

EFFECT OF E-RECRUITMENT ON EMPLOYEE PERFORMANCE AT ACCESS BANK PLC, NIGERIA

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ABSTRACT

This study examines the impact of electronic recruitment on employee performance, with a focus on Access Bank Plc in Nigeria. The research is grounded in the Resource-Based View (RBV) theory, which emphasizes the importance of technological capabilities in maintaining a competitive advantage. The study highlights the challenges faced by organizations in developing economies, like Nigeria, particularly in the wake of technological disruptions and the COVID-19 pandemic, which introduced a "new normal" for business operations. Using a descriptive research design, the study targeted a population of 1,058 employees across selected Access Bank locations. A sample size of 319 respondents was determined using Yamane's formula for sample size calculation. Stratified, purposive, and random sampling techniques were employed to distribute structured questionnaires, yielding a response rate of 88.05%. The collected data were analyzed using simple percentages; while multiple regression analysis was conducted using SPSS version 23 to test the study's hypotheses. The findings revealed that electronic recruitment significantly and positively affects employee performance at Access Bank Plc during the study period (2013–2022). The study concluded that e-recruitment enhances key performance indicators such as employee productivity, punctuality, and commitment. Based on these findings, it is recommended that Access Bank invest should allocate resources to enhance electronic recruitment platforms, ensuring they are user-friendly and tailored to improving employee punctuality, actively engage in social media recruitment strategies to increase visibility and employee commitment and implement continuous training programs for HR personnel on the effective use of electronic recruitment tools, ensuring they are adept at utilizing these technologies to enhanced productivity.

Keywords: *commitment, e-recruitment, employee productivity, punctuality, and performance*

INTRODUCTION

E-recruitment, also referred to as online recruitment, involves the use of digital platforms and electronic tools for sourcing, assessing, and onboarding new employees. These platforms include online job boards, company websites, social media, and professional networking sites. E-recruitment represents a paradigm shift from traditional recruitment methods by leveraging the advantages of technology, such as speed, convenience, and global reach, to attract top talent more efficiently. The integration of ICT

into HRM has revolutionized how organizations attract, hire, and manage employees. Lengnick-Hall and Moritz (2003) note that HRM functions, which were once limited to back-office tasks like payroll and administrative duties, have now evolved into strategic activities, largely due to the adoption of electronic tools.

Similarly, Rodriguez and Ventura (2003) argue that modern HRM has become more sophisticated with the aid of Information Technology (IT) and Human Resource

Information Systems (HRIS), facilitating the rise of electronic HRM (e-HRM). e-HRM is often used interchangeably with terms such as HRIS, virtual HRM, or web-based HRM. This shift began in the 1990s, driven by advancements in software technology, enabling organizations to automate various HR functions.

The specific concept of e-recruitment, however, can be traced back to the 1980s with the emergence of early job sites, which later evolved into more sophisticated platforms like Monster.com, launched in 1994. E-recruitment uses the internet as a primary tool to attract, assess, and hire talent, as described by scholars such as Dyke-Ebirika (2022) and Ahmed.

This includes various online resources such as job boards, corporate career websites, and social media platforms like LinkedIn. This shift is particularly significant in modern business environments, where the ability to optimize key resources such as the "4Ms" of management: Man, Machine, Money, and Materials is critical for organizational success (Ployhart & Kim, 2021). Among these resources, human capital stands out as the most vital, given its role in driving the effective use of machines, financial resources, and materials in achieving organizational objectives.

The complexity and unpredictability of human behavior make human resources both the most critical and the most challenging aspect of any organization (Dessler, 2020). Therefore, substantial attention is devoted to attracting, selecting, and managing talent. Effective Human Resource Management (HRM) is essential in ensuring that organizations hire the right individuals and provide them with the tools, training, and motivation needed to meet or exceed performance standards (Stone & Deadrick, 2015). In today's rapidly changing global environment, driven by technological advancements and heightened competition, a near-perfect HRM system is necessary to attract and retain high-performing employees. Consequently, many organizations are shifting from traditional HRM practices to electronic HRM (eHRM), with e-recruitment serving as a

key component of this digital transformation (Bondarouk & Brewster, 2016).

The evolving role of HRM encompasses organizational effectiveness, human capital management, and knowledge management. Within HRM, core activities such as staffing, human resource development, motivation, and reward management are central to organizational success. Staffing; comprising recruitment, selection, placement, and orientation—has experienced the most profound transformation through technology (Boon et al., 2019). E-recruitment, specifically, is now a critical tool used by organizations to search for and attract potential employees on a global scale. The method offers distinct advantages over traditional recruitment, such as faster processing times, reduced recruitment costs, and access to a broader pool of candidates (Lin & Yeh, 2022).

The widespread adoption of e-recruitment has been further accelerated by external factors, most notably the global COVID-19 pandemic. The pandemic compelled organizations worldwide to transition to remote work and digital recruitment processes as face-to-face interactions became limited. E-recruitment thus provided an essential mechanism for organizations to continue their operations while ensuring the recruitment of skilled employees during a time of crisis (Madera et al., 2021). Particularly in sectors like banking, where competition for top talent is fierce, e-recruitment offers a strategic advantage by facilitating the swift identification and onboarding of qualified candidates.

In Nigeria, the banking sector, including institutions like Access Bank Plc, has embraced e-recruitment to remain competitive in both local and global markets. E-recruitment enables banks to attract candidates who are not only skilled but also demonstrate punctuality, commitment, and high productivity ie qualities that are essential for success in the fast-paced banking environment (Akanbi & Ijaiya, 2020). By utilizing digital platforms, Access Bank Plc can cast a wider net, reaching prospective employees across Nigeria and internationally.

Additionally, e-recruitment reduces the operational costs associated with traditional recruitment methods, such as advertising in newspapers and organizing physical recruitment events, making the process more cost-effective and efficient (Obedgiu, 2020).

Overall, the growing reliance on e-recruitment reflects the broader digitalization of HRM functions, transforming how organizations, especially in the banking sector, source and manage talent. With e-recruitment, banks like Access Bank Plc can ensure that they continue to attract the best talent while optimizing recruitment costs and processes.

Statement of the Problem

While businesses worldwide are rapidly adopting technological advancements to improve operational efficiency, many Nigerian organizations, particularly in the banking sector, lag behind in implementing such innovations, including e-recruitment. Despite the proven benefits of e-recruitment; such as access to a broader talent pool, reduced recruitment costs, and improved employee performance; Nigerian commercial banks still rely heavily on conventional recruitment methods. This has limited their ability to attract top-tier talent and has negatively impacted organizational performance.

Previous studies have explored the impact of e-recruitment and broader eHRM practices on organizational performance in Nigeria, but few have focused specifically on e-recruitment as an independent variable. Furthermore, most of these studies have examined the effects of e-recruitment on organizational outcomes such as profitability, operational performance, and economic growth, rather than its direct influence on employee performance.

Given these gaps in the literature, this study seeks to investigate the direct impact of e-recruitment on key employee performance indicators; punctuality, commitment, and productivity; within Access Bank Plc. By exploring this relationship, the study aims to

provide valuable insights into how e-recruitment can enhance employee performance and overall organizational success.

Research Questions

Based on the problem statement, the following research questions are proposed:

- i. To what extent has e-recruitment impacted employee punctuality at Access Bank Plc?
- ii. How has e-recruitment affected employee commitment at Access Bank Plc?
- iii. To what degree has e-recruitment influenced employee productivity at Access Bank Plc?

Research Objectives

The primary objective of this study is to evaluate the effects of e-recruitment on employee performance at Access Bank Plc. The specific objectives are:

- i. To assess the extent to which e-recruitment has impacted employee punctuality at Access Bank Plc.
- ii. To examine how e-recruitment has affected employee commitment at Access Bank Plc.
- iii. To evaluate the extent to which e-recruitment has influenced employee productivity at Access Bank Plc.

Research Hypotheses

The following hypotheses are proposed to guide the study:

H0₁: E-recruitment has no significant positive impact on employee punctuality at Access Bank Plc.

H0₂: E-recruitment has no significant positive effect on employee commitment at Access Bank Plc.

H0₃: E-recruitment has no significant positive influence on employee productivity at Access Bank Plc.

LITERATURE REVIEW AND THEORETICAL FOUNDATION

E-Recruitment

E-recruitment encompasses a range of digital practices aimed at attracting and selecting candidates through various online platforms, including job boards, company websites, and social media (Broughton et al., 2022). E-recruitment is broadly defined as the process of identifying, attracting, and hiring qualified candidates through electronic means. As organizations increasingly shift toward digital operations, e-recruitment has become a critical component of Human Resource Management (HRM). The transition from traditional recruitment methods to electronic systems is often referred to as electronic HRM (eHRM), which facilitates more efficient processes in staffing and employee management (Wang et al., 2023).

Parry and Wilson (2009) and Lee (2011) emphasize that e-recruitment offers significant advantages in terms of convenience, speed, and efficiency. Key digital tools, such as applicant tracking systems (ATS) and resume databases, enable organizations to streamline their recruitment processes and manage large volumes of applicants more effectively. These technologies not only reduce the time-to-hire but also improve the accuracy of candidate matching by leveraging data-driven algorithms and online assessments.

E-recruitment provides organizations with broader access to a diverse talent pool by enabling them to reach candidates across geographic boundaries. Moreover, it enhances

employer branding by showcasing an organization's values, culture, and opportunities directly on their website or through social media platforms. This makes e-recruitment a powerful tool for both large multinational corporations and smaller firms seeking to improve their hiring strategies.

Benefits of E-Recruitment

The benefits of e-recruitment are well-documented in the literature. Research indicates that e-recruitment enhances access to a broader talent pool, reduces recruitment costs, and improves the speed of the hiring process (Khan et al., 2023). Additionally, e-recruitment methods can lead to better candidate matching and reduced turnover rates, ultimately contributing to higher employee performance (Omar et al., 2022).

For instance, a study by Ibrahim et al. (2024) highlighted that organizations utilizing e-recruitment experienced a significant increase in the quality of applicants, which correlated with enhanced employee productivity and commitment. This is particularly pertinent in competitive industries like banking, where attracting skilled candidates is crucial for operational success (Suleiman et al., 2023).

Employee Performance

The concept of employee performance is central to this study, serving as the dependent variable. Performance is commonly defined as the ability of employees to meet or exceed organizational targets while delivering high-quality output (Ahmed et al., 2021). Numerous factors influence employee performance, including skills, motivation, workplace environment, and the availability of resources (Duruji & Olowookere, 2023).

In this study, employee performance is assessed through three key dimensions:

i. Productivity:

This refers to the efficiency with which employees complete their assigned tasks. High productivity is often associated with increased organizational performance and profitability (Obiora & Ezech, 2022). A productive workforce contributes significantly to the financial sustainability of an organization.

ii. Punctuality:

Punctuality involves the timely completion of tasks and adherence to work schedules. It is a critical factor in maintaining workflow continuity and meeting project deadlines (Elumah & Adebayo, 2020). Organizations with a punctual workforce tend to operate more smoothly and avoid costly delays.

iii. Commitment:

Commitment reflects the level of dedication employees show toward their roles and the organization. High levels of commitment are linked to lower turnover rates, higher job satisfaction, and improved overall performance (Ugochukwu & Hassan, 2023). Committed employees are more likely to remain engaged and loyal to the organization, fostering long-term success.

The Impact of E-Recruitment on Employee Performance

The direct impact of e-recruitment on employee performance is a relatively under-explored area in the literature. However, recent studies have begun to address this gap. For example, research by Oluoch et al. (2022) found that organizations that implemented effective e-recruitment practices reported higher employee punctuality, commitment, and productivity compared to those relying solely on traditional methods. This finding is particularly relevant for Access Bank Plc, as it suggests that adopting e-recruitment can enhance critical employee performance metrics.

Furthermore, a meta-analysis by Mensah et al. (2023) concluded that there is a positive correlation between the use of e-recruitment tools and various employee performance indicators. This underscores the potential of e-recruitment to not only streamline hiring processes but also foster a more engaged and productive workforce.

E-Recruitment in the Nigerian Banking Sector

In Nigeria, the banking sector has been slow to adopt e-recruitment practices compared to global standards (Adepoju & Olajide, 2022). This lag in technological adoption can be attributed to various factors, including inadequate infrastructure, lack of skilled personnel, and resistance to change within organizations. Nevertheless, the potential benefits of e-recruitment have prompted banks like Access Bank Plc to explore digital recruitment methods to enhance their talent acquisition strategies.

Studies indicate that Nigerian banks that embrace e-recruitment report improved employee outcomes, such as punctuality and commitment (Agboola & Aliyu, 2024). The COVID-19 pandemic has further accelerated this trend, forcing organizations to adopt remote work and digital recruitment practices to ensure business continuity (Daramola et al., 2023).

Challenges of E-Recruitment

Despite its advantages, e-recruitment presents several challenges. Organizations may face difficulties in navigating the vast array of online platforms and ensuring that their recruitment strategies align with their organizational goals (Chukwuma et al., 2023). Moreover, there are concerns regarding the quality of applications received through online channels, as some candidates may lack the necessary skills or fit for the organizational culture (Okeke & Egbe, 2024).

Additionally, cybersecurity threats and the risk of data breaches can pose significant risks for organizations employing e-recruitment strategies (Eze et al., 2023). These challenges highlight the need for organizations to adopt comprehensive strategies that mitigate risks while leveraging the benefits of digital recruitment.

Theoretical Framework

This study is underpinned by two major theories: Signaling Theory and the Resource-Based View (RBV) Theory. These theories provide a foundational understanding of how e-recruitment affects employee performance, particularly in the context of Access Bank Plc. Both theories align with recruitment practices, employee performance, and organizational strategy.

i. Signaling Theory

Signaling Theory, first proposed by Rynes and Miller (1983), is a vital framework in understanding how e-recruitment influences potential employees' perceptions of an organization. The theory posits that job applicants form perceptions about an organization based on signals or information they receive during the recruitment process. These signals may include tangible and intangible cues, such as the design and functionality of an organization's e-recruitment platforms (e.g., websites, job portals, and social media presence) as well as the responsiveness and professionalism of the recruitment process itself.

In the context of Access Bank, the adoption of e-recruitment platforms like the bank's website, online job listings, and social media campaigns plays a crucial role in shaping candidates' perceptions of the bank as a desirable employer. According to Collins and Stevens (2001), applicants interpret these recruitment-related activities as indicators of organizational characteristics, such as professionalism, innovation, and employee value proposition. For instance, a well-designed and user-friendly recruitment website could signal that Access

Bank values efficiency and technological advancement, which may positively influence applicants' decisions to join the organization.

Moreover, the theory highlights the importance of both the signals sent by the organization and the interpretations made by job seekers. In the e-recruitment process, candidates infer the quality of the work environment, opportunities for growth, and the company's values based on the recruitment tools used. This is particularly relevant in Access Bank's case, where potential employees may not have extensive prior knowledge of the bank's internal culture or operations. Thus, the effectiveness of e-recruitment in attracting punctual, committed, and productive employees is strongly tied to the signals these platforms send about the organization's capabilities and desirability as an employer.

ii. Resource-Based View (RBV) Theory

The Resource-Based View (RBV) Theory, developed by Barney (2001), Grant (1991), and others, posits that an organization's competitive advantage and superior performance are rooted in its unique resources and capabilities. This theory is particularly relevant to the study of e-recruitment at Access Bank, as it frames the recruitment platforms and technologies used by the bank as valuable organizational resources that can directly impact employee performance.

RBV suggests that for Access Bank to gain a competitive edge in recruiting top talent, it must leverage rare, valuable, and hard-to-imitate resources, such as a sophisticated e-recruitment system. E-recruitment tools like customized online job portals, targeted social media recruitment strategies, and automated email messaging systems can serve as strategic assets that enhance the bank's ability to attract and select high-performing employees. These resources are difficult for competitors to replicate, providing Access Bank with a sustained advantage in attracting talent.

The RBV theory also emphasizes the importance of integrating technology with human resource

practices to improve overall organizational performance. In this context, Access Bank's adoption of e-recruitment tools can streamline the hiring process, reduce time-to-hire, and improve the matching of candidates with job requirements. This, in turn, enhances employee performance outcomes such as punctuality, commitment, and productivity, which are critical metrics for the bank's operational success. The theory supports the idea that the right e-recruitment platforms if utilized effectively can improve employee performance by ensuring that the bank attracts individuals whose skills and values align with its strategic objectives.

By linking e-recruitment practices to organizational performance, the RBV theory provides a comprehensive framework for understanding how Access Bank can improve its employee performance through the consistent adoption and optimization of e-recruitment platforms. The theory reinforces the idea that these platforms are not just tools for filling vacancies but are strategic assets that contribute to long-term competitive advantage and workforce quality.

The Signaling Theory and Resource-Based View (RBV) Theory together provide a robust theoretical foundation for this study. The Signaling Theory explains how e-recruitment platforms influence applicants' perceptions of Access Bank, while the RBV Theory highlights the strategic value of these platforms in enhancing employee performance and gaining competitive advantage. Together, these theories underscore the importance of e-recruitment as a critical tool in shaping employee behavior and organizational success at Access Bank Plc, Nigeria.

Empirical Review

Numerous related studies were conducted across various locations, industries, and timeframes and several gaps have been identified, particularly in relation to e-recruitment and organizational performance. For instance, Dyke-Ebirika (2022) examined the e-recruitment process and its influence on organizational performance by

focusing on dimensions such as e-application tracking, e-interview, e-selection, and e-onboarding. This study assessed their impact on employee performance, operational efficiency, economic performance, and profitability. Similarly, Daniel (2019) investigated the effect of e-recruitment on organizational performance within the Nigerian banking sector, while Alabi et al. (2015) explored the influence of e-recruitment in the telecommunication sector in Nigeria, using self-administered structured questionnaires on a purposive sample of 120 respondents.

Additionally, studies like Elsayw et al. (2022) assessed the broader impacts of e-Human Resource Management (e-HRM) on organizational performance, covering elements such as e-recruitment and selection, e-learning and training, e-performance appraisal, e-communication, e-compensation management, and e-productivity. Nanayakkara (2020) conducted a conceptual review of e-HRM's impact on employee job performance, focusing on competitive positioning and how electronic HRM practices are utilized to enhance employee performance.

Upon reviewing the above studies, it was discovered that despite the contributions of the studies, it became evident that few studies have explored e-recruitment specifically within Nigeria's Deposit Money Bank (DMB) industry. Even more notably, previous research rarely treated e-recruitment as an independent variable, instead incorporating it as a component or sub-dimension of broader constructs like e-HRM. Most studies also tended to focus on the impact of e-HRM on organizational performance, with relatively few examining the direct effect of e-recruitment on individual employee performance metrics.

Therefore, this empirical study aims to bridge these gaps by evaluating the impact of e-recruitment specifically on employee performance in one of Nigeria's leading Deposit Money Banks (DMBs). It focuses on key aspects of e-recruitment, such as organizational websites, online job listings, social media

platforms, and email or messaging lists, and how these channels influence employee performance indicators like punctuality, commitment, and productivity. The study covers branches in major commercial cities including Lagos, Anambra, Kano, and the Federal Capital Territory (FCT), over a ten-year period (2013–2022), representing a time of significant transition from traditional HR processes to digital recruitment methods.

METHODOLOGY

This study employs a mixed-methods approach, utilizing ex-post facto, survey, and descriptive research designs to thoroughly and scientifically evaluate the impact of electronic recruitment on employee performance at Access Bank Plc in Nigeria. The focus is particularly on Anambra, Kano, Lagos States, and the Federal Capital Territory (FCT). The ex-post facto design is chosen due to its emphasis on analyzing past events and established facts concerning the variables under study.

The survey design is essential for collecting data from a specifically selected sample of Access

Bank Plc employees across the identified locations. This approach allows for a comprehensive assessment of the relationship between electronic recruitment methods and employee performance metrics. Descriptive and analytical methods are further employed to elucidate the extent and nature of the impacts of the independent variable (e-recruitment) on the dependent variable (employee performance).

Key indices for electronic recruitment identified through literature review and observed challenges, include online platforms such as the organization's website, job listings, social media, and email/message lists. These indices are examined concerning employee performance variables derived from Dhani, Sehwat, and Sharma (2016), including punctuality, commitment, and productivity across various branches, including the head office.

Access Bank Plc. has an estimated workforce of 1,058 employees distributed across the four selected locations, including its head office in some of Nigeria's most densely populated commercial areas. The breakdown of the study population is shown in Table 1.

Table 1 Population Frame

Adopted States	HR	Legal	Audit/Compliance	Branches	Total
Anambra	3	0	7	147	157
FCT	5	2	13	198	218
Kano	3	0	11	188	202
Lagos	37	21	33	390	481
Total	48	23	64	923	1,058

Source: Field Survey, 2022

The study employs stratified, purposive, and simple random sampling techniques to determine the sample size. The population is classified into four major locations: Anambra, FCT, Kano, and Lagos, along with relevant departments such as human resources (HR), legal, audit/compliance, and various branches. Purposive sampling is used to select respondents

from specific units and managerial levels responsible for assessing employee performance.

In addition, simple random sampling is utilized to select respondents from the broader employee pool not included in purposive sampling. This method involves randomly selecting employees through a drawing process, where participants

pick a wrapped piece of paper indicating their selection.

To establish a manageable sample size from the total population of 1,058 employees, the study applies Taro Yamane's formula:

$$n = N / (1 + N(e)^2)$$

Where:

n is the calculated sample size,

N is the total number of the employees of Access Bank Plc.

e is the acceptable sampling error and this is 5% assumed.

Thus,

$$n = 1,058 / 1 + 1,058(0.05)^2$$

$$n = 1,058 / 1 + 2.645$$

$$n = 1,058 / 3.645$$

$$n = 290.26$$

To enhance response rates, the sample size is increased by 10%, resulting in a final sample size of approximately 319 respondents, distributed across the selected locations as shown in Table 3.2.

Table 2: Sample Frame

Locations	Sample Size
Anambra	47
Federal Capital Territory	66
Kano	61
Lagos	145
Total Sample Size	319

Source: Field Survey, 2022

Table 3: Scale Reliability of Variables

Study Variables	Indices	Pilot Test 1	Pilot Test 2
e-Recruitment	Organization's website	0.71	0.79
	Online job listings	0.69	0.81
	Social media	0.67	0.77
	Email/message list	0.43	0.71
Employee performance	Punctuality	0.68	0.73
	Commitment	0.71	0.77
	Productivity	0.69	0.71

Source: Field Survey, 2023

The results from both pilot tests underscore the necessity for instrument refinement, confirming

This study utilizes two primary data sources: secondary sources, which form the bulk of the literature review, and primary data gathered through structured questionnaires administered directly to respondents. These questionnaires aim to collect relevant information regarding the impacts of electronic recruitment on employee performance at Access Bank Plc.

A single method is employed for data collection, involving the administration of structured questionnaires to the sampled employees. The questionnaire consists of two main sections: Section A includes five questions about the respondents' personal information, while Section B includes questions designed to gauge opinions on the research problem, objectives, and hypotheses. Section B is further divided into two parts: the first part consists of yes/no questions and open-ended questions, while the second part utilizes a 5-point Likert scale for standardized responses.

The validity of the questionnaire is ensured through expert consultations, while reliability is assessed via two pilot tests using Cronbach's Alpha calculated with SPSS version 22. The first pilot test revealed some variables with Alpha values below the acceptable threshold of 0.7. The second pilot test, however, demonstrated improved reliability with all Alpha values exceeding 0.7, indicating that the instruments used in this study are reliable.

that the revised questionnaire is both valid and reliable for the study's objectives.

The study assesses the impact of electronic recruitment on employee performance, particularly examining how different indices of e-recruitment such as the organization's website, online job listings, social media, and email/message lists affect employee performance variables (punctuality, commitment, and productivity) across the identified branches in Nigeria.

Multiple regression models for the study are specified as follows:

$$P_{CT} = \alpha + \beta_1 (W_{EB}) + \beta_2 (O_{NL}) + \beta_3 (S_{MD}) + \beta_4 (E_{ML}) + \epsilon I \dots \dots \dots 1$$

$$C_{MT} = \alpha + \beta_1 (W_{EB}) + \beta_2 (O_{NL}) + \beta_3 (S_{MD}) + \beta_4 (E_{ML}) + \epsilon I \dots \dots \dots 2$$

$$P_{RT} = \alpha + \beta_1 (W_{EB}) + \beta_2 (O_{NL}) + \beta_3 (S_{MD}) + \beta_4 (E_{ML}) + \epsilon I \dots \dots \dots 3$$

Where:

P_{CT} represented Employee Punctuality;

C_{MT} represented Employee Commitment;

P_{RT} represented Employee Productivity;

α is the intercept/slope;

$\beta_1, \beta_2, \beta_3$ and β_4 represented the regression coefficients or slopes that explained the extent, the how, and the degree of the impacts of each adopted indices of the independent variable (e-recruitment) including the Organisation's

Website (W_{EB}); Online Job Listings (O_{NL}); social media (S_{MD}); and Email/Message List (E_{ML}). ϵI is the stochastic error term.

Data analysis involves the use of simple percentages and Multiple Regression statistical tools for hypothesis testing, utilizing version 22 of E-Views via SPSS. Descriptive statistics, including simple percentages and standard deviations, help assess the characteristics and normality of the collected data. Multiple Regression analysis evaluates the relationships between the independent variable (e-recruitment) and the various indices of employee performance (punctuality, commitment, and productivity).

The analysis seeks to uncover cause-and-effect relationships among the main variables and their indices, providing insights into the effectiveness of electronic recruitment methods over the past decade.

RESULTS AND DISCUSSION

Table 4 presents the return rate of the questionnaires distributed among the study respondents.

Table 4: Return Rate of the Respondents

Copies of Questionnaire Administered	Copies of Questionnaire Returned	Percentage of Copies of Questionnaire Returned	Copies of Questionnaire Not Returned	Percentage of Copies of Questionnaire Not Returned
319	281	88.05%	38	11.95%
Source: Field Survey, 2023				

As shown in Table 4, a total of 319 questionnaires were administered to employees, resulting in 281 completed and returned questionnaires. This represents a return rate of 88.05%, while 11.95% of the questionnaires, equating to 38 copies, were not returned. This return rate is deemed sufficient for further analysis.

Respondents' Characteristics

Table 5: Outlines the demographic characteristics of the respondents, including gender, age, academic qualifications, working experience, and department/unit.

Table 5: Demographic Characteristics of Respondents

Characteristics	Respondents' Categories	Frequencies	Percentages
Gender	Male	133	47.52%
	Female	148	52.48%
	Total	281	100%
Age	Below 25 years	38	13.83%
	26-35 years	130	46.48%
	36-45 years	54	18.54%
	46-50 years	35	12.38%
	Above 50 years	24	8.62%
	Total	281	100%
Academic Qualifications	OND/NCE & Equivalent	81	28.98%
	First Degree & Equivalent	143	50.91%
	Postgraduate Diploma	32	11.23%
	Postgraduate Degree	25	8.88%
	Total	281	100%
Working Experience	Below 5 years	48	17.23%
	6-10 years	112	39.68%
	11-15 years	74	26.37%
	16-20 years	30	10.70%
	Above 20 years	17	6.01%
	Total	281	100%
Departments/Units	Human Resource	37	13.16%
	Audit and Compliance	17	6.05%
	Legal	26	9.25%
	Branch	201	71.54%
	Total	281	100%

Source: Field Survey, 2023

Table 5. Presents the demographic characteristics of the respondents, highlighting key features that may influence the quality of their responses of the respondents, 133 (47.52%) were male, while 148 (52.48%) were female, indicating a slight majority of female respondents.

Regarding age, 38 respondents (13.83%) were below 25 years, with the largest group (130 or 46.48%) falling within the 26-35year range. A total of 54 respondents (18.54%) were aged 36-45, while 35 (12.38%) were between 46-50 years, and 24 (8.62%) were above 50 years. This suggests that most respondents were aged between 26 and 50 years.

The academic qualifications revealed that 81 respondents (28.98%) held OND/NCE or equivalent certificates, while 143 (50.91%) possessed first degrees. Additionally, 32 respondents (11.23%) had postgraduate diplomas, and 25 (8.88%) held postgraduate degrees. This indicates that a significant majority (approximately 88%) of respondents had at least a first degree.

In terms of working experience, 48 respondents (17.23%) reported having less than 5 years of experience, while 112 (39.68%) had between 6 and 10 years. A total of 74 respondents (26.37%) indicated 11 to 15 years of experience, while 30 (10.70%) and 17 (6.01%) had 16-20 years and over 20 years of experience, respectively. Thus, it can be concluded that over 80% of respondents had a minimum of 5 years of relevant experience.

Lastly, regarding departments, 37 respondents (13.16%) worked in Human Resources, 17 (6.05%) in Audit and Compliance, and 26 (9.25%) in the Legal unit. The majority, 201 respondents (71.54%), were located in the branches. The selection of respondents from these departments is based on the assumption that employees in these roles possess qualitative insights related to human resource practices, recruitment, and performance issues. Overall, the demographic characteristics indicate a

diverse and knowledgeable sample, enhancing the quality of the responses gathered for this study.

Test of Hypotheses

H01: Electronic recruitment has not significantly and positively impacted employee punctuality at Access Bank Plc.

Table 6: E-Views Output for Hypothesis One (H01)

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.0603	0.0163	1.245	0.2428
WEB	0.3615	0.1122	2.825	0.0059
ONL	0.1546	0.0713	2.172	0.0315
SMD	0.2720	0.0555	4.897	0.0000
EML	0.0997	0.0361	2.760	0.0067
R-squared	0.7748			
Adjusted R-squared	0.7419			
F-statistic	16.4795			
Prob(F-statistic)	0.0000			
Durbin-Watson stat	2.0599			

The results presented in Table 6 show a high level of significance ($p < 0.05$) for the independent variables. Specifically, the organization's website (WEB), online job listings (ONL), social media (SMD), and email messaging (EML) in relation to employee punctuality at Access Bank Plc. The R^2 value of 0.7748 indicates that approximately 77.48% of

the variation in employee punctuality is explained by these variables. Thus, the null hypothesis is rejected, affirming that electronic recruitment significantly and positively impacts employee punctuality at Access Bank Plc.

H02: Electronic recruitment has not significantly and positively impacted employee commitment at Access Bank Plc.

Table 7: E-Views Output for Hypothesis Two (H02)

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.0599	0.0165	1.209	0.2270
WEB	0.2916	0.0981	2.971	0.0030
ONL	0.1404	0.0669	2.096	0.0373
SMD	0.2424	0.0517	4.692	0.0000
EML	0.0884	0.0345	2.565	0.0112
R-squared	0.7487			
Adjusted R-squared	0.7130			
F-statistic	14.3254			
Prob(F-statistic)	0.0000			

Durbin-Watson stat 2.0845

The results in Table 7 demonstrate that all independent variables; specifically, the organization's website (WEB), online job listings (ONL), social media (SMD), and email messaging (EML) are statistically significant ($p < 0.05$) concerning employee commitment. The R^2 value of 0.7487 indicates that approximately 74.87% of the variation in employee

commitment is attributed to these independent variables. Therefore, the null hypothesis is rejected, indicating that electronic recruitment has a significant and positive impact on employee commitment at Access Bank Plc.

HO3: Electronic recruitment has not significantly and positively impacted employee productivity at Access Bank Plc.

Table 8: E-Views Output for Hypothesis Three (H03)

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.0632	0.0158	1.486	0.1372
WEB	0.2892	0.0956	3.025	0.0028
ONL	0.1714	0.0677	2.530	0.0115
SMD	0.2873	0.0539	5.327	0.0000
EML	0.0907	0.0386	2.354	0.0190
R-squared	0.7789			
Adjusted R-squared	0.7448			
F-statistic	16.1012			
Prob(F-statistic)	0.0000			
Durbin-Watson stat	2.0210			

Table 8 shows that all independent variables; organization's website (WEB), online job listings (ONL), social media (SMD), and email messaging (EML), demonstrate statistical significance ($p < 0.05$) regarding employee productivity. The R^2 value of 0.7789 indicates that around 77.89% of the variation in employee productivity is explained by these variables. Thus, the null hypothesis is rejected, confirming that electronic recruitment significantly and positively impacts employee productivity at Access Bank Plc.

Discussion of Findings

The study aimed to evaluate the impact of electronic recruitment on employee performance at Access Bank Plc, focusing on metrics such as punctuality, commitment, and productivity. The results of the multiple regression analysis provide strong evidence for the effectiveness of various electronic recruitment platforms. Specifically, the organization's website, online

job listings, social media, and email messaging on enhancing employee performance from 2013 to 2022.

The first hypothesis tested whether electronic recruitment significantly impacted employee punctuality at Access Bank Plc. The results indicated that all independent variables had statistically significant coefficients, particularly the social media platform (SMD) with a t-statistic of 4.897 and a p-value of 0.0000, highlighting its profound effect on punctuality. The R^2 value of 0.7748 suggests that approximately 77.48% of the variance in punctuality can be attributed to electronic recruitment methods. This outcome aligns with existing literature, which emphasizes the importance of effective recruitment strategies in fostering punctuality among employees (Kumar et al., 2021; Ndubisi et al., 2020). By facilitating a smoother onboarding process and ensuring the right fit between job seekers and the organization, electronic recruitment can enhance employee engagement and commitment to their roles.

The second hypothesis examined the relationship between electronic recruitment and employee commitment. The findings showed that all platforms significantly influenced employee commitment, particularly the website (WEB) and social media (SMD), with p-values of 0.0030 and 0.0000, respectively. The R^2 value of 0.7487 indicates that about 74.87% of the variation in employee commitment is explained by these recruitment methods. This is consistent with research by Alshammari et al. (2023), which highlighted how modern recruitment practices enhance employees' sense of belonging and loyalty to an organization. The significant results suggest that Access Bank Plc effectively utilizes electronic recruitment to cultivate a committed workforce, thereby improving overall organizational performance.

The final hypothesis tested the impact of electronic recruitment on employee productivity. The analysis revealed statistically significant effects from all recruitment platforms, with the social media platform (SMD) showing the highest impact (t-statistic of 5.327, p-value of 0.0000). The R^2 value of 0.7789 indicates that approximately 77.89% of the variability in employee productivity is accounted for by the independent variables. This finding resonates with previous studies that argue electronic recruitment processes enhance productivity by ensuring that the right candidates are selected based on their skills and fit with the organizational culture (Bhatia et al., 2022; Obaid et al., 2021). The effective use of electronic recruitment tools not only streamlines hiring but also ensures that new hires are motivated and aligned with the organizational objectives, leading to improved performance outcomes.

CONCLUSION AND RECOMMENDATION

Overall, the findings from this study underscore the vital role electronic recruitment plays in enhancing employee performance metrics such as punctuality, commitment, and productivity at Access Bank Plc. By adopting modern recruitment strategies, the bank can not only improve the quality of its hires but also foster a more engaged and productive workforce. In light

of these findings, several recommendations are proposed for Access Bank Plc and similar organizations:

- i. Allocate resources to enhance electronic recruitment platforms, ensuring they are user-friendly and tailored to improving employee punctuality
- ii. Actively engage in social media recruitment strategies to increase visibility and employee commitment.
- iii. Implement continuous training programs for HR personnel on the effective use of electronic recruitment tools, ensuring they are adept at utilizing these technologies to enhanced productivity.

By following these recommendations, Access Bank Plc can further enhance its recruitment practices and overall employee performance, positioning itself as a leader in the banking sector.

The findings of this study provide valuable insights into the significance of electronic recruitment in enhancing employee performance, which can serve as a foundation for future research in this area.

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