

E-Recruitment and Profitability of Selected Food and Beverage Manufacturing Firms in Lagos State, Nigeria.

Orunja, Damilola, Nwankwere; Idowu, A.¹; Egbuta, O. U.

Business Administration & Marketing Department, Babcock University, Ilishan-Remo, Ogun State, Nigeria

Abstract: *In the manufacturing industry, the performance of the food and beverages manufacturing companies has been relatively poor. Therefore, prevailing issues such as labour shortage, lack of expertise, lack of technology advancement arises, resulting in a low organisational profitability. Hence, this study investigated the effect of E-recruitment on the profitability of selected food and beverages manufacturing companies in Lagos State, Nigeria. Cross-sectional survey research design was adopted and 388 management staff of five food and beverage manufacturing companies. The total enumeration method was adopted for the study. A well-structured questionnaire was validated and the Cronbach's alpha reliability coefficient for the constructs ranges from 0.71 to 0.77 while the overall reliability coefficient was 0.72. The response rate was 75% and data were analysed using descriptive and inferential statistics. Findings revealed that there was a statistically positive significant effect of e-recruitment on the profitability of selected food and beverages manufacturing companies in Lagos State, Nigeria ($\beta = 0.192$, $t = 5.677$, $r^2 = 0.100$, $p < 0.05$). The study concluded that e-recruitment affects the profitability of selected food and beverages manufacturing firms in Lagos State, Nigeria. The study recommended that the Nigerian food and beverages industry should employ strategies to properly implement e-recruitment procedure in order to ensure that employees are committed to increase employee productivity and profitability ultimately.*

Keywords: *E-recruitment, Food and beverage manufacturing companies, Organisational profitability.*

I. INTRODUCTION

The profitability of the food and beverages manufacturing industry is very important to any economy globally. The success, survival, and growth of organisations in the dynamic global business environment depend greatly on the calibre of manpower that carries out day to day activities of organisations. Human Resource Managers globally have recognised that human resources are the most valued asset of the organisation, therefore getting the right hire is of utmost importance to them. The process of recruiting and selecting talented individuals into both private and public companies one of the most crucial sources of competitive advantage by attracting and retaining (Tyagi, 2012). Electronic recruitment (E-recruitment) has been considered to be an important process in the selection and staffing of skilled employees in a highly competitive labour market (Okolie & Irabor, 2017). The food and beverages manufacturing companies though technologically-driven, as a result of competition for scarce skills, the attraction and retention of quality employees has been identified as the biggest challenge in their human capital management, attributed largely to limited incentives and payment structure, poor employee learning and development existent in some companies making employees to look for greener pastures elsewhere when the opportunity arises. This eventually results into many foods and beverage manufacturing companies suffering setback in terms of profitability of the companies that eventually affect the overall performance (Adegoroye & Oladejo, 2016)..

In a highly global competitive environment, food and beverages organizational effectiveness, operational performance and organizational efficiency has been an essential key to aid the food and beverages manufacturing companies in obtaining a dominant position and gaining higher profits (Cerulli, 2014). Globalization increase competition and continuous change in technology and market are the main reasons for the change of human resource management.

This has also resulted in a high turnover rate in most organisations especially in foods and beverages companies with inadequate information on the factors leading to these but benefits and compensation, employee relation and performance management pattern seen as major contributing factor in employee retention (Terera & Ngirande, 2014). E-recruitment has been recognised as an effective tool for hiring and motivating effective human resource (Alam, 2014). Technology has improved the process of recruiting knowledge sources by using the internet, which allows businesses to make cost savings, update job offers and recruitment at any time, to

shorten the recruitment cycle time, to identify and select best knowledge potential out of a wider range of candidates and gives the company an opportunity to improve its image and profile (Anand & Chitra, 2016). Hiring agents and companies have commonly employed online recruitment to improve the overall recruitment process speed. Using the online e-recruitment system has been found to save the employer's time as candidates profile are reviewed and rated by several persons in HR independently.

This study seeks to examine the effect of E-recruitment on the profitability of five selected food and beverages manufacturing companies in Lagos State, Nigeria.

II. Literature Review

Various literatures were reviewed to make a more vigorous understanding of the concepts and empirical works reviewed in this study.

a. E-Recruitment

E-recruitment has been in use since the mid-1980s, it is divided into four types which are corporate web sites for recruitment, and commercial websites/jobs boards/portals, social network sites for posting job advertisements, and E-recruitment agencies (Desler, 2008; Girard & Fallery, 2009; Kaur, 2015; Lee, 2015; Sills, 2014; Wanjiku. 2015). Corporate websites are web enabled interface that are used for e-recruitment through the use of a career portal which aim at brand promotion while commercial websites are independent of an employer, giving companies the possibility of outsourcing their recruitment function (Maurer & Liu, 2017). And the social networking sites are user-centred, focusing on enhancing sharing of information, in this case, between the employer and potential employee (Girard & Fallery, 2009). While E-recruitment agencies to Dessler (2008) fall under three categories; public agencies operated by state governments, those operated by the non-profit organizations and privately owned agencies. According to Armstrong (1999) recruitment agencies generally advertise, interview and produce a short list of applicants who match an organization's profile. The agencies provide expertise and reduce workload and most charge a fee based on a percentage of the basic salary for the job.

E-recruitment also known as online recruitment or internet recruitment has been defined by various authors (Anand & Chitra, 2014;). It is seen as the process of hiring candidates using electronic resources, particularly the internet (Khillare & Shirsale, 2017). They further stated that E-recruitment is the use of internet-enabled technologies to identify and attract employees for the purpose of talent acquisition. Recruitment processes with the use of electronic resources, such as the Internet is used to achieve and improve the normal outcomes of recruitment by the organisation. It allows corporate human resource to automate and streamline simple tasks, resulting in more efficient and productive hiring processes. But even with the advancements of technology, recruitment is still a people business. And because direct people interactions can take a substantial amount of effort and time, processes supported with online technologies have added automation and efficiencies to the value-chain. That is where online recruitment software technologies excel and where immense value can be derived from them (Holm, 2012).

All aspects of candidate management from searching for prospective applicants to new employee orientation now have the ability to fit into an e-recruitment system. Few employers, employment, and businesses specializing in recruiting job seekers for placement can keep up with today's human resource recruitment practices without implementing some form of e-recruitment system even if only a rudimentary system. Many national companies, in fact, now require candidates to complete an initial application for employment online, or at the least submit a resume to an online database.

The success of organisations depends on the calibre of the manpower that steers their day to day affairs (Ogunfuwa, 2016). When the right person is selected, the productivity of the selected person tends to be high to meet the standard set by the organisation (Ogbechie, 2017). E- Recruitment since its inception has turned out to be successful but it has faced quite a number of challenges and hurdles in the path of organisational success and profitability. Some job applicants fail to provide correct information online as they are not computer savvy. They tend to commit mistakes by wrongly filling required information like names, nationality, and qualifications. Online resumes easily get duplicated and hence chances of neglecting the real candidates instead of duplicate increases. As resumes are uploaded online there is no surety of authenticity and correctness of information provided by personnel. Some challenges are the quality and the quantity of candidates through the web tools. Many organizations have reported getting large number of applicants from unqualified people. In

case of absence of internet connection candidates cannot check any portal or site and these stated issues may have a direct and indirect effect on the organisation's profitability (Akuamoah, Amedagbui, Buabasa, & Letsa, 2016).

b. Organisational Profitability

Organisational Profitability is critical to a company's survival in the long-term and it measures a firm's past ability to generate returns (Santos & Brito, 2012). The ultimate long-term goal for a business is growth in the bottom line. Ambad and Wahab (2013) argue that to ensure survival in the industry, profitability is a key issue for every profit-oriented firm and maximizing it is the goal of the firm. So, to achieve higher profitability, it is imperative for every firm to have its own strategy that will fit into the current rapidly changing business environment.

Kew and Watson (2012) also provided a definition from a director of a professional services company: income less expenditure, not cash, and, lastly, income less expenditure for a given period. Karuru (2005) has indicated that profitability is the difference between the sales generated by a business and the expenses incurred during the business operations. He as emphasized that it is important to maximise the sales amount of a business by significantly reducing the expenses incurred in the business. Brinker (2002) agreed with Karuru (2005) by stating that the definition of profitability is the difference between the revenue and the operational expenses incurred in the business. Brinker (2002) also added that all businesses should aim at significantly reducing their operational expenses and aim at increasing their incomes to maintain a positive net income. This positive net income is referred to as a profit.

Profitability is critical to a company's survival in the long-term and it measures a firm's past ability to generate returns (Santos & Brito, 2012). The ultimate long-term goal for a business should be growth in the bottom line. Ambad and Wahab (2013) argue that to ensure survival in the industry, profitability is a key issue for every profit-oriented firm and maximizing it is the goal of the firm. So to achieve higher profitability, it is imperative for every firm to have its own strategy that will fit into the current rapidly changing business environment. The final goal of every productive or industrial activity is more profitability; and this involves the correct use of productive factors like resources and facilities and engagement in cost reduction schemes all of which will increase productivity. Profitability or getting advantage means the relation of profit with used capital. So a firm has to emphasize the two cases of increasing productivity and price improvement to achieve as much profit as possible. The consequence of this is that no business can survive for a significant amount of time without making a profit. Therefore, the measurement of a company's profitability, both current and future, is critical in the evaluation of the company. In this study, profit is the excess of the selling price of the article or service being sold over the cost of providing it. Without an understanding of profitability, it will be a bit challenging for a firm to remain in the business space. High levels of profitability show that the business is succeeding, and is worth investing in.

c. E-Recruitment and Profitability

Some studies have investigated e-recruitment and organisational profitability especially in Nigeria, which indicated significant effect on organisational profitability (Aravamudhan & Krishnaveni 2016; Kasa, 2017; Ooja, 2014; Sajeena, 2017) while other studies found insignificant effect. According to Bidisha and Baruah (2013), though most food and beverage companies are technology driven, yet human resources are required to run the technology. The biggest challenge that food and beverage manufacturing companies are facing is not only managing these human resources but also retaining them, which has been attributed severally to limited incentives and payment structure, poor employee learning and development. Due to competition for scarce skills, the attraction and retention of quality employees has emerged as the biggest challenge in human capital management and as a result most foods and beverage companies suffer setback in terms of financial and non-financial performance. This has resulted in high turnover rate, inadequate information on benefits and compensation, employee relation and performance management pattern are seen as major contributing factor in employee retention (Adegrooye & Oladejo, 2016; Terera & Ngirande, 2014).

Human resource managers spend a great deal of time sorting through resumes to discard those that do not qualify for the position they are seeking to fill. There is need to investigate thus whether e-recruitment affects organisational profitability. Applicants tend to commit mistakes like filling their name wrongly, their native

place wrongly, their qualifications and others (Okolie & Irabor, 2017). Online resumes easily get duplicated and hence chances of neglecting the real candidates instead of duplicate increases. As resumes are uploaded online so there is no surety of authenticity and correctness of information provided by personnel. Some challenges are the quality and the quantity of candidates through the web tools (Okonwa, 2016). Therefore, recruiting employees in Nigeria through this means has shown that it is possible to have a large pool of applicants or candidates with good resumes but are not qualified. Thus, with these developments, firms fail to reap the benefits of online recruitment and this has a bearing on the profitability of the organisation as square pegs are put in round holes.

Ghazzawi and Accoume (2014) found that internet recruitment or e-recruitment aids in removal of complex and unnecessary paper work, and the introduction of streamlined workflow systems, and efficient communication channels between job seekers and employers. They further discovered that e-recruitment systems are important tools for helping organisations to establish a brand identity, attract talented employees, and retain valuable ones compared to traditional recruitment methods. Using information and communication technologies in human resource services have become an important strategy in order to achieve competitive advantages for companies. Aftab (2014) found that the role of e-recruitment was important for organisational effectiveness, and the independent variable E-recruitment was found influential on organisational effectiveness. The relationship between e-recruitment and organisational effectiveness was positive.

The study show that e-recruitment process helps in identifying best candidate for the jobs and helps creating a huge pool of candidates to select the most talented individuals for the organisation. The study also suggests that organisational effectiveness can be achieved by providing necessary information about the job and organisational goals to the future employees. Mase and Uttam (2018) discovered that e-recruitment contributed positively to the improvement of organisational performance in Kenya. Although the study of Othman and Musa (2016) reported that e-recruitment does not contribute significantly to the performance of organisations. Another study that reported a negative finding is the study of Theulius and Gyver (2014) where it was established that other factors apart from e-recruitment all had a significant effect on the performance of organisations. The study of Upphill and Ariel (2018) reported that the adoption of e-recruitment gave rise only to attraction of unqualified personnel as everyone had access to the company's website to apply for posts. On this basis of this, we hypothesize that:

d. Theoretical Foundation

This study is anchored on the Resource Based View (RBV) of the firm. The theory applied to the study seeks to extend the RBV of the firm to E-recruitment and tries to explore its linkage to organisational profitability. Through the development of the capabilities of E-recruitment, its antecedents and outcomes, the firm can stay ahead of its competitors (Rogers, 2015), hence, leading to (VRIN) valuable, rare, non-imitable and non-substitutable. creating internal firm capabilities that are not easy for other firms to imitate (Barney, Wright, & Ketchen, 2001; Kowo, ObaAdenuga, Sabitu, 2019). This provides unassuming resource systems with the potential to contribute to competitive advantage that is sustainable through the development of firm and specific human resource competencies. It is for this reason that talent, which is a scarce resource, is an element that organisations globally compete for to reflect back on their goals and competitive advantage within the markets they operate in. This theory is relevant to the study because it demonstrates how a firm derives sustainable competitive advantage through the exploitation of the scarce characteristics of individuals who are talented.

III. Research Methodology

This study has adopted the empirical approach to examine the effect of E-recruitment (independent variable) on profitability (dependent variable) adopting the cross sectional survey research design. In this section the population and sample are presented

The population of this study comprises of the management staff of five selected quoted food and beverages manufacturing firms. The justification for choosing the companies is that they are key players in the Nigerian manufacturing sector and there is high level of productivity which enables their products to become featured in the market and are also quoted in the Nigerian Stock Exchange (Adenuga, 2019). Table 3.1 below shows the breakdown of the population of study which is pegged at three hundred and eighty eight (388) respondents.

Table 3.1 Population of selected manufacturing companies

S/N	Selected Food and Beverages Manufacturing firms.	Human Resources Staff	Senior Management Staff from other Department	Total
1	Chi Nig Plc	13	73	86
2	Flour Mills of Nig. Plc	15	74	89
3	Cadbury Nig. Plc	9	61	70
4	Unilever Nig. Plc	11	68	79
5	Nestle Nig. Plc	12	52	64
	Total	60	328	388

Source: Researchers Survey (2020)

A homogeneous research instrument was adapted and self-developed for this study and the reliability and validity was confirmed, after a pilot study was carried out. The study was carried out to confirm the proposition that was based on the following specified model:

$$Y = f(X)$$

$$OPT = f(ERC) \dots\dots\dots Functional_relationship$$

$$Y_i = \alpha_0 + \beta_1 X_i + \ell_i \dots\dots\dots model_equation$$

$$OPT_1 = \alpha_0 + \beta_1 ERC_1 + l_1 \dots\dots\dots model_equation$$

Where:

X (ERC) = E-recruitment

Y (OP) = Organisational profitability

The *a priori* expectation of the study is that E-recruitment should show a positive significant effect on organisational profitability.

This study is hypothesized with one hypothesis which are proposed to represent the effect of E-recruitment on organisational profitability.

Figure 1 - Research Model



Based on Research model about effect of E-recruitment on Organisational Profitability, this hypothesis is used:
 H_0 : e-recruitment has no significant effect on organisational profitability of selected food and beverage manufacturing firms in Lagos State, Nigeria

However, the research is limited to five (5) Food and Beverage manufacturing firms operating in Lagos State and the choice of these food and beverage are considered because of their common characteristics such as working environment. The justification for choosing the firms is that they are key players in the Food and Beverage manufacturing industries there is high level of productivity which enables their products to become featured in the market and they are also quoted in the Nigerian Stock Exchange. They are listed of the Nigeria Stock Exchange and have been incorporated for over ten (10) years and produces variety of products. Also, there headquarters are in Lagos State which is a commercial centre for many of these firm. These five firms are Chi limited, Flour Mills of Nig. Plc, Cadbury Nig. Plc, Unilever Nig. Plc and Nestle Nig. Plc. The target population is drawn from the five Food and Beverage manufacturing firms, the target population of this study is 388. The sample is 388 because the researcher made use of total enumeration method.

IV. Result Presentation, Analysis, and Discussion

A total of three hundred and eighty eight (388) copies of the questionnaire were administered, two hundred and ninety-one (291) were duly filled, returned and considered usable, which represents 75% response rate with distribution across the respective companies are as shown in Table 2

Table 4.1

S/N	Category	Frequency	Percentage
1	Complete usable questionnaires	291	75
2	Incomplete copies of questionnaires	97	25

Source: Field Survey, 2020

The descriptive statistics on the responses to question items under Employees recruitment are as presented in the Table below:

Table 4.2: Descriptive statistic on E-recruitment

Items	Very high	High	Moderately High	Moderately low	Low	Very low	Total	Mean	Standard Deviation
Advertisement through corporate intranet	16.5%	40.9%	23.7%	3.8%	7.6%	7.6%	291	4.323	1.411
Advertisement of vacant position on company's website	23.7%	35.7%	12.4%	16.5%	7.9%	3.8%	291	4.395	1.406
Sourcing of potential candidates	12.4%	36.4%	24.7%	3.8%	11.3%	11.3%	291	4.007	1.542
Electronic processing of resume	7.9%	16.5%	44.7%	12.0%	11.3%	7.6%	291	3.749	1.295
Preliminary examinations for candidates	12.0%	28.2%	19.9%	11.7%	12.0%	16.2%	291	3.680	1.650
Average of mean/ standard deviation								4.031	1.461

Source: Field Survey, 2020

Table 4.2 presents results of descriptive statistics of e-recruitment. The results of the descriptive analysis revealed that 16.5% of the respondents indicated that advertisement through corporate intranet is very high, 40.9% of the respondents indicated that advertisement through corporate intranet is high, 23.7% indicated moderately high, 3.8% indicated moderately low, 7.6% indicated low and 7.6% of the respondents indicated very low. On average, the respondents indicated advertisement through corporate intranet is moderately high (mean = 4.323, STD = 1.411). Further, the table above revealed 23.7% of the respondents revealed that advertisement of vacant position on company's website is very high, 35.7% indicated high, 12.4% indicated

moderately high, 16.5% indicated moderately low, 7.9% indicated low and 3.8% of the respondents indicated very low. On average, the respondents indicated that advertisement of vacant position on company’s website is moderately high (mean = 4.395, STD = 1.406). For sourcing of potential candidates, 36 (12.4%) of the respondents indicated very high, 36.4% indicated high, 24.7% indicated moderately high, 3.8% indicated moderately low, 11.3% indicated low, and 7.6% of the respondents indicated very low. On average, the respondents indicated that sourcing of potential candidates is moderately high (mean = 4.007, STD = 1.542). The result of the descriptive analysis also revealed that 7.9% of the respondents indicated that electronic processing of resume is very high, 16.5% indicated high, 130 44.7% indicated moderately high, 12.0% moderately low, 11.3% indicated low, and 7.6% of the respondents indicated very low. On average, the respondents indicated that employees training to meet customer demands is high (mean = 3.749, STD = 1.295). For Preliminary examinations for candidates, 12.0% of the respondents indicated very high, 28.2% of the respondents indicated high, 19.9% indicated moderately high, 11.7% indicated moderately low, 12.0% indicated low and 16.2% of the respondents indicated very low. On average, the respondents indicated preliminary examinations for candidates is moderately high (mean = 3.680, STD = 1.650). The average mean score of the statements is 4.031 with a standard deviation of 1.461 which means that on average the respondents indicate that e-recruitment is moderately high.

Table 4.3: Descriptive Statistic on Organisational Profitability

Items	Very high	High	Moderately High	Moderately low	Low	Very low	Total Number of Respondents	Mean	Standard Deviation
Financial expectations	23.4%	45.4%	12.0%	11.3%	7.9%	0	291	4.650	1.184
Return on investment	20.3%	47.4%	24.4%	7.9%	0	0	291	4.801	0.852
Level of operations	28.5%	32.3%	7.6%	19.9	11.7%	0	291	4.461	1.388
Salary increase based on profitability	20.3%	20.3%	19.9%	16.2%	11.3%	12.0%	291	3.859	1.643
Return on capital employed.	19.9%	47.4%	16.2%	16.5%	0	0	291	4.708	0.969
Average of mean/ standard deviation								4.500	1.207

Source: Field Survey, 2020

Table 4.3 represents the result of descriptive statistics for Organisational profitability. The result of the descriptive analysis revealed that of 23.4% indicated Financial expectations is very high, 45.6% indicated that Financial expectations is high, 12.0% indicated Financial expectations is moderately high, 11.3% indicated that Financial expectations is moderately low, 7.9% indicated that Financial expectations is low, 0% indicated that Financial expectations is very low. On the average, the respondent’s Financial expectations is high (mean = 4.650, standard deviation = 1.184). For Return on investment, 20.3%) indicated very high, 47.4% indicated high, 24.4% indicated moderately high, 7.9% indicated moderately low, 0% indicated low, 0% indicated very low. On the average, the respondents indicated that Return on investment is high (mean = 4.801, standard deviation = 0.852). The result of descriptive analysis revealed that 28.5% indicated that Level of operations is

very high, 32.3% indicated that Level of operations is high, 7.6% indicated Level of operations is moderately high, 19.9% indicated that Level of operations is moderately low, 11.7% indicated that Level of operations is low, 0% indicated that Level of operations is very low.

On the average, the respondents indicated Level of operations is moderately high (mean= 4.461, standard deviation = 1.388).

Further, the Table 4.3 revealed that 20.3% revealed that Salary increase based on profitability is very high, 20.3% indicated high, 19.9% indicated moderately high, 16.2% indicated moderately low, 11.3% indicated low, 35 12.0% indicated very low. On the average, the respondents indicated that Salary increase based on profitability is moderately high (mean= 3.859, standard deviation = 1.643). For Return on capital employed 19.9% indicated very high, 47.4% indicated high, 16.2% indicated moderately high, 16.5% indicated moderately low, 0% indicated low, 0% indicated very low. On the average, the respondents indicated that Return on capital employed is high (mean= 4.708, standard deviation = 0.969). The average of mean score of the item is 4.500 with a standard deviation of 1.207 which mean that on average the respondents indicates that organisational profitability is high.

Relating results in Tables of 4.2 and 4.3, e-recruitment and organisational profitability have a closer pattern of increase, with the grand mean being 4.031 and 4.500 respectively. The finding of the study shows that e-recruitment is moderately high in these selected food and beverage manufacturing firms in Lagos State, Nigeria. Likewise, the result of financial expectations, return on investment, level of operations, salary increase based on profitability, return on capital employed is high in these selected food and beverage manufacturing firms in Lagos State, Nigeria. Thus, from the result e-recruitment affects organisational probability of selected food and beverage manufacturing firms in Lagos State, Nigeria and this provides answer to research question one and enables the research objectives.

V. Restatement of Hypothesis

Ho₁: E-recruitment has no significant effect on organisational profitability of selected food and beverages manufacturing firms in Lagos State, Nigeria.

To test hypothesis, a simple linear regression was used. In the analysis, the dependent variable was organisational profitability while the independent variable e-recruitment. The regression result are presented in Table 4.4

Table 4.4: Simple Regression of E-recruitment on Organisational Productivity

Variables	<i>B</i>	<i>T</i>	<i>Sig</i>	<i>R</i>	<i>R</i> ²
Constant	3.722	26.954	0.000	0.317 ^a	0.100
E-recruitment	0.192	5.577	0.000		
a. Dependent Variable: Organisational Profitability					

Source: Researcher’s Survey, 2020

The result presented in table 4.4 shows that e-recruitment have a positive significant effect on organisational profitability of selected food and beverages manufacturing firms in Lagos state, Nigeria ($\beta = 0.192$, $t = 5.677$, $p < 0.05$). The R value (4.4) for the regression model is 0.3177 which shows that e-recruitment has a low positive significant relationship with organisational profitability. Furthermore, the R square value for the regression model is 0.100 which indicates that -recruitment shares a variation of 10.0% of organisational profitability of selected food and beverages manufacturing firms in Lagos State Nigeria, while the remaining could be attributed to other factors not included in the model. This finding is supported by a positive and significant unstandardized β coefficient in Table 4.6(b) ($\beta = 0.192$, $t = 5.677$, $p < 0.05$). The result of the standard error of the estimate is 0.55106. This means that the variability in the prediction is 0.55106. The regression model used to explain the variation in organisational profitability due to the effect of e-recruitment can be stated as follows:

$$OPT = 3.722 + 0.192ERC \dots\dots\dots Eqn (i)$$

Where:

OPT = Organisational Profitability

ERC = E-recruitment

The regression equation above shows that the parameter estimate of e-recruitment complied with a priori expectation which explains that e-recruitment will have a positive effect on organisational profitability of selected food and beverages manufacturing firms in Lagos State, Nigeria. The constant was 3.722 implies that if e-recruitment is at zero; the value of organisational profitability would be 3.772. The coefficient of e-recruitment was 0.192 which indicates that an improvement in e-recruitment will result in 0.192 increase in organisational profitability of selected food and beverages manufacturing firms in Lagos State, Nigeria. This implies that an increase in e-recruitment will subsequently increase organisational profitability of selected food and beverages manufacturing firms in Lagos State, Nigeria. Based on the results, the null hypothesis one (H_{01}) which states that e-recruitment has no significant effect on organisational profitability of selected food and beverages manufacturing firms in Lagos State, Nigeria was rejected.

VI. Discussion

The study evaluates the effect of e-recruitment and organisational profitability of selected food and beverages manufacturing firms in Lagos State, Nigeria. The results of the regression analysis for the effect of e-recruitment on organisational profitability of selected food and beverages manufacturing firms in Lagos State, Nigeria provided an overall significant view. The study revealed that e-recruitment has a weak but positive and significant effect on organisational profitability of selected food and beverages manufacturing firms in Lagos State, Nigeria.

In concept, E-recruitment allows companies to reach a greater number of job seekers in less time and with low cost (Matta & Sardana, 2012; Depardieu & Islam, 2008). E-recruitment is the use of internet to attract high quality candidates, screening of suitable profiles, streamlining the application and recruitment process. Internet has made an impact on the human resource arena. Cappelli (2012) explores that online recruiting leads to saving cost, wide open market, uncontrolled by individual companies, unconstrained by geographical boundaries, speed up the process of tracking and contacting applicants and creates image of relationship marketing as product marketing. According to Verhoeven and Williams (2008), e-recruitment provides quicker turn-around time, increased number of suitable applicants and it makes recruitment process easy and cost saving.

The study is consistent with empirical findings of several studies such as Aftab (2014); Ghazzawi and Accoume (2014); Masese and Uttam (2018) finding present a positive relationship between e-recruitment and organisational profitability. Lakshmi (2014) discovered that e-recruitment is an effective process of recruiting personnel with the use of technology and web based resources. In contrast, this study of Theulius and Gyver (2014) reported a negative finding in its study where it was established that other factors apart from e-recruitment all had a significant effect on the performance of organizations. Also the study of Othman and Musa (2016) reported that e-recruitment does not contribute significantly to the performance of organisations. Based on these contrary findings, this study therefore accepts the null hypotheses (H_0) which states that e-recruitment has no significant effect on organisational profitability of selected food and beverages manufacturing firms in Lagos State, Nigeria.

The theoretical evidence of the effect of e-recruitment and organisational profitability is evident in attraction-selection-attrition theory. The theory posits that effective recruitment should produce high person-organization fit, enhancing employee attachment to the organisation (Edward (2003). Chapman and Webster (2003) opine that technology-based recruitment tools improve efficiency, new assessment tools reduce cost, standardize systems and expand applicants' pool. E-recruitment allows companies to reach a greater number of job seekers in less time and with low cost (Matta & Sardana, 2012; Depardieu & Islam, 2008; Smith & Rupp, 2004).

The finding reveals that e-recruitment has a significant effect on organisational profitability of selected food and beverage manufacturing firms in Lagos State, Nigeria. The study recommends that the management team of the selected companies ensure they follow the right procedure (identify need for an opening, decide whether to hire internally or externally etc.) on e-recruitment to increase organisational profitability

References

- [1]. Adegoroye, A. A., & Oladejo, M. (2016). Strategic human resource management practices in the post consolidated Nigerian commercial banks. *European Journal of Business and Management*, 4(15), 168-176.
- [2]. Aftab, A. (2014). Impact of e-recruitment on organizational effectiveness. *The International Journal of Human Resource Management*, 3(1), 1-11.
- [3]. Akuamoah, W. S., Amedagbui, K., Buabasa, D. Y., & Letsa, A. K. (2016). The impact of effective recruitment and selection practice on organisational performance (A case study at university of Ghana). *International Journal of Human Resource Management*, 16(11), 2249-4588.
- [4]. Ambad, S. N. A., & Wahab, K. A. (2013). Entrepreneurial orientation among large firms in Malaysia: Contingent effects of hostile environments. *International Journal of Business and Social Science*, 4(16), 34-45.
- [5]. Armstrong, M. (2009). *Armstrong's handbook of strategic human resource management*. London: Kogan Page.
- [6]. Anand, J. & Chitra, D.S.(2016). The impact of e- recruitment and challenges faced by HR Professionals International. *Journal of Applied Research*, 2(3), 410-413.
- [7]. Aravamudhan, N. R., & Krishnaveni, R. (2016). Establishing content validity for new performance management capacity building scale. *International Journal of Business and Social Science*, 15(3), 20-43.
- [8]. Barney, J. B. & Wright, P. M. (1997). *On becoming a strategic partner: The role of human resources in gaining competitive advantage* (CAHRS Working Paper #97-09). Ithaca, NY: Cornell University, School of Industrial and Labor Relations, Center for Advanced Human Resource Studies.
- [9]. Bidisha, L. D., & Baruah, M. (2013). Employee recruitment: A literature review. *OSR Journal of Business and Management (IOSR-JBM) XIV*(12), 8-16
- [10]. Brinker. R. (2002). *Introduction to financial management*, 3rd Edition. London: George Allen and Unwin.
- [11]. Chapman, D. S., & Webster, J. (2003). The use of technologies in the recruiting, screening, and selection processes for job candidates. *International journal of selection and assessment*, 11(2-3), 113-120.
- [12]. Cappelli, P. (2012). *Why good people can't get jobs: The skills gap and what companies can do about it*. Pennsylvania: Wharton Digital Press.
- [13]. Cerulli, G. (2014). The impact of technological capabilities on invention: An investigation based on country responsiveness scores. *World Development Journal*, 5(9), 147-165.
- [14]. Depardieu, G., & Islam, P. (2008). Efficient talent acquisition through e-recruitment. *International Journal of Business and Management*, 5(6), 23-40.
- [15]. Dessler, G. (2008). *Human resource management*. (11th Edition). Upper Saddle River, New Jersey: Pearson Education, Inc.
- [16]. Edward, D. N. (2003). Recruitment and selection practices of organisations, a case study of hfc bank (gh) ltd. *International Journal of Economics, Business and Management Research*, 3(3), 195-206.
- [17]. Ghazzawi, K. & Accoumeh, A. (2014). Critical success factors of the e-recruitment system. *Global Journal of Human Resource Management*, 5(3), 01-09.
- [18]. Holm, A. B. (2012). E-recruitment: Towards a ubiquitous recruitment process and candidate relationship management. *German Journal of Human Resource Management*, 26(3), 241-259.
- [19]. Karuru, M. (2005). Does working capital management affect profitability of Belgian firms? *Journal of Business Finance & Accounting*, 30 (3-4), 573-585.
- [20]. Kasa, A. K. (2017). Adoption of E-recruitment in the Ethiopian Banking Industry. *IBMRD's Journal of Management & Research*, 6(2), 29-37.
- [21]. Kaur, P. (2015). E-recruitment: A conceptual study. *International Journal of Applied Research*, 1(8), 78-82.
- [22]. Kew, J., & Watson, A. (2012). *Financial Accounting: An introduction*. 4th ed. Cape Town: Oxford University Press.
- [23]. Khillare, P. Y. & Shirsale, S. K. (2017). A study of conceptual framework: E-recruitment in current business scenario. *International Journal of Research in Management, Economics, Commerce*, 7(1), 35-39.
- [24]. Kowo, S. A., ObaAdenuga, O. A., & Sabitu, O. O (2019). Efficacy of e-recruitment practices on employee retention in multinational corporations. *Economic and Culture*, 16(1), 161-171.
- [25]. Lakshmi, A. (2014). Impact of e-recruitment on organizational effectiveness. *International Journal of Human Resource Studies*, 8(2), 218-232.

- [26]. Masese, O. F., & Uttam, M. K. (2018). Effectiveness of E-Recruitment in Organization Development. *Management and Economic Journal*, 2(4), 294-301.
- [27]. Matta, S. K., & Sardana, S. (2012). Cost reduction through e-recruitment: A case study of Indian IT industry. *International Journal of Research in Computer Application and Management*, 2(7), 38-44.
- [28]. Ogbechie, V. (2017). The impact of urban environment and seasonality on the quality of Ikpoba River in Benin City, Nigeria. *Applied Mechanics and Material*, 21(7), 839-852.
- [29]. Ogunfuwa, I. (2016). SAB Miller Foundation to Train 120 Entrepreneurs. Punch Newspaper, 3.
- [30]. Okolie, U. C. & Irabor, I. E. (2017). E-recruitment: Practices, opportunities and challenges. *Journal of Business and Management*, 9(11), 116-122.
- [31]. Okonwa, C. (2016). The Impact of E-Recruitment and challenges faced by HR Professionals. *The Academy of Management Review*, 5(2), 50-71.
- [32]. Ooja, R. (2014). E-recruitment: practices, opportunities and challenges: *Review of Contemporary Business Research*, 2(11), 52-74.
- [33]. Othman, R. M. & Musa, R. (2016). E-recruitment in multi-national companies: analytical studies of multi-national companies in NCR. *Resource Management Journal*, 2(2), 10-16.
- [34]. Rogers, W. (2015). *Using Social Media in the Recruitment Process*. Insight series.
- [35]. Santos, J. B., & Brito, L. A. L. (2012). Toward a subjective measurement model for firm performance. *BAR-Brazilian Administration Review*, 9(1), 95-117.
- [36]. Sajeena, U. (2017). Recruitment and selection strategies of public sector undertakings. Recruitment and selection strategies of Public Sector undertakings. *International Journal of Research – Granthaalayah*, 5(2), 333-337.
- [37]. Smith, A. D., & Rupp, W.T. (2004). Managerial Challenges of e-recruiting: Extending the life cycle of new economy employees. *Online Information Review*, 28(1), 61-74.
- [38]. Terera, S. R., & Ngirande, H. (2014). The impact of rewards on job satisfaction and employee retention. *Mediterranean Journal of Social Sciences*, 5(1), 481-487.
- [39]. Theulieus, E., & Gyver, A. (2014). The impact of recruitment and criteria on organizational performance. *The Academy of Management Review*, 3(2), 22-33.
- [40]. Tyagi, A. (2012). Effective talent acquisition through E-recruitment: A study. *Excel International Journal of Multidisciplinary Management Studies*, 2(1), .
- [41]. Verhoeven, H., & Williams, S. (2008). Advantages and disadvantages of Internet recruitment: A UK study into employer's perceptions. *International Review of Business Research Papers*, 4(1), 364-373.
- [42]. Wanjiku, K. R. (2015). Perceived effectiveness of e recruitment in talent acquisition in the Kenyan Public Service. MBA Project from University of Nairobi.
- [43]. Upphill, A., & Ariel, U. (2018). Effects of e-recruitment and internet on recruitment process: An Empirical study on Multinational companies of Bangladesh. *International Journal of Academic Research in Business and Social Sciences*, 4(5), 18-31.