YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF MANAGEMENT STUDIES

MBA PROGRAMME

THE EFFECT OF e-RECRUITMENT ON HUMAN RESOURCE MANAGEMENT CAPABILITY AND ORGANIZATIONAL PERFORMANCE IN AEON ORANGE COMPANY LIMITED

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EMBA II- 31

EMBA 19th BATCH

MAY, 2024

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"This thesis is submitted to the Board of Examiners in partial fulfilment of the requirements for the degree of Master of Business Administration (MBA)".

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ACCEPTANCE

This is to certify that this thesis titled **"The Effect of e-Recruitment on Human Resource Management Capability and Organizational Performance in AEON ORANGE COMPANY LIMITED"** has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

(Chairman)

Dr. Tin Tin Htwe

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(Examiner)

MAY, 2024

ABSTRACT

The aims of this study are to analyze the effect of e-recruitment on human resource management capability and to analyze the effect of human resource management capability on organizational performance in AEON ORANGE COMPANY LIMITED. Primary data were collected from 81 employees at the managerial level across various departments in the company by using the census sampling method. Items in this study's questions are measure with a 5-point Likert scale. Online survey method is used for this study. Both descriptive statistics and linear regression analysis are used in this study. In the analysis of perception on external and internal determinants on human resource management capability, most of the respondents agreed that well-thought-out planning for e-recruitment is essential for effective human resource management capability and that technology quality, service quality and security assurance are important tools. They also agreed that e-recruitment reduces time and effort in the recruitment process. Regarding organizational performance, effective e-recruitment strategies improve labor productivity, service quality of staffs, recruitment decision speed and reduce recruitment costs. The findings of the study indicate that e-recruitment has a positive and significant effect on human resource management capability. Additionally, the result also shows that human resource management capability has a positive and significant effect on organizational performance. Based on these findings of analysis, this study recommends that the company should continue to invest in e-recruitment planning, upgrading its e-recruitment technology to ensure technology quality, service quality and security assurance, and strengthen collaboration between HR and IT departments. Additionally, the company should implement a system for continuous monitoring of e-recruitment processes and soliciting feedback from stakeholders to ensure ongoing improvement and effectiveness of the e-recruitment process. It is also essential for company management and participants to place greater emphasis on enhancing external and internal determinants of e-recruitment.

ACKNOWLEDGEMENTS

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LIST OF ABBREVIATIONS

EMMT   - Empowered Managers and Members Team

HIC   - HR & IT Collaboration

HR   - Human Resource

HRM   - Human Resource Management

HRMC   - Human Resource Management Capability

IT   - Information Technology

OP   - Organizational Performance

PER   - Plan for e-Recruitment

SA   - Security Assurance

SQ   - Service Quality

TQ   - Technology Quality

CHAPTER 1

INTRODUCTION

Nowadays, the business environment is highly competitive and rapidly changing. Organizations are constantly striving to enhance their human resource management (HRM) capability to improve organizational performance. According to Rathee and Bhuntel (2017), human resources (HR) are the most irreplaceable asset, playing a pivotal role in the progress and success of any organization. Without innovative work and positive contributions from employees, organizations cannot thrive. Therefore, a well-planned recruitment and selection process, as one of the essential HRM practices, is crucial within the organization. Numerous empirical studies have demonstrated that the effective implementation of e-recruitment in organizations not only enhances their capabilities by attracting rights talents but also boosts organizational competitiveness through technology utilization.

Alateyah (2016) highlighted the importance of understanding external and internal determinants of e-recruitment to enhance HRM capabilities and ultimately improve firm performance. The importance of aligning e-recruitment with organizational strategy is to achieve optimal results. Implementation plan, using the right technology and providing quality service are crucial aspects of successful e-recruitment. Galanaki (2002) defined that e-recruitment is the use of online platforms to attract and identify potential employees, which can include corporate or commercial recruiting websites, electronic advertisements on various websites and additional methods such as remote interviews and assessments, as well as interactive tools for communication between recruiters and applicants.

According to Alateyah (2016), the external determinants such as plan for e-recruitment, empowered managers and members team and HR & IT collaboration and internal determinants such as technology quality, service quality and security assurance which forces e-recruitment. An e-recruitment plan is a comprehensive strategy designed by organizations to attract, assess and hire talent using digital tools and platforms. It encompasses various online processes and technologies, such as job postings on digital platforms, social media recruitment, applicant tracking systems, online assessments and virtual interviews (Stone & Dulebohn, 2013). An implementation plan for e-recruitment is

a detailed description of the necessary actions, resources and responsibilities to effectively integrate electronic recruitment methods. It starts with a vision, develops a strategy with documented requirements and includes effective scheduling to align employees toward common goals. This plan also clarifies the project, monitors progress and prevents conflicts in project teams and organizations (Newton, 2006; Krishnan & Singh, 2006).

Empowerment in e-recruitment refers to the delegation of authority and decision-making power to managers and team members involved in the e-recruitment process. It allows them to autonomously manage various aspects of e-recruitment, such as job posting, candidate screening and interview scheduling, leading to increased efficiency and effectiveness in recruitment efforts (Doe & Smith, 2020).

HR & IT collaboration in e-recruitment refers to the extent of collaboration between HR and IT to ensure successful integration of e-recruitment (Panayotopoulou et al., 2005; Krishnan & Singh, 2006). Panayotopoulou et al. (2005) researched how HRM and the adoption of e-HR are related. They discovered that cooperation between HR and IT is crucial for successfully adopting e-HR.

The internal determinants, such as technology quality, service quality and security assurance, can also significantly impact the effectiveness of e-recruitment, while the above mentioned external determinants encompass the success of e-recruitment.

Technology quality is the quality of the e-recruitment technology and the information stemming from this technology (DeLone & McLean, 2003). When integrating technology in e-recruitment process, it is important to consider user-friendly, flexibility, consistent performance and streamline the process. Low-quality technology can cause users difficulty, confusion and reluctance to use it.

Zeithaml et al. (2002) defined e-service quality (service quality) as the degree to which a website enables efficient and effective processes for browsing, buying and receiving products or services. Service quality is important, as poor service will result in 'lost' customers and sales (DeLone & McLean, 2003).

Security refers to freedom from danger, risk, or doubt (including financial insecurity) during the service process (Santos, 2003). Security assurance involves protecting users from the risk of fraud and loss from the use of their personal or sensitive information (Zeithaml et al., 2002). Horrigan (2008) found that conducting security assurance in e-recruitment can significantly enhance user trust. Thus it is importance to

manage security assurance in both the initial interactions and the ongoing experiences of users in the e-recruitment process.

Armstrong and Reilly (2017) defined that HRM capability is the ability of the HR function to deliver the core HR processes and practices in a way that is strategic, integrated and able to deliver value to the organization. HRM capability involves aligning HR practices with the strategic objectives of the organization. This ensures that HR initiatives support the overall goals and contribute to the organization's success. By integrating technology into their HR functions, organizations can enhance their HRM capability by improving strategic alignment, integration, value creation, continuous improvement and adaptability.

HRM capability and organizational performance are closely intertwined, especially in the context of e-recruitment. Enhanced HRM capabilities, such as the ability to effectively attract, select and retain top talent, directly contribute to improved organizational performance. Besides, an effective e-recruitment system improves HRM capability by ensuring that the right candidates are matched to the right roles, enhancing employee satisfaction and productivity, which in turn drives overall organizational success.

Rolstadas (1998) defined organizational performance as the complex relationship encompassing effectiveness, efficiency, quality, productivity, quality of work, innovation and profitability within an organization.

The recruitment landscape in Myanmar is increasingly technology-oriented, driven by the growing presence of tech-savvy Generation Z employees in the workforce. Some job seekers prefer tele or online interviews due to geographical constraints, leading to a shift away from traditional recruitment methods. Thus, it's essential to customize the recruitment process to develop a more tailored hiring process. This can stimulate candidate referrals, establish a pool of potential future hires and enhance the organization's reputation.

Myanmar is a country experiencing rapid technological advancement, has witnessed a notable integration of technology in various sectors, including retail. AEON ORANGE COMPANY LIMITED is running a supermarket business with 10 branches in Yangon and Mandalay, our supermarket chain has embraced technology to streamline our recruitment process. As a prominent player in the retail sector, particularly in supermarkets, AEON ORANGE COMPANY LIMITED has recognized the significance of e-recruitment in enhancing Human Resource Management (HRM) capabilities and ultimately driving

organizational performance. This research explores how e-recruitment on HRM capabilities and organizational performance in AEON ORANGE COMPANY LIMITED.

1.1   Rationale of the Study

As today's organizations grapple with the challenges of talent scarcity, diversity and inclusion and the need for agile workforce management, e-recruitment emerges as a promising solution. As technology advances at a rapid pace, more traditional recruitment practices are increasingly moving online, offering simpler processes for hiring managers and improving candidate journeys. This shift not only help organizations find great talents but also refines hiring methods to keep up with the fast-changing job market. Effective e-recruitment allows employers to identify and acquire talent quickly, reducing the risk of losing potential candidates to competitors. Due to these advantages, many companies today prefer e-recruitment over traditional methods. AEON ORANGE COMPANY LIMITED is one such company utilizing e-recruitment to enhance their hiring process.

In AEON ORANGE COMPANY LIMITED, running a supermarket business, organizational performance is crucial, as it directly impacts its sustainability, growth and competitiveness in the market. For a supermarket, strong organizational performance means achieving sales targets, maintaining customer satisfaction and managing costs effectively. This, in turn, leads to higher profits, market share and customer loyalty, ensuring the long-term success and survival of the supermarket in a competitive industry. As supermarket is a service industry, providing excellent service to customers is crucial and necessity to achieve customer royalty for long run. Thus, service experts who can attract customer royalty play main role in supermarket business.

Human Resource Management (HRM) capability is important for organizational performance because it directly influences the effectiveness and efficiency of an organization's workforce. In the context of a supermarket, HRM capability involves aspects such as recruiting, training, managing and retaining employees. A strong HRM capability ensures that the supermarket has the right people in the right positions, with the right skills and motivation to achieve the organization's goals. This leads to improved employee performance, satisfaction and retention, which are key drivers of organizational performance.

Supermarkets mainly rely on active young workforce but that workforce migration rate is high with the reason of long hours on feet, repetitive tasks and interactions with difficult customers. Beside this, some youth go abroad for more earning or for more experiences or to learn. This make high turnover in service industry than compare with other sectors. It is difficult to find individuals who are passionate about working in the service sector and it takes time to fill the youth workforce to meet the demand. Therefore, attracting big pool of young workforce to fill demanded workplace in time is the great challenge of today's HR department. In this time, e-recruitment become powerful sufficient tool to face this challenge.

E-Recruitment is one of the important HRM capability because it enables organizations to attract, select and retain talented employees more efficiently and effectively. By using online platforms and tools, organizations can reach a larger pool of candidates, including those who may not be reachable through traditional recruitment methods. This increases the chances of finding the right fit for each position, thereby enhancing the overall quality of the workforce (Parry, 2006). Managers and members included in e-recruitment process should be empowered and should have the required knowledge and skills to run the process successful (Newton, 2006).

The global impact of events like the COVID-19 pandemic has further emphasized the importance of e-recruitment. During such times, the internet becomes crucial in the recruitment process. The challenge for human resource departments is to attract and recruit qualified employees. With lockdowns and restrictions limiting traditional recruitment methods, organizations have turned to online platforms to continue their hiring processes.

By exploring the effect of e-recruitment on HRM capability, organizations can tailor their recruitment processes to align with their strategic goals and enhance their overall performance. Additionally, understanding the correlation between HRM capability and organizational performance in the context of e-recruitment is vital for organization seeking sustainable growth and success.

Furthermore, this study aims to explore actionable insights for HR professionals, recruiters and organizational leaders, offering them a roadmap to optimize the recruitment practices and bolster HRM capability at AEON ORANGE COMPANY LIMITED. Additionally, this aims to bridge the gap between theoretical knowledge and practical

application, providing valuable guidelines for AEON ORANGE COMPANY LIMITED striving to thrive in the digital age.

1.2   Objectives of the Study

In this study, the two research objectives are as follows:

(1)   To analyze the effect of e-recruitment on human resource management capability in AEON ORANGE COMPANY LIMITED

(2)   To analyze the effect of human resource management capability on organizational performance in AEON ORANGE COMPANY LIMITED.

1.3   Scope and Method of the Study

This study primarily investigates the effect of e-recruitment, determining both internal and external, on human resource management capability and organizational performance in AEON ORANGE COMPANY LIMITED in Yangon, Myanmar. This study focuses on managerial employees who participate in e-recruitment process, within AEON ORANGE COMPANY LIMITED, with a total population of 81. The study uses a census sampling method and thus sample size is 81. Data are collected from these 81 employees by using an online survey with structured questionnaire with 5-point Likert scale. Additionally, secondary data is gathered from textbooks, as well as relevant previous research papers, records and documents from the HR department. Both descriptive statistic and linear regression analysis are used to analyze the collected data.

1.4   Organization of the Study

This study is organized into five chapters. Chapter 1 is the introduction, including the rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter 2 presents the theoretical background on the concept of e-recruitment, including its external determinants such as the importance of a well-defined plan for e-recruitment, empowered managers and members team and the role of HR & IT collaboration in e-recruitment. Internal determinants, such as technology quality, service quality and security assurance, are discussed in relation to their effect on human resource

management capability and organizational performance. This chapter also includes previous studies and the conceptual framework of the study. Chapter 3 covers the profile and organizational structure of AEON ORANGE COMPANY LIMITED, e-recruitment determinants in AEON ORANGE COMPANY LIMITED and reliability analysis. Chapter 4 analyzes e-recruitment, human resource management capability and organizational performance in AEON ORANGE COMPANY LIMITED. Chapter 5 concludes with findings and discussions, suggestions and recommendations and the need for further studies.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter reviews the literature on e-recruitment, exploring its determinants such as plan for e-recruitment, empowered managers and members team, HR & IT collaboration, service quality, technology quality, security assurance, HRM capabilities, organizational performance, previous studies and conceptual framework of the study.

2.1   Recruitment

Recruitment is the process of timely attracting individuals, in sufficient numbers and with appropriate qualifications to apply for jobs within an organization (Mondy & Martocchio, 2016). Recruitment plays a key role to achieve strategic goals and develop human capital within the organization (Cober et al., 2000).

Traditional recruitment methods refer to the conventional ways that organizations use to find and hire employees. These methods typically include job postings in newspapers, networking events, career fairs, employee referrals and recruitment agencies (Mondy & Martocchio, 2016). Unlike modern methods such as e-recruitment, traditional methods rely less on digital platforms and more on face-to-face interactions and traditional media channels.

Traditional recruitment methods persist in recent times but are inadequate for today's dynamic business environment. Changes in policies, technology and workforce necessitate periodic adjustments in the recruitment process. Global competition and increasing skill requirements make attracting the right talent more challenging. Many organizations now use sophisticated strategies or a combination of methods to attract qualified applicants (Malik, 2018). With technology advancements, the recruitment process is evolving to be more digital and less interactive. This shift could lead to a shorter recruitment process, application cycle and less administration for recruiters (Sills, 2014).

2.1.1   E-Recruitment

E-Recruitment began as independent job platforms known as bulletin board systems in the 1980s. A significant global development occurred in the United States when Jeff

Taylor launched Monster.com in 1994 with 20 clients and 200 job openings (Raghavendra et al., 2018).

After the Industrial Revolution in the 1990s, industries began to seek more technically skilled and trained individuals to increase productivity and product quality. The concept of e-recruitment first appeared in HR journals in the mid-1980s. Subsequent technological advancements made HR practices more effective. The concept of e-HRM was introduced to the market in 2000 (Malik, 2018). Cappelli (2001) described that the e-recruitment process in four stages. Initially, the focus is on attracting candidates. The next step involves sorting through applicants. Then, efficient management of contacts is crucial and the final step is closing the deal.

E-Recruitment is known as online recruitment, involves using internet-based resources for the recruiting process such as attracting, assessing, selecting, recruiting and on-boarding talent. With rapid technological advancements, modern techniques like e-recruitment are becoming crucial for finding the best-suited candidates (Malik, 2018).

The elements of e-recruitment are employer websites, job boards and social networking. Through e-recruitment, employers reach to the potentials talents cross over the geographic boundaries and get big talent pool in short times. Organization built their e-recruitment platforms in-house, use software or use recruitment agencies which provide e-recruitment as part of their package.

Okolie and Irabor (2017) highlighted that e-recruitment is more than just technology. It involves attracting the right candidates, using credible selection criteria and integrating tracking processes with existing systems. They emphasized its role in cultural and behavioral change within HR and line management and its importance in recruitment strategies, particularly for larger organizations. The authors recommended continuous improvement in addressing technological issues related to e-recruitment.

The study conducted by Kubar and Mubeen (2021) indicated that e-recruitment has improved a bigger pool of aspirants, indicating greater geographical reach. Additionally, it is cost-beneficial and shortens recruitment procedures, consuming less time. e-recruitment also provides reliability in the recruitment procedure and smoothens the progress of the selection process. Some research suggests that e-recruiting results in higher potential applicant yield and better candidates (Chapman & Webster, 2003).

E-Recruitment facilitates a quicker recruitment process, offering employers and candidates easy communication channels such as email, telephone services and job alerts. e-recruitment reduces administrative burdens by sorting applications and creating a talent pool that streamlines HR processes. Administrative burdens refer to the costs incurred by organizations for performing administrative activities mandated by organizational regulations (Rathee & Bhuntel, 2017)

However, e-recruitment may result in a large number of unsuitable candidates among the high volume of responses to job openings. Additionally, there may be technology issues associated with standardization formats during the application or job posting process.

Moreover, Rathee and Bhuntel (2017) studied some e-recruitment limitations, including challenges in accurately assessing candidates due to the lack of personal interaction, potential exaggeration in applications and privacy concerns. Candidates need internet access for online job portals, but technical complexities can hinder some from applying. Distinguishing genuine job offers from outdated postings is also challenging.

E-Recruitment offers several benefits and also has disadvantages. Despite these drawbacks, companies mostly use e-recruitment to enhance business performance, particularly in relation to HRM capability, because it allows for efficient talent acquisition and management.

Building on the understanding that in e-recruitment there are determinants which influence e-recruitment. By recognizing and addressing these determinants, companies can enhance the effectiveness of e-recruitment.

2.1.2 Determinants of e-Recruitment

Determinants of e-recruitment refer to the variables that determine the effectiveness, success, or outcomes of e-recruitment practices in an organization. Understanding these determinants is important for organizations to optimize their e-recruitment strategies and achieve their recruitment goals.

(a) External Determinants

In e-recruitment processes, external determinants such as plan for e-recruitment, empowered managers and members team and HR & IT collaboration in e-recruitment are crucial. These factors, originating outside the immediate recruitment context, significantly influence the effectiveness of e-recruitment strategies and outcomes.

(i) Plan for e-Recruitment

A plan for e-recruitment is a comprehensive and strategic outline detailing the steps and actions necessary to implement e-recruitment practices within an organization. This plan includes specific objectives, timelines, responsibilities and resources required to attract, assess and hire candidates using digital platforms and tools. An implementation plan for e-recruitment is a detailed strategy outlining how e-recruitment practices will be put into action, including specific steps, timelines and responsibilities. It is crucial to ensure that e-recruitment aligns with the organization's overall strategy and human resource management approach (Krishnan & Singh, 2006).

Understanding that companies often have set ways of doing things when making a plan is crucial (Krishnan & Singh, 2006). This understanding facilitates effective communication and collaboration among team members, ensuring alignment with e-recruitment plan goals. Recognizing these set ways can also identify areas for improvement and innovation, leading to better e-recruitment outcomes.

A well-thought-out plan considers factors such as the organization's recruitment goals, target candidate demographics, recruitment channels to be used, evaluation metrics and make secure budget. The quality and effectiveness of the e-recruitment plan can significantly impact the success of the recruitment process.

(ii) Empowered Managers and Members Team

Empowerment in the context of e-recruitment involves providing managers and team members with the necessary authority, resources and support to independently manage e-recruitment activities. This autonomy fosters a sense of ownership and accountability, leading to improved recruitment outcomes, such as higher-quality hires and reduced time to fill (Johnson & Williams, 2018).

Empowerment is the extent or degree of responsibility and authority given to an employee or to a team or team members. Alateyah (2016) highlighted that the importance of team members in the e-recruitment process, stating that they should not work on a project without the necessary qualifications. If these team members have the required e-recruitment knowledge or skills, it will positive effect on their ability to perform their tasks effectively.

Empower of managers and members correlate with employee negotiation and involvement (Miller & Manata, 2020). When employees feel empowered, they are more likely to actively participate in the recruitment process, express their opinions to superiors and engage in constructive arguments when necessary. This empowerment fosters inclusivity, which in turn enhances employee performance and involvement in the hiring process.

(iii)   HR & IT Collaboration in e-Recruitment

Collaboration between HR and IT is essential to ensure e-recruitment systems align with organizational needs and are user-friendly and effective in attracting candidates (Rees & French, 2016). Collaboration is also crucial for developing e-recruitment strategies that align with overall HR and business objectives (Stone et al., 2015).

HR departments need to collaborate closely with their IT counterparts to ensure that e-recruitment platforms are integrated with other HR systems and that they comply with data protection regulations (Parry & Tyson, 2008). HR & IT collaboration in e-recruitment is a crucial factor influencing e-recruitment and it success (Alateyah, 2016).

Effective HR & IT collaboration enhances organizational efficiency through clear service procedures, strong control measures and committed planning. Understanding each department's processes fosters seamless operations, reducing friction and boosting productivity. User-friendly recruitment processes improve the candidate experience, attracting top talent. These dimensions strengthen HRM capabilities and overall organizational performance (Handlogten, 2009).

Regular feedback loops between HR and IT ensure that e-recruitment systems are continuously improved based on user feedback and changing organizational needs, maintaining their relevance and effectiveness (Clark & Perry, 2018).

(b)   Internal Determinants

Understanding the internal determinants such as technology quality, service quality and security assurance which are driving the success of e-recruitment is absolutely critical to enhance the effectiveness of recruiting activities on career sites.

(i)   Technology Quality

Technology quality in e-recruitment refers to the effectiveness, efficiency and reliability of the technological tools and systems used in the recruitment process. It includes the usability, functionality and performance of the technology in facilitating the recruitment process and enhancing the overall candidate experience (Aguinis & O'Boyle, 2014). Technology quality plays a crucial role in e-recruitment. The digital platforms and tools used in the recruitment process must be reliable, efficient and user-friendly to facilitate the technology in the recruitment process.

The study by Simon and Esteves (2015) discovered that the design and style of an organization's website can influence applicants to apply for jobs through the website. Choosing suitable technology for e-recruitment is crucial for establishing an effective e-recruitment process. It is important to ensure that the technology is usable for individuals with different levels of IT skills, reaching all potential applicants.

Additionally, different technologies such as mobile phones and computers enable individuals to access websites, applications and social networks like LinkedIn and Facebook to apply for jobs and gather information about job opportunities through networking and contacts (Kashi & Molineux, 2013).

(ii)   Service Quality

Service quality in the online context refers to consumers' overall evaluation and judgment of the excellence and quality of e-service offerings in the virtual marketplace (Santos, 2003). The goal of service quality is to improve the relationship between the customer and the service provider.

Mostly based on its intangibility, service quality is more difficult to measure. Therefore, service quality is not only outcome oriented, but to evaluate service quality a

distinction needs to be made between the actual delivered service and the expectation of the customer (Parasuraman et al., 1985).

Therefore, the concept e-service quality has been developed, to measure the service quality delivered by websites, as perceived by customers (Parasuraman, 2005). Alateyah (2016) emphasized that the accuracy and timeliness of information on corporate websites are critical factors influencing the quality of e-recruitment services. Inaccurate or delayed information can deter potential applicants. The overall quality, presentation style and quantity of information are key determinants of e-recruitment service quality.

Low-quality service may result in higher operational costs due to the need for additional resources to correct errors and manage inefficiencies. Mishandling data and poor system integration can lead to increased expenditure (Parry & Tyson, 2008). Thus, organizations need to maintain high e-service quality in the e-recruitment process to ensure a positive candidate experience, efficient operations, reduced costs, compliance with regulations and a strong employer brand.

(iii)   Security Assurance

Montoya et al. (2000) defined security assurance in online services as the protection of users from the risks of fraud and the loss of privacy information. In the e-recruitment process, candidates provide sensitive information such as personal details, educational background and work experience. Security assurance measures are necessary to protect this information from unauthorized access, data breaches and identity theft. Security assurance in e-recruitment is essential for compliance with data protection regulations and laws. Failure to ensure security assurance can lead to legal consequences and damage to the reputation of the e-recruitment platform. Therefore, ensuring security assurance to protect the personal data of applicants and maintain the trust of users facilitates the e-recruitment process.

A study by Gupta and Gupta (2022) highlighted the importance of security assurance in e-recruitment, particularly in the context of concerns about identity theft on or from the platform. The security measures implemented by e-recruitment platforms, such as encryption, secure login processes and data protection policies, help build trust with users and encourage them to use the platform.

Alateyah (2016) described the importance of having a robust IT policy to safeguard clients' information from misuse by employees. The website could prominently display this policy and include logos and certificates from organizations that oversee website quality and security to reassure clients.

2.2   Human Resource Management Capability

In today's digital age, HR departments must demonstrate their value to business performance and HRM is expected to transform with the rise of e-business (Ruël & Tanya, 2004; Bondarouk & Brewster, 2016).

HRM capability refers to an organization's ability to effectively manage its human resources to achieve strategic objectives (Schuler & Jackson, 1987). It involves various HR practices aimed at enhancing employee performance and engagement and it is closely linked to the organization's overall strategic capabilities.

HRM capability is closely linked to the organization's overall strategic capabilities. Barney (1991) argued that a firm's human resources can be a source of sustained competitive advantage if they are valuable, rare, inimitable and non-substitutable (VRIN criteria). HRM capability plays a key role in developing and maintaining these valuable human resources, thereby contributing to the organization's competitive advantage.

E-Recruitment plays a significant role in enhancing HRM capability. e-recruitment streamlines the recruitment process, allowing HR departments to handle a large volume of applications more efficiently (Parry & Tyson, 2008). By leveraging e-recruitment, organizations can improve their HRM capability in several ways.

Human Resource Management (HRM) capability refers to the organization's capacity to effectively manage its human resources to achieve organizational goals. It involves the ability to recruit, select, train, develop, motivate and retain employees. HRM capability is crucial for organizations as it directly impacts their performance and competitiveness (Molina et al., 2016).

Organizational performance is significantly influenced by Human Resource Management (HRM) capability. When HRM practices are well-aligned with organizational goals and effectively implemented, they can lead to improved organizational performance (Guest, 1997). By effectively managing their human resources, organizations can achieve

higher levels of performance, competitiveness and sustainability. By utilizing e-recruitment, companies can streamline their recruitment processes, attract a larger pool of qualified candidates and ultimately improve their HRM practices, leading to enhanced organizational performance.

2.3 Organizational Performance

According to Bourguignon (1997), organizational performance is achieving organizational objectives. According to Neely (2002), organizational performance involves quantifying the efficiency and effectiveness of actions, expressed both qualitatively and quantitatively. Organizational performance serves as a gauge of the progress made by an organization, indicating the extent to which it is successfully accomplishing its objectives (Hamon, 2003; Wu et al., 2017). It highlights the level of achievement in the collective performance of any group within the organization. Organizational performance also relies on having the appropriate number of employees, possessing the necessary skills and maintaining a motivated workforce with positive behavior. This is crucial for enhancing organizational performance (Größler & Zock, 2010).

In the current economic and global competitive landscape, securing top talent is more critical than ever. A company's success hinges on its ability to recruit and manage employees effectively, which directly impacts its future prospects. The capacity to attract and retain skilled individuals is a key factor in determining the longevity and success of a company. Establishing a robust team is now a paramount consideration for the future sustainability of an organization, as its talent management strategies are directly correlated with its health and longevity (Mondy & Martocchio, 2016).

E-Recruitment, defined as the use of internet-based resources and tools for recruiting candidates, has been increasingly adopted by organizations seeking to improve their talent acquisition processes. According to Alateyah (2016), firm performance is significantly enhanced by strategic HRM capability, which involves tailoring effective e-recruitment practices to attract new job seekers. This strategic approach to e-recruitment not only broadens the talent pool but also ensures that the organization can attract highly qualified candidates, leading to improved organizational performance.

The use of modern, technology-driven recruitment practices can enhance an organization's image as an innovative and forward-thinking employer. A positive

organizational image can attract top talent and contribute to a competitive advantage in the job market (Badr ElDin Aboul-Ela, 2014).

Thus, the integration of e-recruitment practices and strategic HRM capability is critical for enhancing organizational performance. The perceived benefits of e-recruitment, such as time savings, geographical outreach, effort savings, improved quality of applicants and a positive organizational image, contribute to more efficient and effective recruitment processes, which in turn drive better organizational outcomes. External determinants of e-recruitment include planning for e-recruitment, empowering managers and team members and HR & IT collaboration, which influence how organizations adopt and utilize e-recruitment tools. Internal determinants, such as technology quality, service quality and security assurance, encompass the organization's IT infrastructure and overall digital readiness. Together, these external and internal factors play a significant role in shaping the effectiveness of e-recruitment practices and their impact on organizational performance.

2.4   Previous Studies

In constructing the conceptual framework of the study, the analysis focused on several papers that have explored the effect of e-recruitment. Some of these studies examined the significant effects of HRM practices on organizational performance, including both direct and mediating effects. Among these studies, some provided supports for the current study. For example, one study examined the strengths variables that serve as success indicators for e-recruitment. Another analyzed the relationship between HRM practices and organizational performance, considering the mediating effect of employee retention. A final study explored the factors influencing e-recruitment and its impact on HRM capabilities and firm performance.

Handlogten (2009) in Netherlands examined the enablers in implementation of e-recruitment. The objective is to examine the positive aspects or advantages that contribute to the successful implementation of e-recruitment. Figure (2.1) shows conceptual framework of Handlogten.

Figure (2.1) Conceptual Framework of Handlogten


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┌─────────────────────────────────────────┐
│  Enablers of e-recruitment               │
│  implementation                          │
│  ┌─────────────────────────────────────┐ │
│  │ E-recruitment system strength       │ │
│  │   ▪ Technology quality              │ │
│  │   ▪ Service quality                 │ │
│  └─────────────────────────────────────┘ │
│  ┌─────────────────────────────────────┐ │
│  │ E-recruitment management            │ │
│  │ support strength                    │ │
│  │   ▪ Empowered project team          │ │
│  │   ▪ Content of a plan               │ │
│  │   ▪ HRM & IT collaboration          │ │
│  │   ▪ Providing learning              │ │
│  │     opportunities                   │ │
│  └─────────────────────────────────────┘ │
└─────────────────────────────────────────┘
```

E-recruitment success indicators
- E-recruitment productivity
- E-recruitment quality
- E-recruitment appropriation
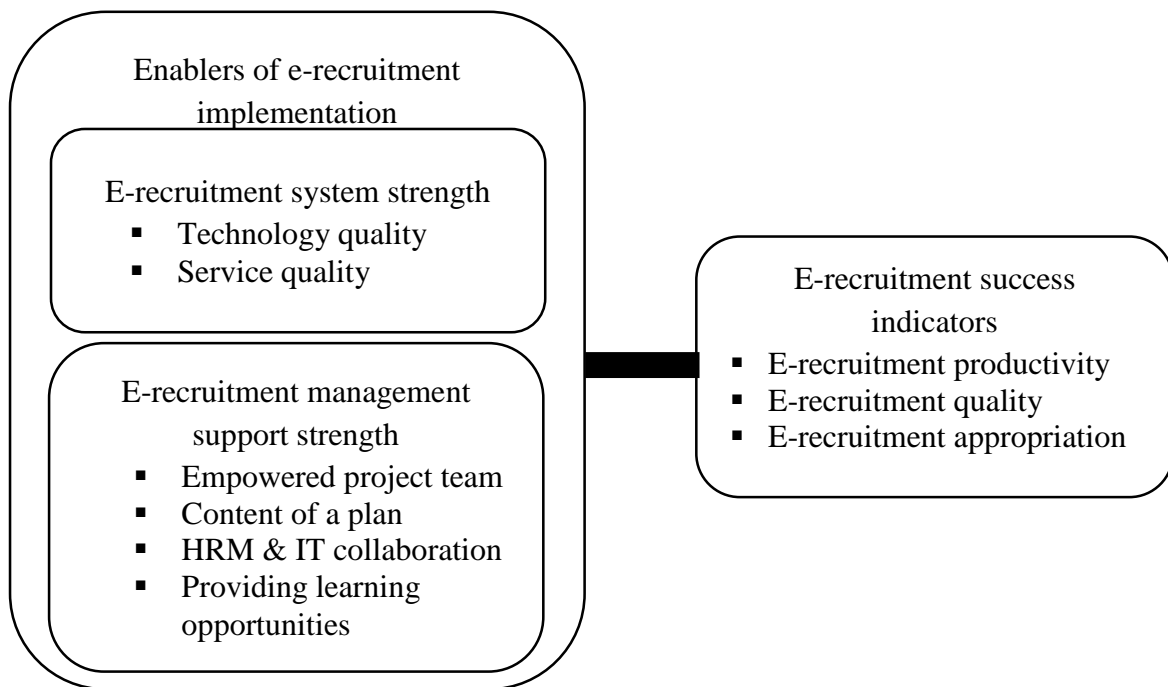
Source: Handlogten, 2009

This research employed two qualitative techniques. First, document analysis was used to review all relevant documents on e-recruitment implementation. Second, interviews were conducted with 26 Dutch-speaking participants, including 11 users and 18 influencers, lasting between 45 minutes and two hours each, totaling 28.17 hours.

The findings showed that e-recruitment reduced costs and saves time by automating tasks and speeding up job postings and application processing, leading to better recruitment quality and higher applicant satisfaction. Success depended on strong organizational and technical support, particularly effective HR and IT collaboration. Adequate training and change management were crucial for user adaptation. E-Recruitment also necessitated broader organizational changes and a comprehensive e-HRM strategy. Key enablers included system strength (technology and service quality) and management support (empowered project team, detailed plans, HR-IT collaboration and learning opportunities).

ALDamoe (2012) in Malaysia investigated the relationship between HRM practices and organizational performance. The major objective of this study was to investigate the mediating effect of HRM Outcomes (employee retention) on the relationship between HRM practices and organizational performance. Figure (2.2) shows conceptual framework of ALDamoe.

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Figure (2.2) Conceptual Framework of ALDamoe
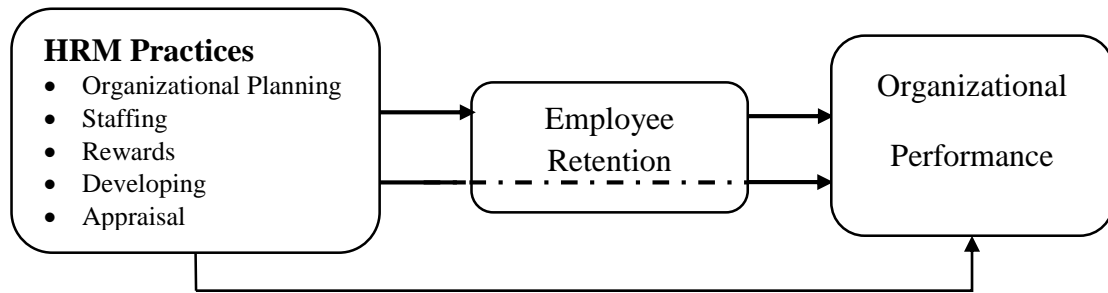
Source: ALDamoe, 2011

The population of this study included all government organizations or agencies having one form of HR practices or the other in Libya, that was, any government organization with HR practices. In total, the number of government agencies in Libya is 484. Hence, the study conducted 484 HRM managers of the selected companies. To measure the variables in this study, a questionnaire survey was used.

As for result, the study found that HRM practices had a positive influence on organizational performance, HRM practices had a positive influence on employee retention, Employee retention had a positive influence on organizational performance and Employee retention mediates the relationship between HRM practices and organizational performance.

Alateyah (2016) in Saudi Arabia examined that the factors influencing e-recruitment and its impact on HRM capabilities and firm performance. This research explored both the direct and indirect relationships between e-recruitment determinants and firm performance, with human resources management capabilities serving as a mediator. Figure (2.3) shows conceptual framework of Alateyah.

Figure (2.3) Conceptual Framework of Alateyah
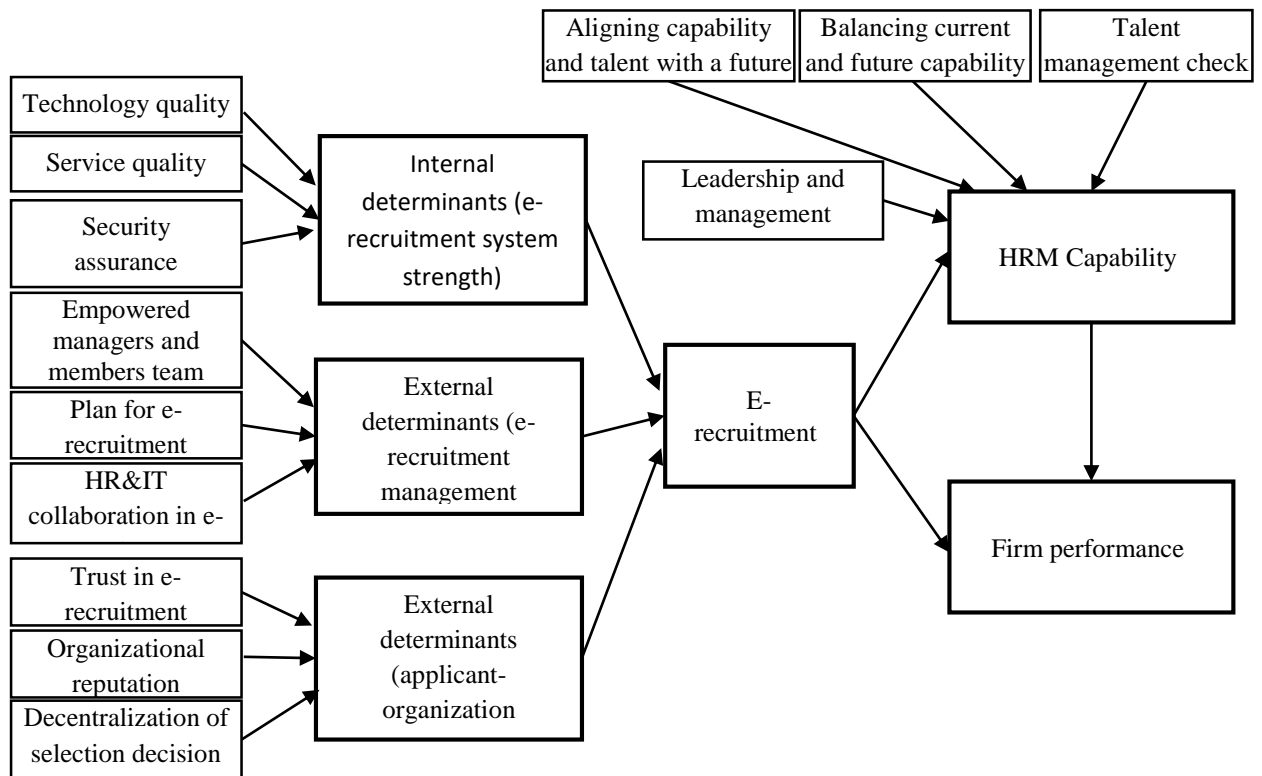
Source: Alateyah, 2016

The study employed a quantitative method, using a questionnaire distributed to companies in Saudi Arabia. Out of the 500 questionnaires sent, 418 were received, representing an 84.0 percent response rate. The result of this study supported the argument that e-recruitment significantly enhances firm performance. Thus, companies leveraging e-recruitment to attract prospective employees were likely to experience performance improvements. Additionally, the study indicated that higher HR capability contributes to improved firm performance. E-Recruitment played an important role in HR capability and ultimately firm performance. This study helped us understand better by showing, for the first time, how e-recruitment and HR capability influence firm performance.

2.5   Conceptual Framework of the Study

The conceptual framework for this research study is developed by the combination of theoretical reviews and previous research. It is adapted from Alateyah (2016), who examined the factors influencing e-recruitment and its effect on HRM capabilities and firm performance in Saudi Arabia. The conceptual framework of the study is shown in Figure (2.4).

Figure (2.4) Conceptual Framework of the Study


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┌─────────────────────────────┐
│        e-Recruitment        │
│ External Determinants       │
│ - Plan for e-Recruitment    │          ┌──────────────────┐         ┌──────────────────┐
│ - Empowered Managers &      │          │ Human Resource   │         │ Organizational   │
│   Members Team              │   ───▶   │ Management        │  ───▶   │ Performance      │
│ - HR & IT Collaboration     │          │ Capability       │         │                  │
│ Internal Determinants       │          └──────────────────┘         └──────────────────┘
│ - Technology Quality        │
│ - Service Quality           │
│ - Security Assurance        │
└─────────────────────────────┘
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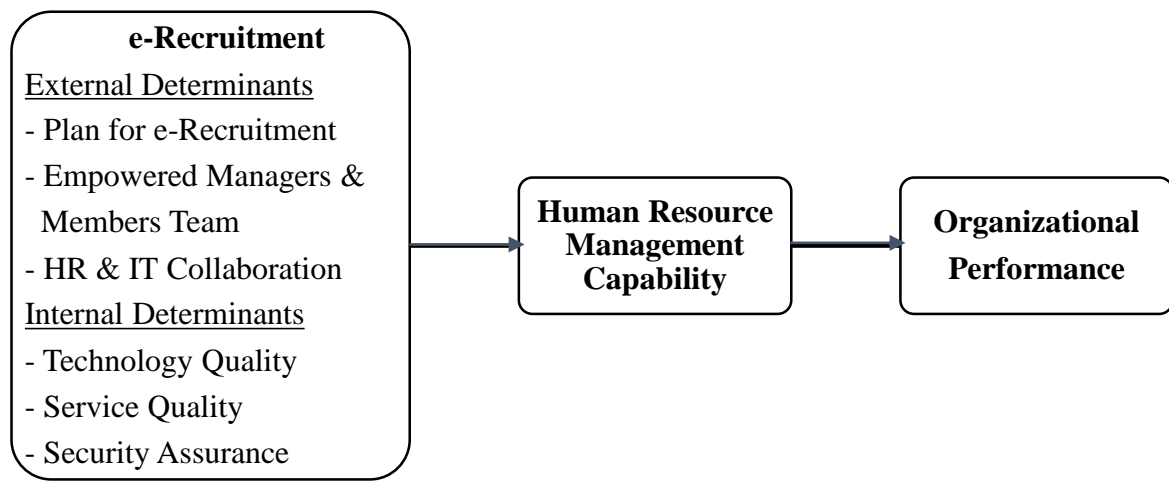
Source: Adapted to Alateyah, 2016

According to the conceptual framework, external determinants (plan for e-recruitment, empowered managers & members team, HR & IT Collaboration) and internal determinants (technology quality, service quality, security assurance) are independent variables. HRM capability and organizational performance are dependent variables.

CHAPTER 3

THE PROFILE AND DERERMINANTS OF e-RECRUITMENT AT AEON ORANGE COMPANY LIMITED

This chapter provides an overview of AEON ORANGE COMPANY LIMITED, the organization under study, including its background, vision, mission, organization structure, determinants of e-recruitment and reliability analysis. Understanding the company's profile is essential for comprehending the context in which e-recruitment practices are implemented and their effect on organizational performance.

3.1   Profile of AEON ORANGE COMPANY LIMITED

AEON ORANGE COMPANY LIMITED is one of the company operating in the retail sector, specifically as a supermarket, in Myanmar. It is privately owned organization. It was founded in 2016 as a joint venture between AEON Group of companies in Japan and Creation Myanmar Group of Companies in Myanmar. In AEON ORANGE COMPANY LIMITED, there are 5 supermarkets, 2 hypermarts and 1 kids amusement center. 5 supermarkets, 2 hypermarts and 1 kids amusement center operate in Yangon Division and 2 supermarkets operate in Mandalay Division.

As a service oriented company, AEON ORANGE's vision is to embody the "Customer-First" philosophy and innovative spirit of Aeon, guided by the Aeon Basic Principles. AEON employees prioritize the customer's perspective in all their actions, aiming to deliver exceptional and innovative shopping experiences. The company's mission is respect to each people's dignity, support the local community and promote peace by placing the customer at the center of its operations. This mission highlights AEON ORANGE COMPANY LIMITED's commitment to customer-centricity, community engagement and fostering a culture of respect within the organization. This customer-centric approach is a fundamental aspect for all employees, highlighting their commitment to providing superior service and ensuring customer satisfaction.

The company's workforce consists of 501 employees who play vital roles in operating and supporting the supermarket business. Among them, 5 have over 20 years of service, 97 have over 10 years of service, 117 have over 5 years of service and 282 have

under 5 years of service as of February 2024. Most of the supermarket employees are youth: 297 are under 30 years old, 116 are between 31 and 40 years old and the rest are above 41 but under 55. The demographic composition of the workforce is diverse, with a significant number of young employees. This diversity presents both challenges and opportunities for the company. While the youthful workforce brings energy and innovation to the company, it also requires effective recruitment strategies to ensure continuity in operations and to retain experienced talent. AEON ORANGE COMPANY LIMITED is dedicated to maintaining a balance between experienced and young employees, leveraging their diverse skills and perspectives to drive the company's success.

3.2 Organization Structure of AEON ORANGE COMPANY LIMITED

Company has a mixed structure consisting of eleven departments divided into two sessions. The organization chart is shown in Figure (3.1).

Figure (3.1) Organization Chart of AEON ORANGE COMPANY LIMITED
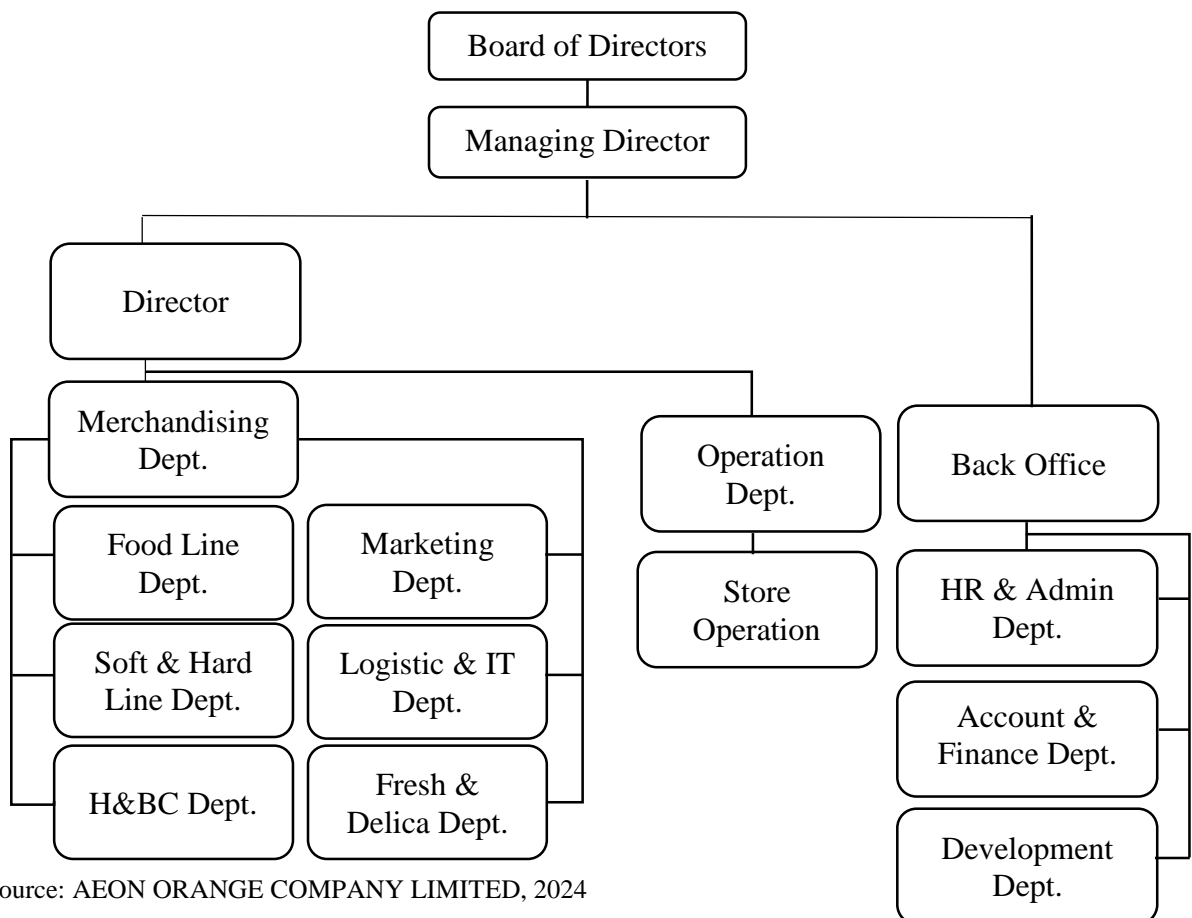
Source: AEON ORANGE COMPANY LIMITED, 2024

According to Figure (3.1), Managing Director supervises Merchandising Director of merchandising & operation session and administration session under Board of Directors (BOD). The Merchandising Director oversees several departments, including the food line department, soft & hard line department, H&BC department, marketing department, logistics & IT department, Fresh & delica department and operation departments (which encompass supermarkets, hypermarkets and kids' amusement centers).

The HR department, admin department, account & finance department and development department are under the direct control of Managing Director. Each department leader is responsible for their respective department with their own authority. This decentralized approach empowers department heads to make decisions that are in the best interest of their departments, contributing to the overall efficiency and effectiveness of the organization.

The food line department manages inventory and sales of food products, ensuring quality and availability. Soft & hard line department oversees the sale of clothing, household items and durable goods, ensuring customer satisfaction. H&BC department handles health and beauty products, maintaining product variety and quality standards. Fresh & delica Department ensures the availability of fresh and delicatessen products, maintaining high quality and hygiene standards.

The marketing department develops and implements marketing strategies to promote products and services, enhancing brand visibility. Logistics & IT Department manages logistics operations and IT infrastructure, ensuring smooth supply chain and technology integration. The operation departments (Supermarkets, Hypermarkets, Kids Amusement Center) manages day-to-day operations of retail outlets and amusement centers, ensuring customer satisfaction and operational efficiency.

The HR department handles recruitment, employee relations, training and development, ensuring a skilled and motivated workforce. The admin department manages administrative functions, including facility management and office support services. The account & finance department oversees financial planning, accounting and budgeting, ensuring fiscal responsibility and financial health. Development department focuses on business growth and development projects, identifying new opportunities and improving existing processes.

3.3   Determinants of e-Recruitment in AEON ORANGE COMPANY LIMITED

E-Recruitment leverages employer-owned platforms (website, Facebook, LinkedIn, Viber) and online job boards (JobNet, JobInYangon, 24 Jobs Myanmar, MyJobs) to attract right applicants, expanding reach and accessing a broader candidate pool. Understanding the utilization of these sources is essential for analyzing the effect of e-recruitment on HRM Capability and organizational performance in AEON ORANGE COMPANY LIMITED.

3.3.1   External Determinants of e-Recruitment

External determinants of e-recruitment include plan for e-recruitment, empowered managers and team members and HR & IT collaboration.

(a)   Plan for e-Recruitment

Before implementing e-recruitment, company relied on traditional recruitment methods such as recruitment journals, labor office announcements, recruitment agencies, job fairs and handouts. These methods demanded significant human effort and time from the HR department, incurred high costs for advertisements and printing and had limited reach. Candidates in remote or regional areas might not have easy access to these sources of information. Additionally, urban residents might be unaware of these announcements, further limiting the candidate pool.

At AEON ORANGE COMPANY LIMITED, the recruitment process begins with a manpower requisition letter sent from the respective department to HR. The HR department then prepares the job description and requirements for the position and informs the marketing department to post these on the company's own pages. Once resumes are collected, the HR team meticulously reviews each one to verify the information and ensure candidates meet the required qualifications. These resumes are then shared with relevant department leaders for further selection. Department leaders screen the resumes and choose candidates for further consideration, arranging in-person or virtual interviews for final selection.

Qualified candidates are typically contacted by telephone after the initial screening of their application forms. If recruitment staff cannot reach them by phone, they use Viber or email to ensure no potential candidate is overlooked. This proactive approach helps the

company avoid losing qualified individuals. To accommodate candidates with geographical constraints, company conducts both face to face and virtual interviews. This allows the company to assess candidates based on their qualifications and fit for the role, regardless of location. Selected candidates are informed about compensation and benefits details. Upon agreement, the company confirms the employment date and welcomes the new hires on that date.

The company leverages e-recruitment to attract and select top talent. The process begins with the HR department requesting approval from management by providing necessary facts, such as survey data related to e-recruitment, estimated budget and documents such as quotations, an estimated plan schedule, timeline for implementation and a list of project members. Upon approval, a project team is created, including all department leaders. Weekly project update meetings are held, where progress is reported and team members offer suggestions based on their expertise in e-recruitment. This structured approach ensures a well-planned and organized recruitment process.

(b)   Empowered Managers and Members Team

The involvement of department leaders in the project team empowers them to contribute their insights and experience, ensuring a diverse range of perspectives in the recruitment process. HR department regularly informs the team about any updates or extensions to job boards used for recruitment, providing relevant links and usage guidelines. This continuous communication ensures that everyone is aware of the latest tools and strategies. HR also actively listens to suggestions from team members and managers regarding new job boards, job posting requirements and selection methods. This empowerment leads to better hiring decisions as it incorporates the knowledge and expectations of various departments, aligning with the company's goals and values. Feedback from team members is actively sought to continuously improve job postings and selection criteria, fostering a collaborative and inclusive environment.

(c)   HR & IT Collaboration

HR collaborates closely with the IT department to ensure the e-recruitment process runs smoothly. IT provides essential support in addressing any technical issues that arise during the posting process, such as troubleshooting problems with downloading resumes

or resolving application form issues. This collaboration ensures a seamless experience for both applicants and recruiters, highlighting the importance of interdepartmental cooperation in enhancing the recruitment process.

3.3.2 Internal Determinants of e-Recruitment

Internal determinants of e-recruitment include technology quality, service quality and security assurance.

(a) Technology Quality

The company utilizes various online platforms, including job boards like 24jobs.com.mm, Opportunity Journal's Facebook page, the company's own Facebook page and its Viber page to post job vacancies. This approach leverages high-quality technology to reach a wider audience. The IT department ensures the quality of these technologies, including the performance of the platforms and the reliability of the internet connection during virtual interviews. This focus on technology quality ensures that the recruitment process is efficient and effective.

(b) Service Quality

Service quality is a priority in the e-recruitment process. The HR department creates compelling job descriptions and the marketing department designs visually appealing job posts that effectively convey the key details of the job opportunities. The recruitment agencies also assist by posting vacancy announcements on their pages, thereby expanding the reach. This comprehensive approach ensures high service quality by providing clear, accessible and attractive job information to potential candidates, enhancing the overall candidate experience.

(c) Security Assurance

Security assurance is critical in the e-recruitment process. The IT department ensures that all platforms used for recruitment are secure, with firewalls and other security systems in place to monitor and control network traffic. During virtual interviews, the IT

department ensures that the internet connection is secure and reliable, preventing disruptions and technical issues. This focus on security ensures that the e-recruitment process protects sensitive information and maintains the integrity of the company's recruitment efforts.

Key benefits of this e-recruitment approach include cost savings on documentation and advertisements, access to a broader and more diverse pool of candidates and the ability to reach candidates in various regions. By aligning e-recruitment strategies with the preferences and expectations of the younger generation, the company can tap into a pool of young talent, driving growth and competitiveness in the market. Overall, the e-recruitment process at AEON ORANGE COMPANY LIMITED is designed to attract and select the best candidates, contributing to the company's ongoing success and aligning with its values.

3.4   Reliability Analysis

The analysis of the independent variables of e-recruitment influencing HRM capability and organizational performance at AEON ORANGE COMPANY LIMITED. This study focuses on e-recruitment as a major factor related to HRM capability and its potential to enhance organizational performance. Each factor is assessed using survey questions and their reliability is tested. The coefficient alpha value, ideally exceeding 0.7 according to Everitt and Skrondal (2010), is used. Using SPSS software calculations, the range of coefficient of Cronbach's alpha and its reliability level are presented in Table (3.1).

Table (3.1) Reliability Analysis

Factors	Cronbach's Alpha	No. of Items	Reliability Level
Plan for e-Recruitment	0.876	5	Good
Empowered Managers and Members Team	0.897	5	Good
HR & IT Collaboration in e-Recruitment	0.947	5	Excellent
Technology Quality	0.926	5	Excellent
Service Quality	0.936	5	Excellent
Security Assurance	0.787	5	Acceptable
HRM Capability	0.949	5	Excellent
Organizational Performance	0.892	5	Good
Overall Reliability	0.983	40	Excellent

Source: Survey Data, 2024

According to Table (3.1), the coefficients for each variable are based on five statements. The Cronbach's Alpha values are as follows: Plan for e-Recruitment (0.876), Empowered Managers and Members Team (0.897), HR & IT Collaboration in e-Recruitment (0.947), Technology Quality (0.926), Service Quality (0.936), HRM Capability (0.949) and Organizational Performance (0.892), indicating good reliability for these variables. The Cronbach's Alpha value for Security Assurance is 0.787, slightly lower but still acceptable. The overall Cronbach's Alpha for all 40 items is 0.983, suggesting very good reliability for the entire measurement scale used in this study.

CHAPTER 4

ANALYSIS ON THE EFFECT OF e-RECRUITMENT, HUMAN RESOURCE MANAGEMENT CAPABILITY AND ORGANIZATIONAL PERFORMANCE IN AEON ORANGE COMPANY LIMITED

This chapter is about the analysis of the data collected from the respondents replies to the questionnaire on the effect of e-recruitment on the HRM capability and organizational performance in the AEON ORANGE COMPANY LIMITED. In this section, it includes five major sections: the first one is survey design: the second one is demographic profile analysis of respondents: it is followed by descriptive research analysis on e-recruitment, HRM capabilities and organizational performance: the fourth section is correlation analysis and finally, it examines the effect of e-recruitment on HRM capability by linear regression analysis.

According to Best (1977), the mean values of 5-point Likert scale items are interpreted as follows;

The score among 1.00 to 1.80 means strongly disagree.

The score among 1.81 to 2.60 means disagree.

The score among 2.61 to 3.40 means neutral or neither agree nor disagree.

The score among 3.41 to 4.20 means agree.

The score among 4.21 to 5.00 means strongly agree.

4.1   Profile of Respondents

The survey data provides a detailed overview of the demographic characteristics, gender, educational backgrounds, position levels and service years of the respondents, offering valuable insights into the composition of the surveyed population of AEON ORANGE COMPANY LIMITED. Table (4.1) reports on respondents' demographic information.

Table (4.1) Demographics Profiles of Respondents

Sr. No.	Description		Frequency	Percentage
	Total		81	100
1	Gender	Male	17	21
		Female	64	79
2	Educational Level	Under Graduate	17	21
		Graduate	50	62
		Post Graduate	10	12
		Master	4	5
3	Position	Assistant Manger	42	52
		Manager	26	32
		Senior Manager	9	11
		General Manager	4	5
4	Service Year in Current Position	Under 3 years	12	15
		3-5 years	5	6
		Above 5 years	64	79

Source: Survey Data, 2024

The analysis of demographic information reveals that among the respondents, 17 individuals identify as male, representing 21 percent of the total, while 64 respondents identify as female, accounting for 79 percent of the total.

Regarding educational level, the survey finds that 50 respondents are at the graduate level, comprising the most at 62 percent. Undergraduate level respondents are 17, representing the second most at 21 percent. Postgraduate level respondents accounts for 10 individuals, making up 12 percent, while those with a master's degree total are 4, representing 5 percent of the respondents.

In terms of position level, the analysis reveals that 72 respondents are assistant managers, making up the most significant portion at 52 percent. Managers accounts for 26 respondents, representing the second most significant portion at 32 percent, while senior

managers total are 9, comprising 11 percent. General managers are the smallest group, with 4 respondents, accounting for 5 percent.

Analysis of the respondents' service years in their current positions showed that 64 individuals has more than 5 years of experience, making up the most significant portion at 79 percent. Those with less than 3 years of experience are 12, representing the second most significant portion at 15 percent, while 5 respondents are between 3 years ~ 5 years of experience, comprising 6 percent of the total.

According to the demographic data of respondents in this study, the majority of respondents were female, reflecting the industry trend of employing more women in customer-facing roles. Most respondents had graduate level qualifications, indicating a well-educated workforce. The largest group consisted of assistant managers, followed by managers, senior managers and general managers, suggesting a hierarchical structure with clear progression pathways. Most respondents had more than 5 years of experience in their current positions, indicating stability and highlighting the company's efforts in retaining experienced staff. Additionally, when a joint venture is formed, the company absorbed long-serving staffs from the old company, which is another reason for having long-serving staff in the company. Overall, the demographic data paints a picture of a predominantly female, well-educated and experienced workforce, with clear opportunities for career advancement within the company

4.2   Perception on e-Recruitment Determinants on HRM Capability and Organizational Performance

The perception of the effect of e-recruitment practices on HRM capability and organizational performance involved the use of descriptive analysis. This method utilized a 5-point Likert scale measure (1 is strongly disagree, 2 is disagree, 3 is neutral, 4 is agree and 5 is strongly agree). All respondents from AEON ORANGE COMPANY LIMITED are asked to express their opinions based on the above measurement criteria.

4.2.1   Determinants of e-Recruitment

Analyzing the determinants of e-recruitment from respondents' perspectives is essential for the e-recruitment process. In the determinants of e-recruitment, external determinants and internal determinants are included.

4.2.1.1 External Determinants of e-Recruitment

Analyzing the external determinants such as plan for e-recruitment, empowered managers and members team and HR & IT collaboration from the respondents' perspective will provide valuable insights into effect of e-recruitment process within company.

(a)   Plan for e-Recruitment

In the analysis of the effect of the plan for e-recruitment, a total of five statements is used to ask respondents. Table (4.2) reports the results of the analysis on respondents' ratings on the plan the e-recruitment designed by the company.

Table (4.2) Plan for e-Recruitment

Sr. No.	Description	Mean
1	Maximizing the job match to ensure a good fit of employees.	3.75
2	Maximizing effectiveness of the recruitment process.	3.86
3	The recruitment system effective and potentially leading to firm performance.	3.78
4	Having a long-term plan for e-recruitment.	3.64
5	Analyzing the external environment.	3.52
	Overall Mean Value	**3.71**

Source: Survey Data, 2024

According to the mean values (including the overall mean) between 3.41 and 4.20 presented in Table (4.2), most respondents agreed that the company has a well-thought-out plan for e-recruitment. They agreed that the e-recruitment plan is designed to maximize the job match to ensure a good fit for employees, there by maximizing the effectiveness of the recruitment process, the e-recruitment system is considered effective and has the potential

to enhance firm performance. Additionally, they agree that the plan includes a long-term strategy for e-recruitment and doing the analysis of the external environment to understanding external factors to enhance the e-recruitment process. These outcomes result from the company's strategic investment of time and money into developing an effective plan, with management providing the necessary support and not imposing restrictions.

(b)   Empowered Managers & Members Team

This analysis is relating to respondent's options on that of empowered managers and members team at the company. Respondents rating on empowered managers and members team involves five statements. Table (4.3) shows that respondents' assessment on empowerment.

Table (4.3) Empowered Managers and Members Team

Sr. No.	Description	Mean
1	Making own decision.	3.52
2	Having the necessary skills to evolve.	3.70
3	Being self-assured about the talent to contribute.	3.81
4	Having significant opportunity for independence in how to work.	3.65
5	Having considerable influence over what happens.	3.55
	Overall Mean value	**3.65**

Source: Survey Data, 2024

According to the mean values (including the overall mean) between 3.41 and 4.20 presented in Table (4.3), most of the respondents agreed that they have the authority to make their own decisions in the e-recruitment process, possess the necessary skills to evolve in this process, are self-assured about their talent to contribute, enjoy significant opportunities for independence in their work and have considerable influence over what happens within the organization. The company provides training to develop the necessary skills and abilities when a new recruitment channel is introduced or technology is updated. This helps managers and team members remain confident in their skills and ability to

evolve in the e-recruitment process and work independently. They can then influence what happens in the process significantly, thus feeling empowered in the process.

(c)   HR & IT Collaboration in e-Recruitment

There are five statements involved in the analysis of HR & IT collaboration. Table (4.4) shows the analysis result from the respondents.

Table (4.4) HR & IT Collaboration in e-Recruitment

Sr. No.	Description	Mean
1	HR and IT support being available.	3.78
2	Receiving relevant feedback from HR and IT.	3.62
3	Communication and interpretation between HR and IT project members clear to each other.	3.61
4	HR and IT project members being knowledgeable of each other's processes.	3.62
5	IT and HR departments performing a number of activities with shared goals together.	3.63
	Overall Mean Value	**3.65**

Source: Survey Data, 2024

According to the mean values (including the overall mean) between 3.41 and 4.20 presented in Table (4.4), most of the respondents agreed that the collaboration between HR and IT in the E-recruitment process is effective. They agreed that HR and IT support are available, the relevance of feedback received from both departments, the clarity of communication and interpretation between HR and IT project members, the knowledge of each other's processes among HR and IT project members, and the performance of activities with shared goals between IT and HR departments. The HR and IT departments always support on issues related to technology, service and security. Relevant feedback is provided in a timely manner, which helps to establish strong communication between stakeholders involved in e-recruitment.

4.2.1.2 Internal Determinants of e-Recruitment

Analyzing the internal factors such as technology quality, service quality and security assurance from the perspective of respondents provides valuable insights into the effect of e-recruitment process within company.

(a)   Technology Quality

This analysis focuses on five statements related to technology quality. The mean values derived from respondent feedback are described in Table (4.5).

Table (4.5) Technology Quality

Sr. No.	Description	Mean
1	Job boards being accessible and user-friendly.	3.80
2	Job boards being efficient and allowing information to be downloaded at desirable speed.	3.72
3	Job boards containing all information needed to make a decision.	3.70
4	Receiving feedback on time and relevant.	3.72
5	Technology used in recruitment process being flexible.	3.73
	Overall Mean Value	**3.73**

Source: Survey Data, 2024

According to the mean values (including the overall mean) between 3.41 and 4.20 presented in Table (4.5), most of the respondents agreed regarding the quality of technology used in e-recruitment at the company. They agreed that the technology used for e-recruitment is accessible and user-friendly for all members, with team members able to download information at a desirable speed, the job boards provide all the necessary information to make informed decisions and feedback received through the technology is timely and relevant, the technology used in e-recruitment is perceived to be flexible, adapting well to the requirements of the recruitment process. The company focuses on long-

term effectiveness and regularly update and improve technology to keep up with industry standards and advancements, leading to better overall quality in the e-recruitment process.

(b)   Service Quality

This analysis focuses on five statements related to service quality. The mean values derived from respondent feedback are described Table (4.6).

Table (4.6) Service Quality

Sr. No.	Description	Mean
1	Providing satisfactory service.	3.68
2	Dealing with employment-related inquiries of candidates.	3.85
3	Providing relevant information about jobs to candidates.	3.74
4	Allowing access to a large pool of candidates 24 hours a day, 7 days a week.	3.62
5	Containing easy-to-understand information.	3.78
	Overall Mean Value	**3.73**

Source: Survey Data, 2024

According to the mean values (including the overall mean) between 3.41 and 4.20 presented in Table (4.6), most respondents agreed that satisfactory service is provided, including providing and responding to employment-related inquiries, providing relevant information about the job to candidates, allowing all members to reach a large pool of candidates 24 hours a day, 7 days a week and ensuring that information contained in the job board is easy to understand for team members, indicating clear and concise communication. The company continuously monitors and adapts to the requirements and expectations of applicants and participants, leveraging this information to enhance service quality. They prioritize user feedback, implementing necessary amendments to maintain high-quality, customer-centric e-recruitment services.

(c)   Security Assurance

This analysis focuses on five statements related to security assurance. The mean values derived from respondent feedback are described in Table (4.7).

Table (4.7) Security Assurance

Sr. No.	Description	Mean
1	Being Trustworthy.	3.72
2	Being Transparency.	3.74
3	Maintaining security at all times.	3.61
4	Protecting personal data.	3.80
5	Posted information is being accessed incorrectly or for the wrong reason.	3.28
	Overall Mean Value	**3.63**

Source: Survey Data, 2024

Based on the results presented in Table (4.7), most of the respondents agreed that the company effectively utilizes the security assurance practices in terms of trustworthiness in posting and sharing information, transparency for all participants, maintaining data security at all times and protecting the personal data of applicants, as mean values of all these aspects fall between 3.41 and 4.20. Additionally, most of the respondents neither agree nor disagree regarding information being accessed incorrectly or for wrong reasons, with a mean value between 2.61 and 3.40. According to this result, the company may need to address concerns regarding unauthorized access. The company actively monitors junk mail, spam, and unauthorized information, and regularly checks for viruses during file transfers. They continuously upgrade security measures and educate users on virus protection to enhance security assurance.

4.2.2 Human Resource Management Capability

This analysis focuses on five statements related to HRM capability. The mean values derived from respondent feedback are described in Table (4.8).

Table (4.8) Human Resource Management Capability

Sr. No.	Description	Mean
1	Reducing the time taken for recruitment.	3.67
2	Reaching several geographical locations through e-recruitment.	3.79
3	Reducing the level of human efforts engaged.	3.78
4	Consuming less effort as technology makes things easier.	3.89
5	Attracting more qualified applicants.	3.87
	Overall Mean Value	**3.80**

Source: Survey Data, 2024

Based on the result presented in Table (4.8), the mean values (including the overall mean) are between 3.41 and 4.20 and most of the respondents agreed that HRM capability of the e-recruitment process within the company. They agreed that the Human Resource Management department is capable of reducing the time taken to fill vacant positions through e-recruitment, which also reaches several geographical locations, reduces human effort due to user-friendly technology and attracts more candidates with the desired qualifications and skills. The company has effectively utilized its e-recruitment plan with suitable technology and services. They maintain security, provide necessary skills training, and guidelines to participants by collaborating with the IT department. These efforts have enhanced the company's HRM capability, resulting in a more efficient and effective recruitment process.

4.2.3 Organizational Performance

In order to analyze the organizational performance, five questions are asked to respondents. The mean values derived from respondent feedback are described in Table (4.9).

Table (4.9) Organizational Performance

Sr. No.	Description	Mean
1	Enhancing labor productivity to reduce poor performance.	3.64
2	Reducing recruitment cost.	3.78
3	Increasing the speed in onboarding decisions.	3.75
4	Reducing turnover ratio.	3.37
5	Enhancing service quality of staffs.	3.74
	Overall Mean Value	**3.66**

Source: Survey Data, 2024

Based on the mean values (including the overall mean) as presented in Table (4.9), most of the respondents agreed that the e-recruitment process's capability in enhancing labor productivity, reducing recruitment costs, increasing onboarding speed and enhancing service quality, as mean values of all these aspects fall between 3.41 and 4.20. The company can boost performance by quickly filling vacancies through an effective e-recruitment strategy, reducing overwork and recruitment costs. Additionally, most of the respondents neither agree nor disagree regarding e-recruitment's ability to reduce turnover ratio, with a mean value between 2.61 and 3.40. Due to recent economic situations, many young and educated staff members are inclined to seek opportunities abroad. This turnover ratio in a company is not solely dependent on the benefits and facilities offered by the company.

4.3 Analysis on the Effect of e-Recruitment on HRM Capability

To find out the influence of e-recruitment on HRM capability and organizational performance, liner regression analysis is conducted.

4.3.1 Effect of External Determinants on HRM Capability

In this section, the regression analysis between external determinants of e-recruitment on HRM capability are described. Multiple linear regression analysis is performed to reveal the effect of the independent variables (external determinants: plan for

e-recruitment, empowered managers & members team and HR & IT collaboration) on dependent variable (HRM capability). The result is illustrated in the following Table (4.10).

Table (4.10) Effect of External Determinants on HRM Capability

Dependent Variable: Credibility	Unstandardized Coefficients		ß	T	Sig.	VIF
	B	Std. Error				
(Constant)	.518	.262		1.974	.052	
Plan for e-Recruitment	.725***	.157	.688	4.608	.001	5.483
Empowered Managers and Members Team	.083	.117	.080	.707	.481	3.158
HR & IT Collaboration	.078	.134	.080	.584	.561	4.667
R Square	.683					
Adjusted R Square	.671					
F Value	56.050 ***					

Source: Survey Data, 2024

Note: *** Significant at 1% level, ** Significant at 5%, level, * Significant at 10% level

According to Table (4.10), the results of the regression analysis provide that there is a strong significant relationship between plan for e-recruitment and HRM capability. However, there is no significant relationship between empowered manages and members team, HR & IT collaboration and HRM capability. The R-square value is 0.683 with an adjusted R-square value of 0.671. This indicates that the model explains 67.1% about the variance of the independent variable (Plan for e-recruitment) and dependent variable (HRM Capability). The F value of 56.050 further confirms the overall significance of the model. The analysis reveal that plan for e-recruitment has a positive and significant effect on HRM capability at the 1% significance level.

Planning in the company involves creating a project team, holding update meetings and incorporating feedback, aligning recruitment practices with organizational goals and enhancing overall hiring process efficiency. Thus, company need to implement an effective

plan to attract more qualified and suitable candidate pool, reducing recruitment times and costs. Company's well-organized approach and emphasis on plan to be a robust e-recruitment strategy, ensuring the efficient and effective management of human resources.

The lack of significance in the variables "Empowered Managers and Members Team" and "HR & IT Collaboration" may stem from weaknesses in these areas within the company. The company's limited authority and decision-making power given to managers and team members, particularly in recruitment decisions, may result in inefficiencies and hindered decision-making processes.

Additionally, company's lack of visibility in the collaboration between HR and IT departments could lead to insufficient communication and collaboration from the side of respondents, especially in addressing technical and security issues. Respondents may perceive weak collaboration between HR and IT because they are not directly involved in HR and IT activities, and thus, are not deeply aware of the collaboration between the two departments.

4.3.2   Effect of Internal Determinants on HRM Capability

In this section, the relationship between internal determinants of e-recruitment and HRM capability is explored through multiple linear regression analysis. The analysis aims to uncover how the independent variables (internal determinants, technology quality, service quality and security assurance) effect on the dependent variable (HRM capability). The result of the liner regression is illustrated in the following Table (4.11).

Table (4.11) Effect of Internal Determinants on HRM Capability

Dependent Variable: Credibility	Unstandardized Coefficients		ß	T	Sig.	VIF
	B	Std. Error				
(Constant)	.027	.241		.112	.911	
Technology Quality	.474***	.175	.422	2.714	.008	8.900
Service Quality	.256*	.139	.266	1.843	.069	7.694
Security Assurance	.288***	.104	.246	2.761	.007	2.925
R Square	.788					
Adjusted R Square	.780					
F Value	96.832***					

Source: Survey Data, 2024

Note: *** Significant at 1% level, ** Significant at 5%, level, * Significant at 10% level

According to Table (4.11), the results of the regression analysis provide that there is a strong significant relationship between technology quality, security assurance and HRM capability. Additionally, service quality also significant effect on HRM capability with a significance level of 10%. The R-square value is 0.788 with an adjusted R-square value of 0.780. This indicates that the model explains 78.0% of the variance in HRM capability. The F value of 96.832 further confirms the overall significance of the model. The analysis indicates that technology quality and security assurance have an effect on HRM capability at the 1% significance level.

Higher technology quality and security assurance lead to significant improvements in HRM capability. Company ensures reliable and efficient technology to smooth e-recruitment processes, facilitating better candidate management and communication. This, in turn, improves the overall credibility and effectiveness of HRM practices.

The company's commitment to delivering exceptional service such as timely responses, clear communication and personalized assistant ensures a positive candidate experience throughout the e-recruitment process. Ensuring accessibility for all candidates, transparency in the recruitment process, and offering constructive feedback to unsuccessful

candidates are crucial in e-recruitment process. Personalizing interactions, providing ongoing support, and soliciting feedback for continuous improvement further enhance service quality.

Implementing robust data protection measures in the e-recruitment process enhances HRM capability by building trust with applicants and employees. This fosters credibility and efficiency in recruitment, reduces the risk of data breaches, ensures compliance with regulations, and positively impacts employer branding. In an era where data breaches are a significant concern, prioritizing data security is crucial for improving HRM capability.

Thus, the significant effect of technology quality, security assurance and service quality on HRM capability is attributed to the company's particular emphasis on these factors. By prioritizing high-quality technology, robust security measures and exceptional service, the company ensures that its e-recruitment process is efficient, trustworthy, and capable of enhancing HRM capability among all involved members.

4.4   Analysis on the Effect of HRM Capability on Organizational Performance

Similarly, the regression analysis between HRM capability and organizational performance is conducted. Linear regression analysis is performed and the results of this analysis are presented in the following Table (4.12).

Table (4.12) Effect of HRM Capability on Organizational Performance

Dependent Variable: Credibility	Unstandardized Coefficients		ß	T	Sig.	VIF
	B	Std. Error				
(Constant)	.871	.228		3.810	.001	
HRM capability	.734***	.059	.812	12.443	.001	1.000
R Square	.659					
Adjusted R Square	.655					
F Value	154.832***					

Source: Survey Data, 2024

Note: *** Significant at 1% level, ** Significant at 5%, level, * Significant at 10% level

According to Table (4.12), the results of the regression analysis provide that there is a strong significant relationship between HRM capability and organizational performance. The R-square value is 0.659 with an adjusted R-square value of 0.655. This indicates that the model explains 65.9% about the variance of the independent variable (HRM Capability) and dependent variable (Organizational Performance). The F value of 154.832 further confirms the overall significance of the model. The analysis reveal that HRM capability influence on organizational performance at the 1% significance level.

A more capable HRM function is better equipped to recruit and retain talented employees, align HR practices with organizational goals and drive overall performance improvement. Effective e-recruitment significantly impact on HRM capability, which in turn influences organizational performance. Beside this, e-recruitment strategy supported by strong internal and external determinants, can enhance HRM capability within company. Company focusing on e-recruitment determinants make effective to leverage the benefits of e-recruitment effectively. Therefore, AEON ORANGE COMPANY LIMITED can enhance its HRM practices and overall performance by investing in e-recruitment strategies and ensuring that both internal and external determinants are effectively managed and utilized.

CHAPTER 5

CONCLUSION

In this chapter, the study's findings and implications are synthesized to provide a comprehensive understanding of the effect of e-recruitment on HRM capability and organizational performance in AEON ORANGE COMPANY LIMITED in Yangon, Myanmar, considering both internal and external determinants of e-recruitment. The chapter begins with an exploration of the findings and discussion. Following this, practical suggestions and recommendations are offered to the company based on the study's findings. Finally, areas for further research are outlined, suggesting potential avenues for future studies to expand on the current understanding of e-recruitment's role in HRM Capabilities and organizational performance within the company.

5.1   Findings and Discussions

This study focuses to analyze the effect of e-recruitment on HRM capability and organizational performance in AEON ORANGE COMPANY LIMITED. A questionnaire survey was conducted with 81 staffs in managerial level who participates in e-recruitment process of AEON ORANGE COMPANY LIMITED, using census sampling method. The company is a prominent supermarket chain in Yangon and Mandalay, known for its commitment to delivering exceptional and innovative shopping experiences. The company operates with a mixed organizational structure, comprising twelve departments divided into two sessions and run its operations with a mostly young workforce.

According to the respondent profile, the majority of respondents are female, which is common in the retail business. The retail sector often employs a higher number of female workers, particularly in roles such as customer service, sales and cashier positions. The higher number of graduate respondents can be attributed to the fact that the target population consists mainly of managerial-level employees, many of whom began their careers at the company as junior staff and have since pursued graduate studies, progressing through the ranks step by step.

The largest group of respondents are assistant managers due to the hierarchical structure within the organization. Assistant managers are typically the entry-level

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managerial position and it shows company have succession plan for future. Most respondents had more than 5 years of experience in their current positions, it indicates that company makes efforts to retain experienced staff. The diverse range of experiences within the organization can lead to richer problem-solving and decision-making processes.

By allowing managers and members who involved in e-recruitment to make decision of their own concerned with how they choosing right candidates with which way and providing necessary skills for talent improvement is needed to facilitate the e-recruitment process.

In this study, the analysis focuses on the effect of the determinants of e-recruitment such as external determinants (plan for e-recruitment, empowered managers and members team and HR&IT collaboration) and internal determinants (technology quality, service quality and security assurance) on HRM capability and organizational performance.

Based on the result, most respondents agreed that the company has effective e-recruitment strategy which enable to enhance HRM capability and organizational performance. The company has a well-thought-out plan which enables wider pool of talent and can attract large pool of candidates. The empowerment of managers and team members enables the e-recruitment process to be streamline and effective HR & IT collaboration provide smoothness in the process. Moreover, they agreed that the quality of technology used in the company enables to access anytime in 24/7, service quality in the e-recruitment process provide required information to make quick decisions and security assurance is always maintained to provide reliable service.

According to the finding concerned with HRM capability and organizational performance, most respondents agreed that HRM capability of the company enable to reduce human efforts, recruitment time and recruitment cost and performance of company can enhance by using e-recruitment as a strategy of HRM. Additionally, most respondents neither strongly agree nor strongly disagree about the being access for information to misuse and reducing the turnover ratio.

The regression analysis reveals that external determinants, such as the plan for e-recruitment, empowered managers and members team and HR & IT collaboration are positive and significant effect on HRM capability at the company. Specifically, the plan for e-recruitment has a strong positive effect on HRM capability, indicating that a structured

approach to e-recruitment enhances the organization's ability to manage its human resources efficiently.

Regarding internal determinants, such as technology quality, service quality and security assurance, the analysis indicates that they have a statistically positive and significant effect on HRM capability. High-quality technology, effective service quality and security assurance are crucial for enhancing HRM capability, ensuring smooth e-recruitment processes and building trust with applicants and employees.

The analysis also shows a robust positive and significant effect of HRM capability on organizational performance at AEON ORANGE COMPANY LIMITED. HRM capability significantly influences credibility within the organization, this highlights the crucial role of HRM capability in driving overall organizational performance.

5.2   Suggestions and Recommendations

Based on these findings, several suggestions and recommendations can be proposed for company to enhance its e-recruitment practices and improve HRM capability and organizational performance.

Company should develop the plan for a comprehensive e-recruitment that includes clear information, strategies and timelines. The company should support an effective plan with adequate resources and commitment from top management. The company should implement the plan by focusing on enhancing technology and service quality, improving collaboration between HR and IT departments and ensuring security in the e-recruitment process.

Empowering managers and team members involved in the e-recruitment process is crucial for its success. Company should provide training occasionally for necessary skills such as the training concerned with new technology, security maintenance, usages of new applications, how to use updated tools effectively and ensuring that data security measures are in place to enable participants to make informed decisions and contribute effectively to e-recruitment. Additionally, management should actively seek the ideas and feedback of managers and team members involved in the e-recruitment process. This should make them feel empowered and valued, leading to increased engagement and effectiveness in the e-recruitment process.

Collaboration between HR and IT departments is crucial for the smooth functioning of the e-recruitment process. Company should focus on improving communication and coordination between these departments to ensure that they are aligned in their understanding and execution of tasks related to e-recruitment.

Company should ensure that its e-recruitment process is secure and that measures are in place to protect applicant data from unauthorized access or misuse by using high technology firewalls or data security software. Company should focus on enhancing the technology quality of its e-recruitment process. This could involve investing in advanced e-recruitment tools and platforms. Additionally, the company should focus on improving service quality, ensuring that the job boards used in the e-recruitment process are accessible, user-friendly and provide relevant information to candidates.

Company should make shift the age or type of workforce to reduce turnover ratio in the company. To enhance the organizational performance, most company emphasize to increase the revenues and reduce the expenses. In this company, organizational performance can be increased by improving labor productivity, reducing recruitment cost, saving times taken in recruitment process and improving the service quality level.

Finally, company should regularly review and update its e-recruitment strategies and practices to ensure their effectiveness and alignment with organizational goals. This will help the company to stay competitive in the rapidly evolving recruitment landscape.

5.3   Needs for Further Studies

While this study provides valuable insights into the effect of e-recruitment on HRM capability and organizational performance, there are several areas that should be explored further. Firstly, future studies should investigate the effect of e-recruitment on other aspects of HRM, such as employee engagement, satisfaction and retention. Additionally, further research should explore the role of e-recruitment in enhancing labor productivity and reducing turnover. Secondly, the influence of e-recruitment on different levels of employees within the organization should be examined to determine if its effects vary depending on the level of the employee. Finally, the role of cultural factors in shaping the effectiveness of e-recruitment practices should be explored to understand how organization need to adapt its e-recruitment strategies to different cultural contexts.

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QUESTIONNAIRE

Dear respondent,

This questionnaire is prepared to gather information on the effect of e-Recruitment on HRM capability and organizational performance. The purpose of this study is to collect data for the evidence which would support to write a research paper for academic purpose. Your input is very important to the researcher. Hence, you are kindly requested to fill this questionnaire to achieve the grand objective of the study. Your response will be kept highly confidential and used only for this research.

I thank you very much in advance for participating in this survey and providing your thoughtful feedback. If you have any questions or comments, please contact to Tel: 09 2500 880 22.

Yours Faithfully,

……………………….

Cho Zin Myint

Roll No-31

EMBA-II (19th Batch, On Campus)

Section (1): Demographic profiles of Respondents.

Please answer the following questions. This is required and please do not pass over. Please click the box which is suitable to you.

1. Gender

- ☐ Male

- ☐ Female

2. Educational Level

- ☐ Under Graduate

- ☐ Graduate

- ☐ Post Graduate

- ☐ Master Degree

- ☐ PhD

3. Position

- ☐ Assistant Manager

- ☐ Manager

- ☐ Senior Manager

- ☐ General Manager

4. Service year in current position

- ☐ Under 3 years

- ☐ 3-5 years

- ☐ Above 5 years

Section (2): External Determinants of e-Recruitment.

Please answer the following questions concerned with external determinants of e-Recruitment process. (Interpretation of the scale: Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5)

External Determinants of e-Recruitment						
Sr. No.	**Empowered Managers & Members Team (EMMT)**	**Agreeable Level**				
1	I can make decision on my own in the e-Recruitment process.	1	2	3	4	5
2	I have the necessary skills to evolve in the e-Recruitment process.	1	2	3	4	5
3	I am self-assured about my talent to contribute to e-Recruitment.	1	2	3	4	5
4	I have significant opportunity for independence in how I work in the e-Recruitment process.	1	2	3	4	5
5	I have considerable influence over what happens in e-Recruitment.	1	2	3	4	5

External Determinants of e-Recruitment						
Sr. No.	**Plan for e-Recruitment (PER)**	**Agreeable Level**				
1	e-Recruitment helps in maximizing the job match to ensure a good fit of employees with my company	1	2	3	4	5
2	The job boards are able to maximize effectiveness of our recruitment process.	1	2	3	4	5
3	I find the e-Recruitment system is effective and can lead to firm performance.	1	2	3	4	5
4	My company has a long-term plan for e-Recruitment.	1	2	3	4	5
5	My company analyzes the external environment to determine the presence and abundance of e-Recruitment process.	1	2	3	4	5

External Determinants of e-Recruitment						
Sr. No.	**HR & IT Collaboration in e-Recruitment (HIC)**	**Agreeable Level**				
1	HR and IT support is available during the e-Recruitment process.	1	2	3	4	5
2	I received relevant feedback from HR and IT during the e-Recruitment process.	1	2	3	4	5
3	I found that communication and interpretation between HR and IT project members is clear to each other.	1	2	3	4	5
4	I found HR and IT project members are knowledgeable of each other's processes.	1	2	3	4	5
5	I found that IT and HR departments perform a number of activities with shared goals together.	1	2	3	4	5

Section (3): Internal Determinants of e-Recruitment.

Please answer the following questions concerned with internal determinants of e-Recruitment process. (Interpretation of the scale: Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5)

Internal Determinants of e-Recruitment						
Sr. No.	**Technology Quality (TQ)**	**Agreeable Level**				
1	The job boards are accessible and user-friendly.	1	2	3	4	5
2	The job boards are efficient and I could download information at the desirable speed.	1	2	3	4	5
3	The job boards with all information I needed to make a decision.	1	2	3	4	5
4	The feedbacks received were on time and relevant.	1	2	3	4	5
5	The technology used in e-Recruitment process is flexible.	1	2	3	4	5

Internal Determinants of e-Recruitment							
Sr. No.	**Service Quality (SQ)**	**Agreeable Level**					
1	The job board provides satisfactory service to me.	1	2	3	4	5
2	The job board deals with employment related inquiries of the candidates.	1	2	3	4	5
3	The job board provides relevant information about the job to the candidates.	1	2	3	4	5
4	The e-Recruitment allows you to reach large pool of candidates 24 hours a day and 7 days a week.	1	2	3	4	5
5	The information contains in job board is easy to understand.	1	2	3	4	5

Internal Determinants of e-Recruitment							
Sr. No.	**Security Assurance (SA)**	**Agreeable Level**					
1	The e-Recruitment job board is trustworthy.	1	2	3	4	5
2	The e-Recruitment job board is transparent.	1	2	3	4	5
3	The security is maintained at all times.	1	2	3	4	5
4	Personal data are protected.	1	2	3	4	5
5	I heard that the posted information is being accessed incorrectly or for the wrong reason.	1	2	3	4	5

Section (4): Please answer the following questions concerned with HRM capability and organizational performance of your company related to e-Recruitment. (Interpretation of the scale: Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5)

Sr. No.	Human Resource Management Capability (HRMC)	Agreeable Level				
1	e-Recruitment reduces the time taken for recruitment.	1	2	3	4	5
2	The company can reach several geographical locations through e-Recruitment.	1	2	3	4	5
3	e-Recruitment reduces the level of human efforts engaged in the recruitment process.	1	2	3	4	5
4	Using e-Recruitment consumes less efforts as technology makes things easier.	1	2	3	4	5
5	e-Recruitment attracts more qualified applicants.	1	2	3	4	5

Sr. No.	Organizational Performance (OP)	Agreeable Level				
1	The labor productivity can be enhanced in order to reduce poor performance by e-Recruitment.	1	2	3	4	5
2	Our company's recruitment cost is reduced.	1	2	3	4	5
3	Our company has increased the speed in onboarding decisions.	1	2	3	4	5
4	Our company can reduce turnover ratio by e-Recruitment.	1	2	3	4	5
5	Our company can enhance service quality of staffs.	1	2	3	4	5

Thank you for completing this questionnaire about the effect of e-Recruitment system.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.876	.877	5

Item Statistics

	Mean	Std. Deviation	N
PER1	3.75	.942	81
PER2	3.86	.932	81
PER3	3.78	.894	81
PER4	3.64	.870	81
PER5	3.52	.896	81

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.897	.897	5

Item Statistics

	Mean	Std. Deviation	N
EMMT1	3.52	.923	81
EMMT2	3.70	.914	81
EMMT3	3.81	.853	81
EMMT4	3.65	.897	81
EMMT5	3.56	.894	81

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.947	.947	5

Item Statistics

	Mean	Std. Deviation	N
HIC1	3.78	.908	81
HIC2	3.62	.874	81
HIC3	3.60	.944	81
HIC4	3.62	.874	81
HIC5	3.63	.813	81

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.926	.927	5

Item Statistics

	Mean	Std. Deviation	N
TQ1	3.80	.858	81
TQ2	3.72	.778	81
TQ3	3.70	.782	81
TQ4	3.72	.778	81
TQ5	3.73	.758	81

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.936	.938	5

Item Statistics

	Mean	Std. Deviation	N
SQ1	3.68	.864	81
SQ2	3.85	.882	81
SQ3	3.74	.959	81
SQ4	3.62	.982	81
SQ5	3.78	.866	81

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.787	.812	5

Item Statistics

	Mean	Std. Deviation	N
SA1	3.72	.825	81
SA2	3.74	.877	81
SA3	3.60	.904	81
SA4	3.80	.872	81
SA5	3.28	1.052	81

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.949	.950	5

Item Statistics

	Mean	Std. Deviation	N
HRMC1	3.67	.908	81
HRMC2	3.79	.904	81
HRMC3	3.78	.837	81
HRMC4	3.89	.837	81
HRMC5	3.86	.802	81

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.892	.893	5

Item Statistics

	Mean	Std. Deviation	N
OP1	3.64	.811	81
OP2	3.78	.866	81
OP3	3.75	.845	81
OP4	3.37	.901	81
OP5	3.74	.803	81

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.827	.683	.671	.4458	.683	56.050	3	78	.000	1.927

a. Predictors: (Constant), Plan for e-Recruitment, Empowered Managers and Members Team, HR & IT Collaboration

b. Dependent Variable: HRM Capability

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.418	3	11.139	56.050	.000[b]
	Residual	15.502	78	.199		
	Total	48.920	81			

a. Dependent Variable: HRM Capability

b. Predictors: (Constant), Plan for e-Recruitment, Empowered Managers and Members Team, HR & IT Collaboration

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	.518	.262		1.974	.052	-.004	1.040	.182	5.483
	PER	.725	.157	.688	4.608	.000	.412	1.038	.317	3.158
	EMMT	.083	.117	.080	.707	.481	-.151	.317	.214	4.667
	HIC	.078	.134	.080	.584	.561	-.189	.345	.182	5.483
a. Dependent Variable: HRM Capability										

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.888ᵃ	.788	.780	.3643	.788	96.832	3	78	.000	2.184
a. Predictors: (Constant), Technology Quality, Service Quality, Security Assurance										
b. Dependent Variable: HRM Capability										

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.565	3	12.855	96.832	.000[b]
	Residual	10.355	78	.133		
	Total	48.920	81			

a. Dependent Variable: HRM Capability

b. Predictors: (Constant), Technology Quality, Service Quality, Security Assurance

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	.027	.241		.112	.911	-.453	.507		
	TQ	.474	.175	.422	2.714	.008	.126	.822	.112	8.900
	SQ	.256	.139	.266	1.843	.069	-.020	.532	.130	7.694
	SA	.288	.104	.246	2.761	.007	.080	.496	.342	2.925

a. Dependent Variable: HRM Capability

Model Summary[b]										
					Change Statistics					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.812[a]	.659	.655	.412	.659	154.832	1	80	.000	2.059
a. Predictors: (Constant), HRM Capability										
b. Dependent Variable: Organizational Performance										

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.333	1	26.333	154.832	.000[b]
	Residual	13.606	80	.170		
	Total	39.939	81			
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), HRM Capability						

Coefficients										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	.871	.228		3.810	.000	.416	1.325		
	HRMC	.734	.059	.812	12.443	.000	.616	.851	1.000	1.000
a. Dependent Variable: Organizational Performance										