusted R square's value is examined that is 0.584, which indicates that the explanatory power of the model is 58%. The Anova values depict whether the model is statistically significant or not. The model shows that the sig value is 0.0000 and the F value is 154.56 that indicates that the model is significant for study. The t-values for a wider range of candidates are 13.10, and for the quality of applicants is 3.29 that is greater than 2. The sig value of mediating variables is less than 0.05. From sig value, T-value and beta it can be concluded that there is a positive impact of web-based recruitment on a wider range of candidates and quality of applicants. The regression equation is mentioned below:

$$\text{Web-based recruitment} = 0.221 + 0.787 (\text{wider range of candidates}) + 0.189 (\text{quality of applicants}) + \mu$$

The researcher also checked the impact of mediating variables on independent variables. First, the impact of a wider range of candidates is checked with organizational familiarity and organizational image and then the impact of the quality of applicants is checked with organizational familiarity and organizational image.

Table 8 MLR test on independent variables (a)

Variable	Beta	t-value	Significance
A wider range of candidates	1.35	9.84	0.00
Organizational familiarity	0.40	6.93	0.00
Organizational image	0.24	4.61	0.00

Table 9 MLR test on independent variables (b)

Variable	Beta	t-value	Significance
Quality of applicants	2.17	12.25	0.00
Organizational familiarity	0.10	1.41	0.15
Organizational image	0.33	4.87	0.00

Considering the table of a wider range of candidates, it is evident that the t-values are above the benchmark values i.e. 2 and all the sig values are less than 5% level of significance. This shows that the impact of a wider range of candidates on organizational familiarity and the organizational image is statistically significant. The overall model is also significant as the value of Anova is also less than a 5% significance level. The adjusted R-square is 50% and the R-value is 71% that depicts that there is a high degree of relationship among the variables.

Moreover, the table of quality of applicants shows that the impact of the quality of applicants on organizational familiarity is statistically insignificant because the t-value is less than 2 and the sig value is also more than 0.05. But, the impact of the quality of applicants on the organizational image is statistically significant because the sig value is 0.00 that is less than a 5% significance level. The overall model is also significant as the value of Anova is also less than a 5% significance level. The value of the adjusted R-square is 23% that shows that model is not fit and the value of the R-value is 49% that indicates that the model is moderately correlated.

V. DISCUSSION

The key purpose of this research was to assess that how the potential candidates of critical contact are based on different web-based recruitment platforms and that signals perceptions of image and familiarity over time. The signaling theory and critical contact theory are very much related to the outcomes of this study as there is a positive impact of organizational image and familiarity on web-based recruitment. The results indicate that for familiarity perceptions, there is a combination of social media pages and corporate careers website that accounts for differences in perception among the candidates. It is also identified that the increase in the level of information among the candidates through several web views also increases the degree of organizational familiarity.

The following table demonstrates the hypotheses summary:

Table 10 Hypotheses Assessment Summary

No.	Hypotheses	Result
1	There is no impact of web-based recruitment on the organizational image.	Rejected
2	There is no impact of web-based recruitment on organizational familiarity.	Rejected
3	There is no impact of web-based recruitment on the quality of applicants.	Rejected
4	There is no impact of web-based recruitment on a wider range of candidates.	Rejected
5	There is no mediating impact on the quality of applicants on the organizational image.	Rejected
6	There is no mediating impact of the quality of applicants on organizational familiarity.	Retained
7	There is no mediating impact of a wider range of candidates on the organizational image.	Rejected
8	There is no mediating impact of a wider range of candidates on organizational familiarity.	Rejected

As per the outcomes of MLR, it can be concluded that from the above eight hypotheses, seven hypotheses have been rejected because their sig values are less than 0.05 and only one hypothesis i.e. quality of applicants on organizational familiarity has been retained. After all, it has a sig value of 0.15 which is more than 0.05. Hence, it is proved that all the variables have a significant impact and only the quality of the applicant that is mediating variable has no impact on organizational familiarity as mentioned in the hypotheses assessment table.

As per the results of this study, the impact of web-based recruitment on the quality of applicants has a positive relationship and this result is also supported by the study of Malik&Mujtaba (2018) in which online recruitment has a significant association with the better quality of candidates. Moreover, the hypothesis of web-based recruitment on a wider range of candidates has a positive impact as per the results of this study, and that is validated from the outcomes of the study of Malik & Mujtaba (2018) in which there was also a positive impact on the two similar variables. As there is a huge number of job applicants who are benefited through the technology of e-recruitment. This trend has been consistent with the studies of Awan et al., (2013) and Carrillat, et al., (2014) that recommended that web-based recruitment is considered as the only medium through which the candidates apply for a job 24 hours and 7 days a week without any constraint.

The hypothesis of the impact of mediating variable i.e. wider range of candidates on organizational image and familiarity is positive according to the results. Moreover, the results of this research are consistent with the signaling theory that is about the organizational information and job that play a key role in attracting the number of candidates through the prior image and familiarity with the organization (Allen et al., 2007). As per the results, another mediating variable that is quality of applicants has a positive impact on the organizational image and this is also supported from the research of Marr (2007) in which it was stated that for an organization to grow and prosper, it is important to introduce new staff for the generation of new ideas and introduction of new concepts and skills. It is also identified from the results of this study that there has been an insignificant impact on the quality of applicants on organizational familiarity. There might be various reasons

for this insignificant impact, but one of the reasons that are identified by Marr (2007) that from an applicant point of view, the association between sources of recruitment and perception of applicants is based on the attributes of advertised jobs and their decision on the submission of application. The key outcome determined is that the applications submitted by the applicants are assessed in terms of quality and that meet the primary standard for the position. This suggests that organizational familiarity is not much associated with the quality of applicants and is more focused on the position itself.

VI. CONCLUSION

This research supports the theory related to recruitment by demonstrating a preexisting image, job information, organization characteristics, and reactions about the online recruitment website. This enhances the image and familiarity of the organization and helps them to attract more and more applicants. These characteristics influence the attitude of the applicants towards the organization and also influence their intentions for getting employment.

Furthermore, this study offers a complete and comprehensive view of the complicated associations between the perceptions of applicants and online recruitment platforms that are used increasingly to transfer different branding messages of the organizations. It has been identified from this study that the use of critical contact and signaling theories assess the effectiveness of the changing perceptions among individuals through various online recruitment platforms along with different information levels.

Practical implications, Limitations, and Future Areas

Practical implications

The results of this study show that image matters a lot and based on a practical viewpoint, this strengthens the significance for the organizations to energetically maintain and shape their organizational image. These findings indicate that the efforts are required to garner acknowledgment like the best places to work or identification of the organization of choice that might be well worth the effort. Though, familiarity only may not be adequate to positively impact attraction. The companies have to ensure that they carefully and actively manage their image. Though, the findings do not cater to the likelihood that familiarity is important to motivate job seekers while visiting an organizational web page initially. The consistent process of advertising for an organizational web address is also important in this regard (Allen et al., 2007). There are also further studies being conducted on website design that would help the organizations to understand how they can design their web-based information and the way of presentation to engage and attract the interest of candidates. Another essential practical finding that is derived from this study is that the attitudes toward a website have a direct impact on the attitudes toward the company and have an indirect impact on the intentions for getting employment. The well-designed and professional websites may support potential candidates to find the information in which they are interested and give them positive signals about the employer. The critical contact theory has shown that contact with different organizational agents that include interviewers impacts initial

attraction, but contact with different recruitment sources that include websites is also important (Allen et al., 2007).

Limitations of the study

Though more efforts are made to carry out comprehensive research, due to budget and time constraints, there are some limitations of the study as well. The dataset comprised of responses from 220 different HR professionals of various organizations of Karachi. The scope of the study can be increased by adding more participants and more organizations operating in Pakistan. During the study, it is identified that some of the participants are not aware of the idea the advantages of technology and technology adoption. As a result, this research could also be conducted through semi-structured interviews either through qualitative research or through mixed methods.

Future Research Areas

There have been different key areas that are stem-out from the outcomes of this study:

- The potential areas of future research can be in the domain of public sector organizations of Pakistan.
- Another research can be conducted that will be about the impact of web-based recruitment on the effectiveness of the HR Department and that can make a comparison between public and private sector companies and also among manufacturing companies that are either large or small.
- Further research can also be conducted on the behavior of employers regarding technology adoption in the domain of web-based recruitment.
- Furthermore, this study can also be further examined with some more variables and with larger sample size.

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