

**The Applicant's Perception Towards E-Recruitment in It Sector of Lahore,  
Pakistan: Mediating Role of Social Media**



**Thesis Submitted to  
The Superior College, Lahore**

In Partial fulfillment of the  
Requirement for the Degree of

**Master of Philosophy in Business Administration**

By

**FAHEEM AZHAR**

**Roll No: MBIW-F16-066**

**Session: 2016-2018**

**The Superior College (School of Management Sciences), Lahore  
September - 2019**

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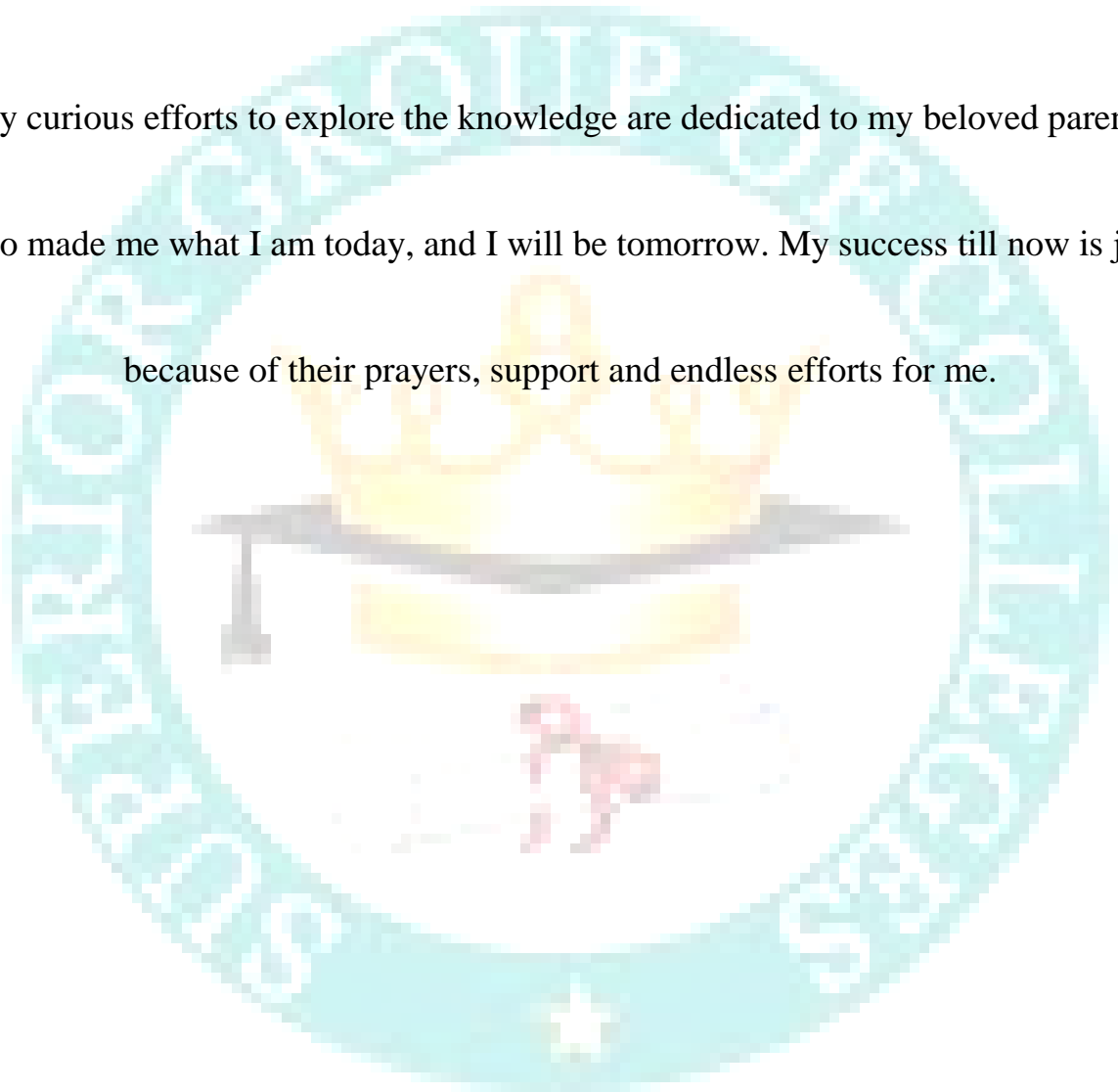
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## DEDICATION

My curious efforts to explore the knowledge are dedicated to my beloved parents who made me what I am today, and I will be tomorrow. My success till now is just because of their prayers, support and endless efforts for me.



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**FAHEEM AZHAR**

## **ABSTRACT**

**Purpose-** This quantitative research paper was originated with an objective to inspect the impact of applicant's perception (perceived usefulness, perceived ease of use, perceived enjoyment) towards electronic recruitment process with the mediating role of social media. This investigation model was also focused in the direction of determining the variations which are conceived in that particular relationship due to the mediating impact of social media, towards e-recruitment process.

**Design/Methodology/Approach-** Subsequently this research was directed to inspect the above-stated model in IT sector of Pakistan and data was collected in the area of Lahore. A cross-section designed is used for this study. The required information is situated composed over and done with questionnaires instrument which was distributed among employees working in software houses. A total of 368 employees were responded. A deductive approach is used, as the study is testing the existing theory. Several statistical analyses were applied including descriptive, demographic, reliability, correlation, simple linear regression and mediation analysis, etc.

**Findings-** The detailed analysis was found the positive existence of a significant correlation between applicant perceptions, social media, and e-recruitment process. This analysis projected that a major portion of potential candidates finds social media and e-recruitment as very useful, exciting and user-friendly platforms while searching jobs. Summing up the debate, it was also found that social media has direct mediation between applicant's perception and e-recruitment process in this selected population.

**Research limitations / Implications-** The research has restricted only in the area of Lahore and response collected from IT sector. Through this research pepper, recruiters can utilize electronic recruitment in a better way of targeting more applicants. The potential applicant can utilize social media platforms for job searching and enhance their career development. HR professionals can minimize their recruitment cost which shall be anchored by this research paper.

**Keywords:** Social Media, Perceived Usefulness, Perceived Ease of Use, Perceived Enjoyment, E-recruitment, IT Sector Lahore Pakistan

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# 1 Introduction

## 1.1 Chapter Review

Under this section, the detailed overview of the study which considered a very vital sector of any study has deliberated and inscribed explained. Now, discussing the synopsis of this research topic which is “The job applicant’s perception towards e-recruitment process with the mediating role of social media: evidence by IT sector of Lahore”. Research has one independent variable which applicant’s perception having further 3 main dimensions of it (perceived usefulness, perceived ease of use and perceived enjoyment) in addition one dependent variable which is e-recruitment process. Further, this study also having one mediation variable role of social media. Potential candidates’ perception of electronic recruitment is the main part of this research. In the last few years, it has seen a diverse type of technological changes have been performed in different organization and these changes have a huge impact on organizational performance in contact with their HR practices. If an organization has utilized and performed their recruitment over and done with social media, then there are more chances of success.

## 1.2 Background of Study

From the last decade with the evolution of the Information Technologies industry in Pakistan which is expanding day by day. This industry has a great turnover in Pakistan’s industrial sector which is 3.3 billion dollars through different IT related products and its export of services. The annual revenue of the IT industry in Pakistan is around 500 million dollars and 97% remarkable growth rate from the last four years (Asmi, Zhou, & He, 2016). With the excess use of new technologies, most of the organization are shifting on e-recruitment by utilizing social media which is one of the major platforms that emphasize involvement, association, user-generation, sharing material, & partnership. All these know-hows have driven the importance of all digital activities and services which is one the major consumed in regards of interaction and

association, generating fresh chances on behalf of communications towards different companies and the general public (Ouiridi, El, Jesse, & Ivana, 2016)

Social Media has led companies to establish a strong social presence among potential candidates and help build their brand image respectively under the information technology industry of Pakistan. The cost of recruitment through social media is lower as compared to other methods of hiring sources. Using other contemporary methods of recruitment like newspaper ads and popular job boards can be expensive while other ads which are posted on social networking sites has reached to a larger audience (Kleinhans, Ham, & Evans-Cowley, 2015)

The trend for using social media and taking help from this type of platforms for the recruitment purpose in human resource department is enhancing with the passage of time. In the modern organization, the most important and key department in any organization is Human Resource due to its working & strategically involvement (Nasreem, Hassan, & Khan, 2016). One of the largest growing industrial sector in Pakistan is private companies sector and it was generally said that this sector has a conventional HR department to utilize the modern technologies for their recruitment activities (Nasreem, Hassan, & Khan, 2016).

The traditional approach of recruitment has been changed by utilizing the access to social media platforms. To establish a connection between the recruiter and those people who are willing to joining some organization for a job, making different options and opportunities with the aim of improving and making the recruitment process effective (Mochi, Bissola, & Imperatori, 2017).

Applicant perception is also taking its place in the e-recruitment process with the expansion of the new era of technology. It matters a lot that how a potential applicant sees this new technology for recruitment. In this recent period, most of the recruiters are utilizing social media platforms in the context to communicate with their potential employees.

The initiative of this study is to critically analyze the potential's applicant observation in the direction of e-recruitment process by utilizing the mediation role of social media, taking

evidence from the IT sector of Lahore. The main dimension of applicant perception and their roles in the recruitment process shall be examined in this research. When a person would like to share some news and take different information from the platform which is allowed by social media. It is the most frequently used platform to communicate your message to someone else (Mochi, Bissola, & Imperatori, 2017).

### **1.3 Research Gap**

Now a day most of the organizations are focusing more on electronic recruiting (e-recruiting) to the attraction for job seekers as a result of it reduces recruiting prices, time management with saving and also have ability to access a huge number of potential employees for the organization as well (Harrison & Stone, 2018). The analysis showed that a single hundred pc of massive United States firms currently practice web-based schemes for attracting potential candidates. Most of the organizations having a basic need to achieve a higher profit with less recruitment cost and economic growth through highly qualified employees. In the previous research (Waghmare, 2018), it shows that online recruitment is very important on behalf of those who are going to hire you as the main source for headhunting and job applicants can simplify finding the job as well recruiters on these job sites. Therefore, the researcher intended to inspect the routine of e-recruitment amongst the job applicant of final year MBA student's in Pune and has also studied the attributes promoting job applicants to apply online. Future research is required as the e-recruitment perception among the job applicant with large sample size and more attributes (Waghmare, 2018)

So that, this reading will emphasis on the view of a potential applicant (Perceived Usefulness, Perceived Ease of Use and Perceived Enjoyment,) towards e-recruitment in the modern era of expertise and digitalization with mediating part of social media in the Information Technology sector of the area of Lahore with other attributes and large sample and can provide free information of highly qualified candidates.

## **1.4 Problem Statement:**

In recent years with the heavy traffic on the of social media sites, the maximum organizations take recognized its significance. E-Recruitment is cost-effective tools to recruit quality employees, promote the company's brand, and manage the company's reputation in this current era (Alsultanny & Alotaibi, 2015). Running a business can be challenging in developing countries. Therefore, non-public business home owner's area unit restricted to attracting extremely qualified workers as a result of the nation is seriously dependent happening overseas employment to attain economic development. So that electronic recruitment can inspiration recruitment procedure in the information industry subdivision & can deliver free material on extremely capable applicants. The initiative of this investigation is to critically analyze the potential's applicant perception towards e-recruitment process by utilizing the mediation role of social media, taking evidence from the IT sector of Lahore. The main dimension of applicant perception and their roles in the recruitment process shall be examined in this research. Social media has different kinds of boards that permit you to share your feeds, news and ingest information through your system and to join, create, and participate in groups.

## **1.5 Significance of Research**

The contribution of this research is largely added in the number of ways to the future research and to those recruiters who shall gain many advantages of social media while inducting new personnel in their organization according to the perception of a potential candidate for the job.

### **1.5.1 Theoretical Significance**

This research will also be fruitful for a public and private organization who have working or developing their recruitment process, policies and procedures for the better performance of their organization by putting a right person on a right job. The present study will be suitable for those people who are searching for information about ongoing recruitment practices by utilizing social media networking websites in Pakistan, especially focus on the IT sector of Lahore. It will

remain supportive of the academic's scholars to get to identify regarding the perception of potential job seekers about e-recruitment, which will be a part of their literature review in the future.

### **1.5.2 Practical Significance**

Through this study, many HR professionals shall enhance their knowledge regarding e-recruitment in their practical life. The communication between a potential recruiter and potential employee shall be very fast through a social media platform. Most of the organization shall prefer to minimize their cost by using e-recruitment and shall digitalize their recruitment practices conferring to the perception of potential job searchers. At the end of this research, numerous statistical techniques shall apply in this research to test the numerical implication of education for the readers.

### **1.6 Objectives of Research**

The key objective of the selected investigation is to theoretically observe the perception of the potential applicant towards e-recruitment process through the mediation role of social media as evidence from the area of Lahore. The detailed aims of this research are enlisted as below.

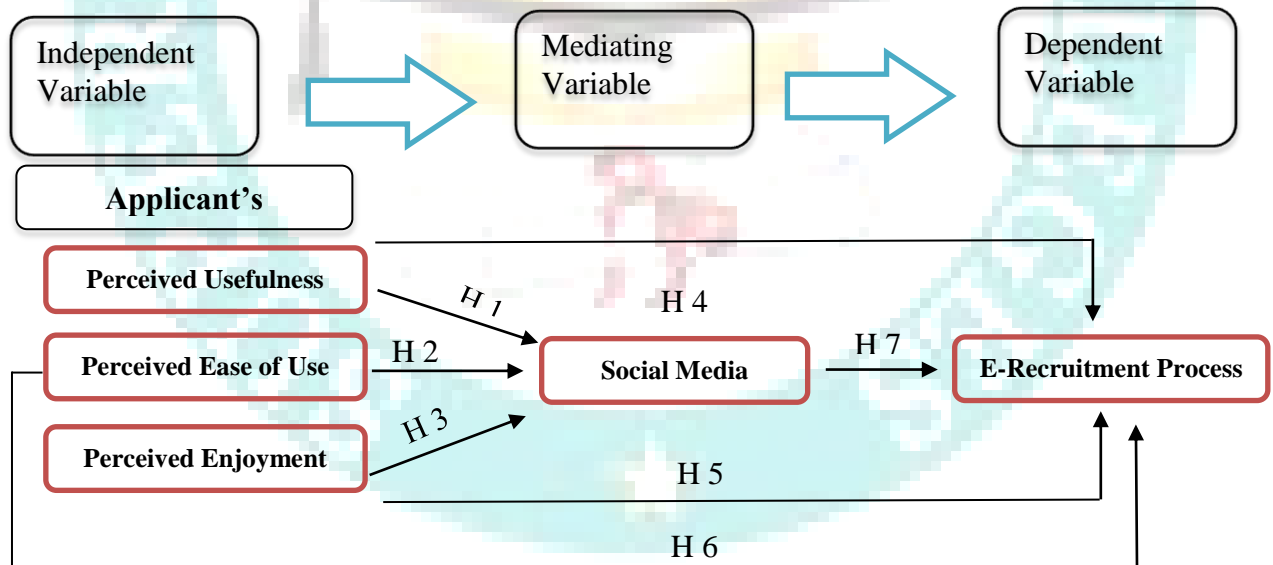
- To measure the impact of the potential applicant's perception (Perceived Enjoyment, Perceived Usefulness & Perceived Ease of Use) on the e-recruitment process.
- To explore how social media platforms help potential employees to get interact with recruiters through their electronic recruitment process.
- To assess the impact of a potential applicant's perception (Perceived Enjoyment, Perceived Usefulness & Perceived Ease of Use) on social media.
- To execute the selected research model theoretically in the context of Pakistan

## 1.7 Questions of Research

The research questions of this study are mentioned below:

- What is the impact of the potential applicant's perception (Perceived Enjoyment, Perceived Usefulness & Perceived Ease of Use) on the e-recruitment process?
- What is the mediating role of social media on the association of applicant's perception (Perceived Enjoyment, Perceived Usefulness & Perceived Ease of Use) and e-recruitment process?
- What is the impact of the potential applicant's perception (Perceived Enjoyment, Perceived Usefulness & Perceived Ease of Use) on social media?

## 1.8 Model of Research



## 1.9 Hypothesis of Research

- 1) **Hypothesis:** There is an association between perceived usefulness & social media.
- 2) **Hypothesis:** There is an affiliation between perceived ease of use & social media.

- 3) **Hypothesis:** There is a relationship between perceived enjoyment & social media.
- 4) **Hypothesis:** There is an association between perceived usefulness & e-recruitment process.
- 5) **Hypothesis:** There is affiliation among perceived ease of use & e-recruitment process.
- 6) **Hypothesis:** There is an association between perceived enjoyment & e-recruitment process.
- 7) **Hypothesis:** There is a relationship between social media & e-recruitment process.

## **1.10 Scope of Research**

This study scope determines the association between the potential employee's perception (Perceived Usefulness, Perceived Ease of Use, and Perceived Enjoyment) and e-recruitment with the mediating role of social media in the prospects of Pakistan Lahore. This also examines the potential for the growing use of the internet at the national and international level. In this study, we came to know that most of the private sector is focusing on minimal their recruitment cost by utilizing electronic recruitment and social media platform to hire the most appropriate candidate in their companies. This research will be useful to understand the relationship between these indicators in the information technology sector of Lahore.

## **1.11 Conceptualization of Research Variables**

### **1.11.1 Perceived Usefulness**

The perception of Perceived Usefulness in which a user about the extent and mark to which a user believes that to complete your particular task this technology shall contribute much higher as compare to others (Davis F. D., 1989). The usefulness construct was founded under the principle that individuals incline to use or not use a tender depending on the range they trust it will assistance they achieve the task superior. As per the model of technological acceptance, this perception is the strongest construct that influences actual use in a straight line and secondarily from side to side approach. The reason why Perceived Usefulness has the most solid outcome is that it perhaps reflects the consideration of both the benefit and cost of using the target system

(Davis F. D., 1989).

### **1.11.2 Perceived Ease of Use**

Perceived Ease of Use perception is explained as “the degree to which a person believes that using a particular system or platform would be free of effort.” It is further explaining the definition ease of use is the absence of difficulties of countless efforts, although strength is an incomplete foundation that a single can allocate for altered kind of actions and event in which an individual is accountable (Davis F. D., 1989). Comprehensible means that it is not problematic to learn or recognize. While "user-friendly" is a subjective term. User-friendly websites are typically more successful than those with complex, convoluted interfaces that are difficult to use.

### **1.11.3 Perceived Enjoyment**

The perception of Perceived Enjoyment denotes toward the point in which the use of skill, knowledge, and ability is observed as personal pleasure. A procedure of basic inspiration, distinct from the involved worth of expertise, or extrinsic enthusiasm (Davis, Bagozzi, & Warshaw, 1992). In terms of job search, Perceived Enjoyment is the degree to which the use of interaction from one person to another person or company website aimed at job search is perceived as a pleasant of fun with some most exciting practice which is totally founded on the association among apparent pleasure and ease of use in earlier research (Davis, Bagozzi, & Warshaw, 1992).

### **1.11.4 Mediating Variable – Social Media**

The exact meaning of social media is explained in the Merriam-Webster dictionary as “forms of electronic communication (as websites for social networking and microblogging) through which users create online communities to share information, ideas, personal messages and other content with other users (as videos)”. Social media has improved communication but has changed the way organizations hire. The channel of communication from one on one has moved

to the electronic mails, texts, comments, messages, and video calls. Its key structures comprise contribution, candidness, chat, unity and connectedness (Mayfield, 2011). The popularity of social networks in recent years has enlarged so much that it has developed a nearly unavoidable part of social and working life for an individual.

#### **1.11.5 Dependent Variable – E-Recruitment Process**

The electronic recruitment process is referred to as attracting the potential candidate to apply for a particular position to an organization by utilizing the internet. The apple of supply a vacant position and applying for employment via a web site has raised steady (Omete & Kinange, 2018). These factors typically include the skills of an individual, relevant experience and organization fit. This process broadly spans across the specific time while cost efficiency is an important aspect for the successful implementation of this whole process. The e-recruitment strategies are tailored to find and draw the interests of applicants so the recruiting organization might strengthen its human capital (Melanthiou, Pavlou, & Constantinou, 2015).

In the past earlier the availability of the internet, all processes and procedures were trailed and initiated from inside the organization over conferences and interaction with one of one. This current trend of recruiting human resource through the internet is also mentioned as 'e-recruitment' method. E-recruitment, when defined, is a process of recruitment of talented individuals through the internet (Melanthiou, Pavlou, & Constantinou, 2015).

## **2 Literature Review**

### **2.1 Chapter's Review**

The literature is relating to the perception of candidates for digital recruitment process with the mediating by using social media IT industry. This literature is composed in reference to different theoretical concepts of the selected variables for this research in this chapter. Since it is an emerging field, here is slight theoretical investigation focusing on the job applicant perception on e-recruitment context and even less on the IT industry. For this reason, this chapter elaborates more on the emergence and the using social media podia for the purpose of the electronic recruitment process. It includes secondary data also that will be comprehensively reviewed on the topic of social media's mediating impact on the recruitment process with applicant perceptions. The literature will begin with the perception of job seekers (Perceived Enjoyment, Perceived Usefulness & Perceived Ease of Use), to the social media platforms, then to the growth of e-recruitment process.

### **2.2 Applicant Perception**

#### **2.2.1 Perceived Usefulness**

According to the research by (Lee, 2007), as referring to the context of the electronic recruitment process, to obtain any information about their career progress and career enhancement by the job seekers. Perceived Usefulness is the belief of potential employee which will improve the efficiency of work hunt and also give more probabilities to the applicant that they will be able to acquire an appropriate job at a suitable time. The attitude of job seekers toward electronic recruitment websites and platforms that how useful these platforms for them. Most of the time, the potential employee is using such websites and more explore them as they find them much useful regarding their required job information.

The perception of Perceived Usefulness in which a user about the extent and mark to which a

user believes that to complete your particular task this technology shall contribute much higher as compare to others (Davis F. D., 1989). The usefulness construct was founded under the principle that individuals incline to use or not use a tender depending on the range they trust it will assistance they achieve the task superior. According to the technology acceptance model, Perceived Usefulness is the strongest construct that influences actual use directly and indirectly through attitude. The reason why Perceived Usefulness has the most solid outcome is that it perhaps reflects the consideration of both the benefit and cost of using the target system (Davis F. D., 1989). Consequently, the hypothesis is tested in this research;

***H02: There is a positive relationship of previewed usefulness towards social media and e-recruitment***

According to the research by (Parry & Wilson, 2009), the researcher has explained that in the current era of technology the internet is taking its place in the recruitment method as well. The researcher has done empirical research about online recruitment with the context of the organization. This research has used both methods survey and interview as well. Different kind of factor which has been influenced by online recruitment has been exploring in this research (Parry & Wilson, 2009). The findings of the research have concluded that there are spate factors for corporate websites and for commercial jobs. Perceived usefulness has a positive and significant impact on online recruitment.

As per research by (Tong, 2009) in which the perception of job seekers and their behaviors towards electronic recruitment by third-party has been investigated. The main focus on the effectiveness of third-party e-recruitment services and also provides the details of human resource professionals. The best e-recruitment services are providing many details to potential employees with some additional details of career enhancement which is very useful for them. Through electronic recruitment, a user can gain more information related to a job by just one click. A user can also enhance the effectiveness of job application by using such information.

### 2.2.2 Perceived Ease of Use

Perceived Ease of Use perception is explained as “the degree to which a person believes that using a particular system or platform would be free of effort.” It is the further explanation the definition ease of use is the absence of difficulties of countless efforts, although strength is a limited source that an individual can assign for different kind of actions and event in which an individual is accountable (Davis F. D., 1989). User-friendly means that it is not difficult to learn or understand. While "user-friendly" is a subjective term. User-friendly websites are typically more successful than those with complex, convoluted interfaces that are difficult to use.

According to the research by (Yu, Yi-ming, & Bao-jian, 2008) which have been studied individual preference toward recruitment through the internet and what factors have to influence according to the technology acceptance model. Under this research, two methods have been investigated hypothesis model and structural equation model. The finding of this research concluded that the most important factors are perceived usefulness and perceived ease of use that inspire undergraduates towards electronic recruitment process. These two variables are also directly involved with the behavior of potential candidates. Therefore, in this research hypothesis is tested;

***H02:** there is a positive association of perceived ease of use towards e-recruitment and social media.*

As a reference to the research of (Koufaris, 2002) in which the researcher has tested the technology acceptance model in the context of consumer behavior. Perceived ease of use has a significant impact on the technology used. As user point of view, an individual can be able to run the machine by just attending one small training about the system because there is less effect require and your work can be done in a limited period of time (Sanchez-Franco & n, 2005). As far as in e-recruitment is concerned, the job seeker has always desired a systemic machine with full features because it's easy to use instead of other methods

### 2.2.3 Perceived Enjoyment

While using some technology for any purpose either you were using for information gaining or using it for any other persistence and you were enjoying it personally is considered as Perceived Enjoyment. Many studies have been conducted previously to check the relationship of technology use with Perceived Enjoyment and they have found a constructive relationship among these selected variables in their research (Venkatesh, 2000). As far as job search context is concerned, it may refer as you are enjoying while using such kind of online websites with full fun, thrilling and interestingly. Therefore, Perceived Enjoyment hypothesis is having a strong association with electronic recruitment.

The perception of Perceived Enjoyment denotes toward the point in which the use of skill, knowledge, and ability is observed as personal pleasure. A procedure of basic inspiration, distinct from the involved worth of expertise, or extrinsic enthusiasm (Davis, Bagozzi, & Warshaw, 1992). In terms of job search, perceived pleasure is the degree to which the use of interaction from one person to another person or company website aimed at job search is perceived as a pleasant of fun with some most exciting practice which is totally founded on the association among apparent pleasure and ease of use in earlier research (Davis, Bagozzi, & Warshaw, 1992). Therefore, in this research hypothesize that;

***H01:** There is a positive association between Perceived Enjoyments towards social media platforms*

In the context of job seeking, it was found that all those potential employees who were in a good mood and enjoying using internet technology are more likely to have good image towards their potential organizations (Juan, 2011). If an origination shall create their official website or electronic recruitment portal from where a job seeker sensation of enjoyment while using it and searching a job for them with full interest and excitement, then there are much bigger chances of good reflection of your organization from potential candidate's sides. According to the study by

(Hwang & Yi, 2002), an individual enjoyment may reflect by how happy he/she is while performing an activity, people are in more stress if they were not enjoying by doing something.

As referenced by the study of (Venkatesh, 2000), the main concept of Perceived Enjoyment is more likely related to the concept of ease of use for something, which outcome is increased by the passage of some period by gaining more experience of the system. The finding of the research concluded that the beliefs of potential employees towards the use of a computer is the solid determinants of previewed enjoyment and ease of use. Hence, the below-mentioned hypothesis is tested;

***H04:** There is a positive relationship between Perceived Enjoyment & e-recruitment process*

### **2.3 Social Media**

Moving towards the technological era of this century and in today's business world using the internet is becoming one of the most important and joiner tool. Social media refers to an online platform through which a user can communicate and share their information electronically from one end to another end. Now a day many organizations and firms are in going into this digital world by making their private LinkedIn profile, Facebook page, WhatsApp groups, and a Twitter account. These are the most prominent and major social media networking sites preferred by the organizations and recruiters in developing countries. The popularity of social networks in recent years has enlarged so much that it has developed a nearly unavoidable part of social and working life for an individual (Galanaki, 2002).

The proper meaning and definition of social media have been explained in the Merriam-Webster dictionary as “forms of electronic communication (as websites for social networking and microblogging) through which users create online communities to share information, ideas, personal messages and other content with other users (as videos)”. Social media has improved communication but has changed the way organizations hire. The channel of communication from one on one has moved to the electronic mails, texts, comments, messages, and video calls.

Its key structures comprise contribution, candidness, chat, unity and connectedness (Mayfield, 2011). The popularity of social networks in recent years has enlarged so much that it has developed a nearly unavoidable part of social and working life for an individual.

With the growth in using social networking sites, corporations are piloting away from the traditional recruitment methods to current methods of social media recruiting. Social media is now thought to promote the company's brand on different electronic platforms while using the internet, help to manage the company's reputation and recruit quality employees. As reported in (Jobvite, 2011) survey, which is one of the most renowned researchers regarding online recruitment technology reported that social media can be used by corporate recruiters and 83% of respondents of this research quantified that they are prepared to utilize social networking websites as a job search medium or for recruitment purposes. The survey reported that LinkedIn is widely accepted network preference for recruitment with successful hiring for many companies. It also reported that Facebook and Twitter are viable for recruitment channel (Jobvite, 2011). Hence, the hypothesis is tested in this research;

***H06: There is a positive association of social media towards e-recruitment***

The Markaz, a Kuwaiti Financial Centre's subsidiary added in their report that over the past few years, social media has increased its penetration from daily lives of individuals to business operations, to communication between governments and their people. The growing pace of internet penetration in GCC countries is reaching with the pace of other developed countries. The increase in internet penetration and social media is opening new opportunities for companies and their businesses.

Social recruiting has shown many benefits for both the recruiter and the candidate, as it is a medium for both parties to learn more about each other. As per research by (Doherty, 2010), Employers spend many hours getting information about a prospective applicant without contacting with the applicant. The employer examines through the applications and then narrows

it down before calling or conducting in-person interviews with the selected applicants.

Similarly, for applicants, they can view company sites and learn more about the company either to prepare themselves before an interview or gauging interest before pursuing the job opportunity. Social media sites act as a medium that helps employers target talented individuals and applicants can update themselves by learning about the company and be better prepared for companies of their interest. Employers, on the other hand, are exposed to a larger pool of applicants that they can now choose from; they can also develop brand awareness, make a competitive advantage against its competitors and maintain company's reputation which was researched by (Montalvo, 2011).

The widest utilization of social networking sites to identify quality original recruits are Facebook, LinkedIn, and Twitter. According to a research by (Brotherton, 2012), there are approximately 800 HR professionals showed that two-thirds of those interviewed are currently gaining the benefit in recruitment by utilizing social networking sites and 64% are witnessing success from the recruits.

Each of the social media sites can be used as a screening tool. Employers can learn about their prospective candidates before contacting them. Social media also allows employers' access to passive job seekers. As an alternative to blanket advertising to applicants, employers can target people based on the job position and the experience of the applicant (Doherty, 2010). It can turn passive job seekers into active job seekers. Employers can now have access to those who are not actively seeking a new job.

Companies are seeing social recruiting efforts paying off, two-thirds of surveyed recruiters said they have had success using social networks to recruit as per researched by (Brotherton, 2012). Even for companies that are focusing on using social recruiting practices, they must make sure that the process of their application is the same no matter how the applicant is applying. Employers should align their strategy of social recruiting with their current methods of

recruitment for a clear strategy approved by the management said by (Doherty, 2010). Social recruitment strategies can enhance traditional recruiting methods that have often prolonged the hiring process. Using social recruitment would reduce hiring costs and reduce negativity from candidates who see the process as long as a reference by (Lee, 2007).

Some employers are mainly using social networking websites as the first instrument for screening potential candidates for the job. According to Society for Human Resource Management (SHRM) survey (SHRM 2011) in the US, reported that the organizations that are engaged in the practice this process have the causes for using social media to screen job applicants. They remain intelligent to gain data within the fewer period and less energy by 63%, to get data outside that in a CV or cover letter by 70%, authenticating info in a CV or cover letter by 28% and checking candidates fit with the organization by 34%. On the other hand, according to a survey report which has been found that those companies who do not utilize social media for the first screening of candidates will be a question marked regarding the validity of using social networking sites by 66%, were concerned about not being able to validate the material gained by 48% and had worries about attacking candidates' confidentiality by 33%.

Facebook is considered to be one of the biggest social networking website (Brotherton, 2012). Even though it is primarily used by people for social connections, companies use Facebook to stimulate their products and get people informed and excited about their corporations. The additional networks an employer generates, the greater the pool of candidates. Employers then look up for profile pages, groups, applications, and pages. An employer may even use Facebook to examine the quality of a prospective candidate. A resume usually provides a snapshot of a candidate, but however, a Facebook profile shares considerably more about a person. Posting job ads on social media is cost-effective usually free and with a small fee charged based on per click, budget, or impression, a company can post an ad.

It is normal for anyone to focus on the benefits of social media for recruiting purpose, like cost-effectiveness and accessibility, but at the same time, social recruiting also requires caution in some aspects. In order to stay cautious, a company should develop a strategy before starting to use social recruiting. Social recruiting should be used as an addition to traditional methods of recruiting (Doherty, 2010). However, some people do not use social media sites, so a group of talent may be overlooked if a company uses only social media sites for recruitment purposes. Another issue to consider is the blurring of the line between professional and personal information. Though the data is willingly sent, corporations must trail policies to prevent judgment and always be aware of moral and ethical responsibilities as said by (Roberts & Roach, 2009) in their research. If best practices are used, social recruiting has proven to be a great resource for companies.

Recruiting from social media permits a company to share highlights and general information about the company, so people especially applicants interested to join can understand the organizational environment, culture, and its image as well. Generating great brand awareness on social media makes it hard for opponents to copy the company reference by (Montalvo, 2011). The company's brand will be familiar, and people will know the company's standing and what it signifies. A company's status creates value for its customers and prospective workers. If a company monitors what information is a portrait of the company, the company can easily and quickly settle resolve any issue (Montalvo, 2011).

With Human Resources professionals asking for a bigger budget for social recruiting, companies are expecting to see solid business results referred by (Zielinski, 2012). Human Resources professionals are finding it hard to show the return on investment. A highly debated issue is what creates a meaningful measure of social media for recruiting use. Now a new trend of social networking websites is very much in the new generation of youth, the software does not exist for Human Resources professionals to organize the wealth of information. Most of the HR

professional considered that the more time we spent on social networking websites is much beneficial as compared to spending dollars. According to the (Sison V. , 2009), they explained in their research that social media is one of the platforms which gives an opportunity to all HR so that they can offer a voice of their business to potential candidates. By utilizing elaborate software, they can extract social monitoring tools to interact with their candidates. Most of the companies are still using social media in their initial form. By using social media platforms or your online websites for recruitment, you can easily attract your top management by this advantage by reaching many candidates in one platform. Most of the companies need to understand the importance of social media platforms that how to hire the best candidate and to enhance your employment brand as well.

From the last couple of decades (Lal & Aggarwal, 2013), electronic recruitment and social media use for recruitment purpose are becoming much common in both parties potential candidates as well as the employer. Facebook, Twitter, LinkedIn, etc. are the most register and utilized platforms for e-recruitment as they become most used websites nowadays and for finding potential talent most of the companies are using this kind of websites. For the purpose of this, the researcher has examined the problem “the effectiveness of social media sites in the process of recruitment”. They have used primary and secondary data for the result of the selected problem and test the hypothesis. According to the result of the study by (Lal & Aggarwal, 2013), most potential employees are well aware of social networking sites and are regularly using social media for the job hunt. This study also concluded that one of the major networking sites is LinkedIn due to a large number of users there.

## **2.4 E-Recruitment**

There is a dramatic growth of e-recruitment over the last decade. E-recruitment is where employers use more conventional approaches like digital technology for the purpose of recruitment moving away from traditional ways of recruiting. There are many advantages in

recruiting through social media, it allows companies to speed up the recruitment process because of the increased information flow, it helps cutting down recruiting costs by being job-specific, less hiring time, and offering a computer-aided screening of the interviews and statistical forecasts. It also provides an opportunity for an employer to hire employees both locally and globally, extending the employee reach (Smith & Rupp, 2004).

The electronic recruitment process is referred to as attracting the potential candidate to apply for a particular position to an organization by utilizing the internet. The application of supply a vacant position and applying for employment via a web site has raised steadily (Omete & Kinange, 2018). These factors typically include the skills of an individual, relevant experience and organization fit. This process broadly spans across the specific time while cost efficiency is an important aspect for the successful implementation of this whole process. The e-recruitment strategies are tailored to find and draw the interests of applicants so the recruiting organization might strengthen its human capital (Melanthiou, Pavlou, & Constantinou, 2015).

In the past earlier the availability of the internet, all processes and procedures were trailed and initiated from inside the organization over conferences and interaction with one of one. This current trend of recruiting human resource through the internet is also mentioned as 'e-recruitment' method. E-recruitment, when defined, is a process of recruitment of talented individuals through the internet (Melanthiou, Pavlou, & Constantinou, 2015).

In the research of (Kumudha & C, 2015) which shows that in the last decade, the use of web technology has resulted in a rapid increase in the use of job search and recruitment purposes. It has changed the way businesses operate and function. The reliance of businesses on technology is confirmed by the increased number of organizations and individuals using the internet. This research studies the perception of final year management students towards e-recruitment and also to find out the strongest predictor amongst the three variables used for this study i.e. Perceived Ease of Use, information provision, and website usability. A structured questionnaire

was framed which consisted of demographic questions. 140 respondents were chosen using convenient sampling method from the Institute in Coimbatore. The results found that website usability is the most influential variable towards the e-recruitment. While developing e-recruitment services the website should be attractive and easy to use. However, the limitation of the study is the respondents are the final year students of undergraduate and postgraduate management, thus the results cannot be generalized. Furthermore, a future study can add more variables in the research. Consequently, in this research hypothesize that;

***H05: there is a positive impact of applicant perception towards e-recruitment***

As the global world economy is changing rapidly, the most important components for every organization is their skilled, experienced, and innovative manpower to run their organization. In the current era of competition, it is so difficult for the organization to maintain their competitive advantage which is only based on the efforts of human resource through attracting highly qualified potential employees and retained the talented individuals. E-Recruitment is referred to as attracting the potential candidate to apply for a particular position to an organization by utilizing the internet. Using e-recruitment and applying through different internet platforms are increasing day by day with the modern era of technology (Fred & Kinange, 2018).

Said in the research of (Doherty R. , 2010) that adopting e-recruitment has many indirect benefits for organizations; the company brand is positively affected. The use of e-recruiting promotes the company image and shows a company is innovative and d flexible which can help to attract young talented people and passive employees with skills that could take the company into the new century with constant evolving in technology. He also suggests that organizations applying e-recruitment strategies and methods have more chances of attracting higher caliber applicants than those that follow the traditional approach. Social media helps know an employer that applicant that apply for a job through social media are generally computer literate, educated sophisticated young people interested in joining a company that uses technology.

E-recruiting has been contributed to a major role in the knowledgeable atmosphere. It is one of the most famous non-traditional recruiting practices used as a hiring tool. In theory, e-recruiting provides an employer with the strongest solution available to enhance applicant relationships, the flow of the information and the fastest speed of processing has been very helpful in the recruitment cycle. With single clicks on a mouse, while using computer or laptop, it allows managers to classify jobs, announce job posts, collect CVs and list down the qualified applicants who match the requirements and skills of the jobs; all this can take place within a matter of days (Smith & Rupp, 2004). As a result, recruiters can apply more control on the recruitment process by describing the limitations of their explorations and the conclusion creation steps for the future. E-recruiting is work particular and allows screening talks through computer and a numerical forecast which helps reducing costs, employee turnover and hiring time. The present e-recruiter technology enables employers to hire local and globally eliminating the geographical boundaries (Smith & Rupp, 2004).

As reported by (Maurer & Liu, 2007), the field of human resource management is also affected. By a single level, the accomplishment of e-recruiting strategies displays that the implementation of machinery has created financial savings and huge efficiencies in human resources. At an advanced level, e-recruiting shows the analytical requirement for the integration and redesign of the greatest Human resources practices and systems. E-recruiters use a secure database that is integrated and progressive workflow equipment to inform prospective recruiters when applicants matching the requirements apply.

In order to achieve better quality responses, employers should clearly define the target audience and identify the required skills. Moreover, questionnaires and psychometric tests online could be conducted at the application phase, declining to fail the applicant's application and accepting the ones that are competent. It also reported that by 2017, digital marketing will become the largest advertising class for businesses consisting of mobile advertising and the internet, surpassing TV.

However, another method of attracting better quality candidates is attracting passive job seekers. These individuals are thought to be the highest valued catch by employers (Galanaki, 2002), as they are skilled, experienced and employed already that look for new opportunities and would consider a job if the right opening was given to them.

According to the research by (Huang, Pan, & Hsieh, 2012), whether the quality of the web service of the online recruitment website perceived by the users would affect their level of satisfaction and the perceived risk towards the website. The quality of real-time communication over the internet explains why online recruitment websites became the key job hunting platform for job seekers. The research also focuses to see the influence of satisfaction on the continuance intention, word-of-mouth, and loyalty. Web service quality is an important variable that influences satisfaction and perceived risk. Samples were collected through an online survey questionnaire and a total of 601 valid questionnaires were composed. The research hypothesis was validated using the Structural Equation Model (SEM). The results showed that were: 1. Loyalty, the intention of continual usage and word-of-mouth communication are all positively affected by the satisfaction. On the other hand, satisfaction is negatively affected by perceived risks; 2. On the other hand, it was found that the observed risk negatively affected but all the services which were provided by the website remain satisfaction and affected positively. Loyalty and extension meaning is circuitously affected by happiness and apparent risk; 3. Job seekers most frequently use the searching services of online recruitment websites; 4. More emphasis is needed on risk management from online recruitment website operators.

Another research was carried out by (Madia, 2011) on utilizing the recruitment strategies through the greatest performance of using social media. In her research, she intended to discover how Human Resource specialists can make the best use of social media in their search for talented people. The research deliberates the present formal recruitment by spending time and efforts on social media. It also inspects the best practices, including a strategic plan for social

media recruitment, resources suitable and the significance of a content strategy and policy on social media. The research resulted in that social media is not only beneficial to recruit talented people but using social media as a mean of showcasing the company too. It suggested (Madia, 2011) that opting for social media pages like Facebook or Twitter, should reflect and align with the overall image of the company or brand. For organizations who want to start their social media network can begin with LinkedIn, it is a great choice and this site engages people from all the imaginable skill set and industry. The results imply that social media can no longer be ignored because of its current presence and the vast population using it. Organizations must consider creating a social media strategy plan, aligning with the target audience. Organizations need to create a social media recruitment plan based on business objectives. The findings here are that there is an increase in the awareness and adoption of social media both by job applicants and recruiter, organizations should develop and consider social media not just as a means of sourcing top talent but by adding social media to the overall recruitment strategy to meet the goals of being cost-effective, strategic and remaining competitive at the same time. The article implies to organizations to start small, gauge the response rate and utilize iterative approach (the act of repeating a process with the aim to approach the desired result. The result is then used as a starting point for the next iteration) to include social media networks for recruitment optimization (Madia, 2011).

## **3 Research Methodology**

### **3.1 Chapter's Review**

This chapter appearance is to provide insights and understanding of data and methodology used in this study. The design, approach, philosophy and data collection of the present research is included in this chapter, as far as the methodology of this research is concerned, this research has three independent variables (Perceived Enjoyment, perceived use fullness & Perceived Ease of Use) with a dependent variable (e-recruitment process) and the mediating role of social media. Research methods and techniques are explained comprehensively along with the questionnaire construction, population, and sampling used in this research. All the methodology and its procedure have been added in this portion which was applied for this research. A research methodology helps to explain the research techniques and research methods. As far as the main purpose of the methodology is concerned, it's more likely to exhibit "that the process of conducting the study is justified and fully disclosed in an accurate and detailed description" (Clare & Hamilton, 2003). The most import essentials and fundamental is deliberated in the below-mentioned chapter like material about the population of the research, sampling techniques, sample size, measure, and different techniques.

### **3.2 Research Design**

The study design is normally used to refer to frameworks that are being applied to collect and analyze data (Tobi & Kampen, 2017). Many types of research and studies could be categorized on the basis of different perceptions like its goals, planning, executions, applications, etc. to indicate how much time required in this study. The main important aspect of this investigation is to add some value in the present literature.

As this study aims to describe the perception of potential applicants towards e-recruitment process, it is safe to conclude that the purpose of this study is descriptive. The aim of this thesis is to contribute relevant theoretical knowledge to the subject. According to (Karlsson & Welander, 2015), the descriptive research method suffices when the study's aim is to describe how an event occurs and it is one of the most mutual approaches applied to research. Further, for the determination of this study, a cross-sectional design is applied. The cross-sectional design comprises data collected at a single point of time from different units available. Mainly, cross-sectional studies' reason is either descriptive or exploratory. As far as the design of this research is worried, the main aim of this study is testing the projected hypothesis as this study is expected to explain the job applicant's perception towards e-recruitment with mediation role of social media. This design is relevant to this study because first, this study is a descriptive study and the data used in this study has been composed of different peoples at the same time coming from different backgrounds, genders, age groups, and field. Due to the data collection of this research which is in the normal situation for the questionnaire from our selected respondent.

### **3.3 Research Approach**

Any research problem can be answered either by using an inductive or deductive approach. For this research purpose, a deductive approach was used. An inductive approach is used when the researcher has no prior knowledge before the data collection. It is concerned with collecting relevant information and organizing it to generate new theory from the data collected. A deductive approach is based on the expectations of the researcher that are then tested empirically to see if the results are in line with reality or not. On the contrary, an inductive approach is used when the researcher has no prior knowledge before the data collection. It is concerned with collecting relevant information and organizing it to generate a new theory from the data collected. As a deductive approach is one of the most suitable for this investigation since this

study is based on an existing theory to further develop it by hypothesizing the effects in a new environment and context to check the impact of applicant's perception on e-recruitment process with mediating role of social media.

### **3.4 Research Philosophy**

Research philosophy is considered a major part of the study methodology. It indicates the views of the researcher towards the world. The research philosophy is founded on the investigation's inquiries (Saunders, 2009). For this study, Positivism philosophy has used in this research. Its base on to test the existing theory and its impact because you were not focusing on some new ideas but just examining the association of selected variables for the research.

### **3.5 Research Methods**

In this study, the quantitative research method is applied for data collection. A quantitative study is defined as a study that includes the collection of mathematical data which studies the associations among the studies researches as deductive (Bell, et al., 2011). It puts great emphasis on the causal relationship between variables and entails the estimation of the processes involved. In addition, a quantitative method is used in order to get more quantifiable and measurable results hence, to answer research question through percentage or frequency of occurrence. In the quantitative method, a researcher used pre-defined questionnaire through a survey for data gathering in close-ended questions in which a researcher can easily apply a different kind of statistical techniques by using SPSS software for data analysis. The data was collected from different employees who are currently working in It sector of Lahore through a questionnaire. As for the facet of applicants' perception towards e-recruitment with the mediating role of social media as an effective platform.

### **3.6 Data Collection**

In General, we can see that there are dual distinct kinds of data gathering specifically both types of data either it is primary data or secondary data collection. Data that is secondary is valuable information collected by someone else than the researcher himself/herself. For the purpose of this research and its hypotheses, a comprehensive literature review will be undertaken. Both primary and secondary data utilized under this study which need to confirm the high validity of information applicable to the selected study topic. Primary data is basically the information composed by researchers themselves over observations, questionnaires or interviews. In this thesis, an in-depth questionnaire was used to increase the validity and reliability of the study. One pitfall of secondary data is that it may take composed for other reasons than what the researcher is trying to achieve.

### **3.7 Population of Research**

Population one of the major part for this study, for the persistence of this research, the IT sector is selected as the population, the reason behind this is said to be that the IT sector is a well-known and growing sector of Pakistan in the context of technology, even a part of economic growth in our country. Through the situation to this research, the most appropriate context has been investigated by the research in this study. Recently 1841 software houses are working in Pakistan out of them, currently, 569 software houses are operating in the area of Lahore (Pakistan Software Export Board).

### **3.8 Sampling of Research**

Under this research, the probability sampling technique is used as each person can get an equal chance to be selected as this study based on survey and data were collected through a

questionnaire. Probability sampling method or technique can be described as “distinguishing characteristic that each unit in the population has a known, nonzero chance of being included in the sample” (Etikan, 2016). Generally, those studies have credibility whose outcomes can be comprehensive from a sample to inhabitants and for results to be generalized the sample has to be representative. This research tries to contribute to further research and link existing theories. Due to the same characteristic, stratified sampling exploited in this research for data collection from the executive level employees that are currently working in different software houses in the area of Lahore. The population was divided into three strata, small-level companies (less than 25 employees), middle-level companies (between 25 to 100 employees) and large-level companies (more than 100 employees). On the basis of collected data, there are approximately 20% populations are belonging to 1st level strata, 30% belongs to 2nd level strata and 50% belongs to 3rd level strata. Therefore, the data is collected from these three strata randomly. In reference to the salary survey conducted in the year 2017, there are 13,149 no of employees are working software house Lahore. Therefore, the total 380 questionnaires were circulated to selected respondents & trial size is 368 as these are the total filled questionnaires were returned without any missing value. The sample size was determined as per the margin of error (5%) and confidence level (95%) from the target sample as per morgan's table. The selection of the respondents was not based on any standards or criteria, but on their availability.

Strata	No of Respondents		
	Percentage	Population	Sample
Small-level companies (less than 25 employees)	20%	2630	74
Middle-level companies (between 25 to 100 employees)	30%	3945	110
Large-level companies (more than 100 employees)	50%	6575	184
<b>Total Population / Samples Size</b>	<b>100%</b>	<b>13149</b>	<b>368</b>

### 3.9 Measures of Research

As far as the measures of this research are a concern, the following scales has been utilized from different kinds of literature for constructing the result of this study. The survey is based on data is collected from a questionnaire created through the Google Forms software and distributed electronically through social media, LinkedIn and email. The online survey was sent to gather a wide number of responses so that different answers can be gathered and analyzed to determine the hypothesis and the state of the research.

To achieve the main objective of the researcher in a quantitative study, we use a survey technique for data collection, the selected question should come across the required criteria of relevance and correctness (Zikmund & Babin, 2007). Related questions mean the range in which the gather data must address the research problem and on the other side correctness refers to the reliability of measures.

#### 3.9.1 Perceived Usefulness

For Perceived Usefulness “four-item subscale from (Lin, 2015) is utilized which is based on four pieces e.g. one of them is “Using social media or e-recruitment sites increases the

effectiveness to gather job and company information?” There are a total 5 reactions of ranges for the respondent, “1 Strongly Disagree, 2 Disagree, 3 Neutral, 4 Agree, and 5 Strongly Agree”. Previous studies show that this quantity for Perceived Usefulness is already used in a couple of researches as well (Lin, 2015).

### **3.9.2 Perceived Ease of Use**

A four-item structure is used for Perceived Ease of Use from (Lin, 2015) which includes of four objects e.g. one of the items is “It would be easy for me to become skillful at using the social media or e-recruitment sites”. There are total 5 options of choices for a respondent, “1 Strongly Disagree, 2 Disagree, 3 Neutral, 4 Agree, and 5 Strongly Agree”. This variable has been also measured in different Literature and research previously as well.

### **3.9.3 Perceived Enjoyment**

The calculation of this variable was done by 3 items from the (Lin, 2015) which covers of four pieces e.g. one of the items is “Using social media or e-recruitment sites is fun for me”. There are total 5 ratings of scale for a respondent in which an individual can select while “1 Strongly Disagree, 2 Disagree, 3 Neutral, 4 Agree, and 5 Strongly Agree”. The previous studies also show this variable measurement in their research.

### **3.9.4 Social Media**

Measures of social media variable have been taken the form (Sills, 2014) which is based on 6 items e.g. one of the items is “I would consider an organization as an employer who is not actively engaged in social media.” There is total 5 option of choices, “1 Strongly Disagree, 2 Disagree, 3 Neutral, 4 Agree, and 5 Strongly Agree”. Social media was also measured in different research as well earlier.

### **3.9.5 E-Recruitment**

For this 5 questions, have been taken the form (Ela, 2014) which is based on 6 items e.g. one of the items is “E-recruitment allows a more diversity of applicants from various geographical

locations to apply.” There is total 5 option through as respondent can response, “1 Strongly Disagree, 2 Disagree, 3 Neutral, 4 Agree, and 5 Strongly Agree”. It was also measured in different research as well earlier.

### **3.10 Response Rate**

In this research, almost 380 developed questionnaires were sent to different respondent for data collection. As far as return back is concerned, there are total 368 were successfully responded by the respondents which are equal to 96.8% of distributed questionnaires.

### **3.11 Data Analysis Techniques**

For the determination of data examination, The Likert scale problems were used in the questionnaire for the survey. Coding technique is applied to allocate a certain code to an individual answer from every response for retaining maximum data possible. After the data collection, all the replies to the questions used in the questionnaire imported to SPSS. SPSS stands for Statistical Package for the Social Sciences. It is a software package owned by IBM which is utilized for numerical analysis. It is used research purpose by education researchers, health researchers, market researchers, survey companies, data miners, marketing organizations, government, and others. The results generated by SPSS can be interpreted by the researcher and explain the implications the study has. All the entries were made manually and the answers were coded. There were 368 respondents in the survey. With the help of SPSS significance, mean, median and the mode of the data were analyzed. After which a frequency chart, descriptive analysis, and t-tests were conducted.

Frequency distributions tables are showing the number of times a certain option is chosen by the respondent to familiarize the data. A descriptive analysis was conducted on the survey too to find out the average values of the data. Finally, t-tests were conducted to see how likely it was that the values form the sample group was random. The t-tests and the significance value reduce the risk of data not being representative. The answer options were changed with numerical

numbers (coded) ranging from 1 to 5. After that, numerous statistical techniques are used in this thesis to test the statistical significance of the study. Firstly, the reliability of the collected data is measured with the normality of data. Further techniques include descriptive statistics and analysis, frequency analysis, measures of central tendency, measures of dispersions and a test of statistical significance in instruction to test the hypothesis and study problem in this thesis. Statistical software has been applied for the analysis of data which were collected through questionnaire. Correlation and regression analysis was also measured in this study.



## **4 Research Analysis & Results**

### **4.1 Chapter's Review**

This chapter is one of the major parts of the study which has been focused and covered the detail findings, results and explanation of such investigation which has been accompanied throughout the research for checking the results. The analysis has been applied to the gathered data from a survey which is filled by different respondents. The data were constructed from a survey conducted from 368 respondents. All the questions of the survey were answered by the participants and that is why the survey was considered usable. Furthermore, several other statistical techniques are in this chapter to analyze and the information collected and to respond to the research question of this study and the hypothesis of the study. To test the hypothesis of this research, different kind of analysis was applied in the research work for better decision and understating of the relationship among the selected variables. Several statistical analyses were functional for the numerous purpose which has been talking over in the chapter with tabular form. These techniques include descriptive statistics, descriptive analysis, and interpretations, measures of central tendency, measures of dispersions and T-tests to establish the statistical significance. The data analysis was undertaken on statistical software "SPSS".

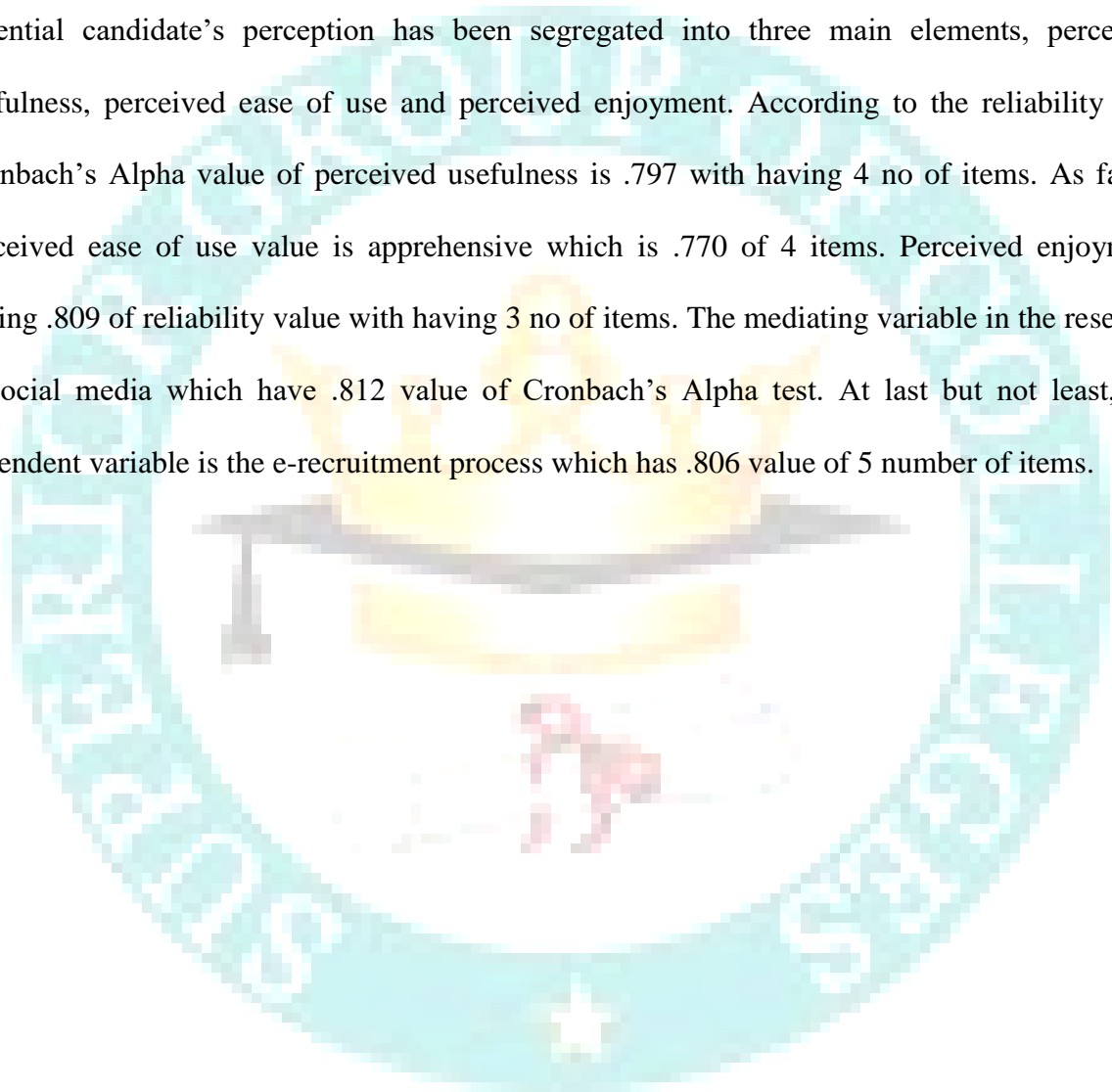
### **4.2 Initial Analysis**

Most importantly, it is a prior requirement and essential for any research to check and verify the normality and reliability of gathered data previously applying any kind of test for further working. For this purpose, fowling initial tests have been applied been for validating the collected data of this study.

#### **4.2.1 Reliability of Data**

The first necessary and the most important part of the research is to check and verify the internal reliability of the collected data before applying any further statistical test. For this reliability

examination was executed and all the outcomes show that the selected variables are reliable. Cronbach's Alpha test which is applied by using SPSS software to check the reliability research data. As per research for the criteria of measure the reliability of variables (Bagozzi, 1988), “if the value of reliability is more than 0.60 which is minimum acceptable value then the value of alpha is acceptable”. Table 1.0 – Data Reliability has contained the values of reliability analysis. Potential candidate’s perception has been segregated into three main elements, perceived usefulness, perceived ease of use and perceived enjoyment. According to the reliability test, Cronbach’s Alpha value of perceived usefulness is .797 with having 4 no of items. As far as perceived ease of use value is apprehensive which is .770 of 4 items. Perceived enjoyment having .809 of reliability value with having 3 no of items. The mediating variable in the research is social media which have .812 value of Cronbach’s Alpha test. At last but not least, the dependent variable is the e-recruitment process which has .806 value of 5 number of items.



**Table 1.0 – Data Reliability**

Sr. No	Variables	Cronbach's Alpha Value	No of Items
1	Perceived Usefulness	.797	4
2	Perceived Ease of Use	.770	4
3	Perceived Enjoyment	.809	3
4	Social Media	.812	6
5	E-Recruitment Process	.806	5

**4.2.2 Demographic Analysis**

Under this research paper, the demographic characteristics of the defendants are categorized into five different dimensions to get data. The detail of gathered data has been mentioned as below tabular form for better understating and explanation.

**1.0 – Table – Frequency – Gender**

Variables	Items	N	Frequency	Percentage	Cumulative %
Gender	Male	368	258	70.1 %	100%
	Female		110	29.9 %	

The first classified demographic attribute is gender and as per the collected date, 258 are males and whereas on the other side only 110 are females’ respondents out of 368. Males’ respondents have covered a major portion which is 70.1% and on the other side, females have 29.9% out of a total of 100%. Frequency table 1.0 is contained the value of gender.

**1.1 - Table – Frequency – Age**

<b>Variables</b>	<b>Items</b>	<b>N</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative %</b>
<b>Age</b>	Less Than 25	368	83	22.6 %	100%
	26 – 35		223	60.6%	
	36 – 45		53	14.4%	
	46 Plus		9	2.4%	

Evaluating the result and response of selected respondent on the basis of their age group, the collected data reflect that most of the defendants are belongs to the 2<sup>nd</sup> group of age. All those employees who fall in the age group between 26 years to 35 years are 60.6% which is the highest population of the data. On the other side, all those respondents who fall below 25 years are 22.6%. The employees who fall in the age between 36 years to 45 years are only 14.4% which stands on 3<sup>rd</sup> position. The last option in the questionnaire of this research is those employees who fall above 45 years old and they are only 2.4% which is one of the fewer value in this study. Frequency table 1.1 is contained the value of age.

### 1.2 - Table – Frequency – Education

Variables	Items	N	Frequency	Percentage	Cumulative %
<b>Education</b>	Intermediate	368	16	4.3%	100%
	Graduation		149	40.5%	
	Master		159	43.2%	
	M.Phil. / PhD		44	12%	

The other attribute of the demographics related question in this research which is totally related to the education of the respondents. According to collected data and analysis which shows that half of the employees 43.2% having a master degree in the context of their qualification whereas on the other hand 40.5% respondents having a graduation degree in their respective fields. Only 4.3% have done an intermediate degree, whereas only 12% of the respondents had MPhil and Ph.D. degrees, respectively according to the gathered data. Frequency table 1.2 is contained the value of education.

### 1.3 Table – Frequency – Organizational Level

Variables	Items	N	Frequency	Percentage	Cumulative %
<b>Org. Level</b>	National	368	216	58.7%	100%
	International		152	41.3%	

The last but not the least quality of the demographic question is examining or asking about the organization level of the respondents where they are working currently, either it is a national or

international organization where they are providing their precious services with full dedication and sincerity and gaining some reward from them against their services. Most of the respondents, that is 58.7%, are currently working in national organizations according to collected data whereas only 41.3% employee belongs to the international organization. Frequency table 1.3 is contained the value of organizational level.

### 4.2.3 Descriptive Analysis

Under this analysis, the researcher has applied descriptive statistics which has contained mean value and standard deviation value of selected variables. The below mention table has shown all descriptive statistics of perceived usefulness, perceived ease of use, perceived enjoyment, social media, and e-recruitment process. These variables have been calculated on five Likert scale point from strongly agree to strongly disagree response of the respondents according to the asked questions.

**1.1 Table – Descriptive Statistics**

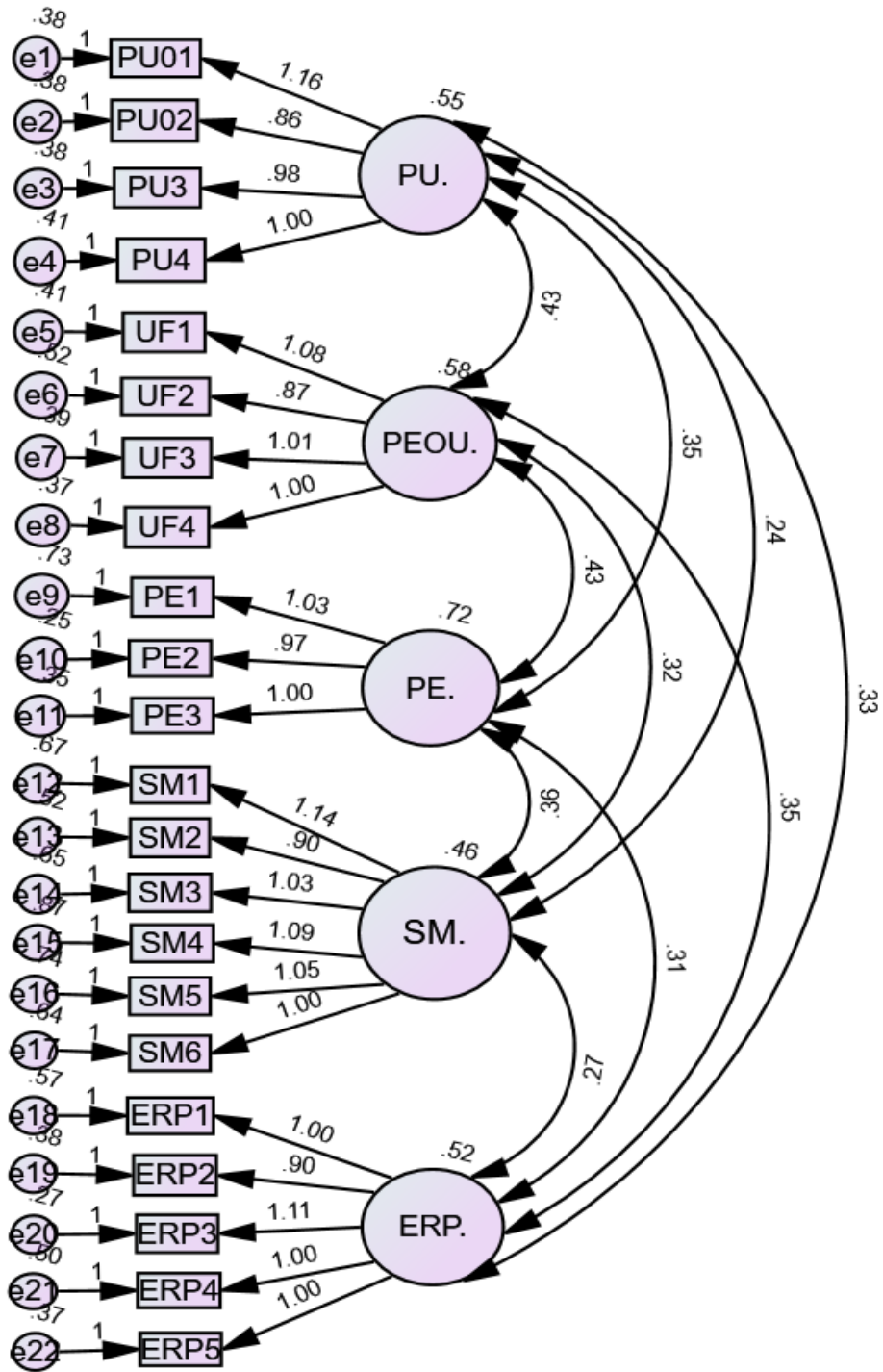
<b>Sr. No</b>	<b>Variables</b>	<b>Mean Value</b>	<b>Standard Deviation</b>
<b>1</b>	<b>Perceived Usefulness</b>	4.00	0.80
<b>2</b>	<b>Perceived Ease of Use</b>	3.88	0.82
<b>3</b>	<b>Perceived Enjoyment</b>	3.60	0.93
<b>4</b>	<b>Social Media</b>	3.62	0.78
<b>5</b>	<b>E-Recruitment Process</b>	3.89	0.77

According to table 1.1, perceived usefulness has 4.01 as mean value and on the right side having 0.97 as standard deviation. It indicates the most of the potential employees feels that recruitment through social media is very useful for their career. Perceived ease of use has 3.89 mean and

1.00 standard deviation, respondents believed that while using social media and only recruitment websites are very user-friendly for them. Perceived enjoyment having 3.60 mean and 1.07 value of standard deviation. People feel much enjoyment and, fun while using social networking websites for just recruitment purpose. Social media and e-recruitment having mean value are 3.63 and 3.90 and on the right side, the standard deviation value is 1.08 and 0.97. These are the fewer values as compare to the other variables, so it indicates that most of the potential employees and HR professional also agree for using social media platforms recruitment purpose is beneficial.



#### 4.2.4 CFA Analysis



### 1.1 Table – Confirmatory Factor Analysis

Model	Hypothesized	Threshold
CMIN/DF	2.802	<3 good; < 5 sometimes permissible
RMR	0.068	Closer to 0
GIF	0.688	> .95
AGFI	0.84	> .80
CFI	0.911	> .95 great; > .90 traditional; > .80 sometimes permissible
RMSEA	0.07	< .05 good; .05 - .10 moderate; > .10 bad

The above table has displayed the result which is driven by the CFA (Confirmatory Factor Analysis) test applied by using AMOS (SPSS). The test is applied to check the model fitness level that either the selected model is completely fit or not. The results show that CMIN/DF having hypothesized value is 2.802 which indicates that that this is good as per threshold values. RMR value is 0.068 and the threshold values should be closer to 0 so this value is also acceptable. GIF value is 0.688 and on the other side AGFI value is 0.84. CFI is having 0.911 value which shows this model is fall at a traditional level according to this specific category. At the last RMSEA has 0.07 hypothesized value which display that it is in a good category. Hence, the overall test points out that this model is completely fit.

### **4.3 Hypothesis Testing**

The main determination for this research is to examine the impact of applicant's perception (perceived usefulness, perceived ease of use & perceived enjoyment) towards e-recruitment with mediation effect of social media. To examine the hypothesis of this study, the following analysis was applied to accepting or rejecting the proposed hypothesis.

#### **4.3.1 Correlation Analysis**

To check and investigate the existence of any type of relationship in the context of their strength and linearity between two variables, correlation analysis needs to be applied to the collected data from the respondents. If the data normality is equally distributed among the two variable and the collected data is linear, then Pearson's correlation applies otherwise Spearman's correlation need be applied (Gogta & UM, 2017). For the purpose of this research, Pearson correlation has applied to the selected variables as the data normality is linear. The relationship between perceived usefulness and social media is a positively significantly acceptable correlation as the value of its result is ( $r = .389^{**}$ ,  $p < 0.000$ ) which indicates that there is a moderate correlation between these two variables. It is empirical that in case of a correlation between perceived ease of use towards social media is also having positive significant value ( $r = .517^{**}$ ,  $p < 0.000$ ) indicated that good correlation. Relationship between perceived enjoyment with social media is also collated according to results as value is ( $r = .498^{**}$ ,  $p < 0.000$ ).

**1.1 - Table – Correlation Analysis**

Variables	1	2	3	4	5
Perceived Usefulness	1				
Perceived Ease of Use	.652**	1			
Perceived Enjoyment	.457**	.556**	1		
Social Media	.389**	.517**	.498**	1	
E-Recruitment	.528**	.535**	.424**	.462**	1

*Note\* correlation is significant at the 0.01 level (2 tailed)*

When the above statistical analysis was functional to check the relationship among perceived usefulness and e-recruitment which is ( $r = .528^{**}$ ,  $p < 0.000$ ), this is expected that most of the potential employees are considering e-recruitment as a very social valuable and beneficial platform. Same as the result of the correlation between perceived ease of use and e-recruitment variables which value is ( $r = .535$ ,  $p < 0.000$ ) significantly correlated as per applied test.

According to the above-mentioned table's results, which indicates that there is the existence of a positive moderate association between perceived enjoyment and e-recruitment ( $r = .424^{**}$ ,  $p < 0.000$ ) which is very significant correlated. On the other hand, in the case of the relation between social media and e-recruitment variables, the results show that there is positive and moderate relation between these two variables ( $r = .462^{**}$ ,  $p < 0.000$ ).

### 4.3.2 Regression Analysis

This is one of the most regularly and commonly used analysis by the researchers to examine the relationship between independent variable towards the dependent variable by using statistical

data (Sarstedt & Mooi, 2014). Regression analysis arranges for help to the researcher to understand the relationship between two variables either the relationship is significant or non-significant. It also provides the strength that effects on dependent variable from the independent variable. Through this test, a researcher can check the linear relationship between two variables which indicates how much amount of change in one variable can be effected to the other one. For the purpose is this research following hypothesis was tested by utilizing regression analysis in SPSS.

#### **4.3.2.1 Hypothesis 01:**

*“There is a positive relationship between perceived usefulness towards social media”*

For checking the relationship of perceived usefulness and social media, simple regression analysis is applied in this research. After the analysis, R square value is .151, which indicates the variation on social media from perceived usefulness is only 15%, it also means the remaining value can be affected by some other variables as well.

**1.1 - Table: Regression analysis the impact of perceived usefulness towards social media.**

Model	R	R Square	Adjusted R Square	Std. An error of the Estimate		
1	.389 <sup>a</sup>	.151	.149	.72283		
a. Predictors: (Constant), Perceived Usefulness						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.115	.191		11.066	.000
	Perceived Usefulness	.378	.047	.389	8.074	.000
a. Dependent Variable: Social Media						

**Regression Equation:**  $Y = a + bx$

Social media = a + b (perceived usefulness)

=2.11 + .378

Standard error of estimate is measuring the regression line and in this research, its value is .722.

As per the ANOVA table, the significance value is .000 which indicates that there is a significant relationship between these two variables. If there is 1-unit increase in perceived usefulness, then in result there is .378 increase shall be effected in social media simultaneously. According to the outcome of the above result, the null hypothesis shall be rejected and using social media is very useful platforms for potential applicants in term of job seeking.

#### 4.3.2.2 Hypothesis 02:

*“There is a positive association between perceived ease of use towards social media”*

Investigating the association of perceived ease of use and social media, simple regression analysis is applied in this research. After the analysis, R square value is .267, which specifies the variation on social media from perceived ease of use which is only 26%, it also means the remaining value can be affected by certain other variables as well.

**1.2 - Table: Regression analysis the impact of perceived ease of use towards social media.**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.517 <sup>a</sup>	.267	.265	.67152		
a. Predictors: (Constant), Perceived Ease of Use						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.706	.170		10.040	.000
	Perceived Ease of Use	.494	.043	.517	11.558	.000
a. Dependent Variable: Social Media						

**Regression Equation:**  $Y = a + bx$

$$\text{Social media} = a + b (\text{Perceived Ease of Use})$$

$$= 1.706 + .494x$$

The standard error of the estimate is measuring the regression line and in this research, its value is .671. As per the ANOVA table, the significance value is .000 which designates that there is a significant relationship between these two variables. If there is 1-unit increase in perceived ease of use, then in result there is .494 increase shall be produced in social media simultaneously. As per the findings of the result, alternative hypothesis shall be accepted in this research which specifies that there is a direct relationship between perceived ease of use and social media. The potential applicant considered social media as a very friendly platform for searching for new jobs and career enhancement.

#### 4.3.2.3 Hypothesis 03:

*“There is a positive relationship between perceived enjoyment and social media”*

Testing the association of perceived enjoyment and social media, simple regression analysis is applied in this research. After the analysis, R square value is .248, which indicates the variation

on social media from perceived enjoyment is only 24.8%, it also means the remaining value can be affected by some other variables as well.

**1.3 - Table: Regression analysis the impact of perceived enjoyment and social media.**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.498 <sup>a</sup>	.248	.246	.68050		
a. Predictors: (Constant), Perceived Enjoyment						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.118	.142		14.917	.000
	Perceived Enjoyment	.419	.038	.498	10.978	.000
a. Dependent Variable: Social Media						

**Regression Equation:**  $Y = a + bx$   
 Social media = a + b (perceived enjoyment)  
 = 2.11 + .419

The standard error of the estimate is measuring the regression line and in this research, its value is .680. As per the ANOVA table, the significance value is .000 which indicates that there is a significant relationship between these two variables. If there is 1 unit increase in perceived enjoyment then in result there is .419 increase shall be effected in social media simultaneously. In the result of this test, the null hypothesis shall be rejected. Most of the potential applicant is enjoying while using the social media platform for job seeking context.

**4.3.2.4 Hypothesis 04:**

*“There is a positive relationship among perceived usefulness & e-recruitment process”*

Examining the relationship of perceived usefulness and e-recruitment process, simple regression analysis is applied in this research. After the analysis, R square value is .279, which specifies the variation on e-recruitment process from perceived usefulness which is only 27.9%, it also means

the remaining value can be affected by certain other variables as well.

**1.4 - Table: Regression analysis the impact of perceived usefulness towards e-recruitment process.**

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate		
1	.528 <sup>a</sup>	.279	.277	.66283		
a. Predictors: (Constant), Perceived Usefulness						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.855	.175		10.585	.000
	Perceived Usefulness	.510	.043	.528	11.886	.000
a. Dependent Variable: E-Recruitment Process						

**Regression Equation:**  $Y = a + bx$

$$\begin{aligned} \text{E-Recruitment Process} &= a + b (\text{Perceived Usefulness}) \\ &= 1.855 + .510 \end{aligned}$$

The standard error of the estimate is measuring the regression line and in this research, its value is .6628. As per the ANOVA table, the significance value is .000 which designates that there is a significant relationship between these two variables. If there is 1-unit increase in perceive usefulness, then in result there is .510 increase shall be produced in e-recruitment process simultaneously. As per the above result, the alternative hypothesis is accepted in this research. It also concluded that potential employees considering e-recruitment is a very useful tool.

#### 4.3.2.5 Hypothesis 05:

*“There is a positive relationship in perceived ease of use and e-recruitment process”*

In examining the relationship between perceived ease of use and e-recruitment, simple regression analysis is applied in this research. After the analysis, R square value is .287, which indicates the variation on e-recruitment from perceived ease of use is only 28.7%, it also means the remaining value can be affected by some other variables as well.

**1.5 - Table: Regression analysis the impact of perceived ease of use and e-recruitment process.**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.535 <sup>a</sup>	.287	.285	.65914		
a. Predictors: (Constant), Perceived Ease of Use						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.918	.167		11.504	.000
	Perceived Ease of Use	.509	.042	.535	12.124	.000
a. Dependent Variable: E-Recruitment Process						

**Regression Equation:**  $Y = a + bx$

$$\begin{aligned} \text{E-Recruitment Process} &= a + b (\text{perceived ease of use}) \\ &= 1.19 + .509 \end{aligned}$$

The standard error of the estimate is measuring the regression line and in this research, its value is .659. As per the ANOVA table, the significance value is .000 which indicates that there is a significant relationship between these two variables. If there is 1 unit increase in perceived ease of use then in result there is .509 increase is effected in e-recruitment simultaneously. In the result of this test, the null hypothesis shall be rejected.

#### 4.3.2.6 Hypothesis 06:

*“There is a positive relationship between perceived enjoyment and e-recruitment process”*

Investigating the association of perceived enjoyment and e-recruitment process, simple regression analysis is applied in this research. After the analysis, R square value is .180, which indicates the variation on e-recruitment from perceived enjoyment is only 18.0%, it also means the remaining value can be caused by some other variables as well.

**1.6 - Table: Regression analysis the impact of perceived enjoyment and e-recruitment process.**

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate		
1	.424 <sup>a</sup>	.180	.178	.70659		
a. Predictors: (Constant), Perceived Enjoyment						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.617	.147		17.748	.000
	Perceived Enjoyment	.355	.040	.424	8.967	.000
a. Dependent Variable: E-recruitment Process						

**Regression Equation:**  $Y = a + bx$

$$\begin{aligned} \text{E-Recruitment Process} &= a + b (\text{perceived enjoyment}) \\ &= 2.61 + .355x \end{aligned}$$

The standard error of the estimate is measuring the regression line and in this research, its value is .706. As per the ANOVA table, the significance value is .000 which indicates that there is a significant relationship between these two variables. If there is 1 unit increase in perceived enjoyment then in result there is .355 increase is effected in the e-recruitment process simultaneously. In the result of this test, the null hypothesis shall be rejected. Many potential applicants are enjoying while using electronic recruitment platforms for job seeking context.

#### 4.3.2.7 Hypothesis 07:

*“There is a direct relationship between social media and e-recruitment process”*

For exploratory the relationship among social media e-recruitment process, simple regression analysis is applied in this research. After the analysis, R square value is .214, which specifies the variation on e-recruitment process from social media which is only 21.4%, it also means the remaining value can be affected by certain other variables as well.

**1.7 - Table: Regression analysis the impact of social media one-recruitment process.**

Model	R	R Square	Adjusted R Square	Std. An error of the Estimate		
1	.462 <sup>a</sup>	.214	.212	.69188		
a. Predictors: (Constant), Social Media						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.228	.171		13.027	.000
	Social Media	.460	.046	.462	9.980	.000
a. Dependent Variable: E-recruitment Process						

**Regression Equation:**  $Y = a + bx$

$$\begin{aligned} \text{E-recruitment Process} &= a + b (\text{Social Media}) \\ &= 2.228 + .460 \end{aligned}$$

The standard error of the estimate is measuring the regression line and in this research, its value is .691. As per the ANOVA table, the significance value is .000 which designates that there is a significant relationship between these two variables. If there is 1-unit increase in perceive social media, then in result there is .460 increase is effected on e-recruitment process simultaneously. As per the findings of the result, alternative hypothesis shall be accepted in this research which specifies that there is a direct relationship between social media and e-recruitment process. Social media platforms are very in recruitment for searching for new jobs and career enhancement.

### 4.3.3 Meditation Analysis

To check and investigate the direct, indirect and total effect of mediation variable between independent and dependent variable mediation hypothesis by using SPSS needs to be tested (Hayes & Preacher, 2013). In this test, a researcher can involve multi independent variables for testing and through this method analysis of covariance can be calculated mathematically. For

mediation analysis of this research (Hayes & Preacher, 2013) model 4 has been applied to examine the mediation between both variables.

**1.1 - Table – Mediation Analysis of PU, PEOU, PE, and SM**

	<b>R</b>	<b>R Square</b>	<b>F</b>	<b>B</b>	<b>St Error</b>	<b>T</b>	<b>P</b>
<b>Constant</b>	.3888	.1512	65.1956	2.1146	.1911	11.0661	.0000
<b>PU</b>				.3776	.468	8.0744	.0000
<b>Constant</b>	.5171	.2674	133.5972	1.7057	.1694	10.0399	.0000
<b>PEOU</b>				.4941	.0527	11.5584	.0000
<b>Constant</b>	.4977	.2477	120.5061	2.1180	.1420	14.9166	.0000
<b>PE</b>				.4188	.0381	10.9775	.0000

Constant – Social Media, IV – Social Media

The above-mentioned format is showing the outcome of mediation examination of independent variables (perceived usefulness, perceived ease of use and perceived enjoyment) and the constant variables are social media. It was found there is significant mediation of perceived usefulness as P value is  $.0000 > .05$  and the constant value is in positive. As  $R^2$  value is .1512 which indicates that there is 15% mediation of social media in perceived usefulness. Further, as far as social mediation with perceived ease of use is concerned, it also presenting significant mediation by social media for perceived ease of use as P value is  $.0000 > .05$  and the constant value is in positive. As  $R^2$  value is .2674 which indicates that there is 26% mediation of social media in perceived ease of use. In the context of mediation of social media for perceived enjoyment, the above table expresses the significant mediation by social media for perceived enjoyment as P value is  $.0000 > .05$  and the constant value is in positive. As  $R^2$  value is .2477 which indicates that there is 24% mediation of social media in perceived enjoyment.

**1.2 - Table – Mediation Analysis of Social Mediation and Constant is E-recruitment**

<b>Variables</b>	<b>R</b>	<b>R Square</b>	<b>F</b>	<b>B</b>	<b>St Error</b>	<b>T</b>	<b>P</b>
<b>Constant</b>	.5971	.3565	101.1062	1.2172	.1914	6.3582	.0000
<b>PU</b>				.3959	.0440	8.9936	.0000
<b>SM</b>				.3015	.0453	6.6510	.0000
<b>Constant</b>	.5776	.3336	91.3586	1.4883	.1823	8.1659	.0000
<b>PEOU</b>				.3841	.0475	8.0968	.0000
<b>SM</b>				.2521	.0497	5.0774	.0000
<b>Constant</b>	.5139	.2640	65.4763	1.9136	.1774	10.7856	.0000
<b>PE</b>				.2161	.0433	4.9807	.0000
<b>SM</b>				.3322	.0515	6.4817	.0000

Constant – E-recruitment Process

The stand is representing the result of mediation analysis of independent variables (perceived usefulness, perceived ease of use and perceived enjoyment) and the constant variables are e-recruitment process. It was found there is significant mediation of perceived usefulness as P value is  $.0000 > .05$  and the constant value is in positive. As  $R^2$  value is  $.35$  which indicates that there is 35% mediation between the independent variable and dependent variable. Further, as far as perceived ease of use is concerned, it also presenting significant mediation of social media between perceived ease of use and e-recruitment process as P value is  $.0000 > .05$  and the constant value is in positive. As  $R^2$  value is  $.3336$  which indicates that there is 33% mediation of social media in perceived ease of use and e-recruitment process. In the context of perceived enjoyment, the above table expresses the significant positive mediation by social media for perceived enjoyment and e-recruitment process as P value is  $.0000 > .05$  and the constant value is

in positive. As  $R^2$  value is .2640 which indicates that there is 26% mediation of social media in perceived enjoyment and e-recruitment process.

**1.3 - Table – Direct Indirect Effect of Social Media**

	<b>Effect</b>	<b>St Error</b>	<b>T</b>	<b>P</b>
<b>PU IV – DV</b>	.3959	.0440	8.9936	.0000
<b>IV – M – DV</b>	.1138			
<b>POEU IV – DV</b>	.3841	.0474	8.0968	.0000
<b>IV – M – DV</b>	.1246			.0000
<b>PE IV – DV</b>	.2161	.0433	4.9867	.0000
<b>IV – M – DV</b>	.1391			.0000

\*IV= PU, M= SM, DV= ERP

\*IV= PU, M= SM, DV= ERP

\*IV= PU, M= SM, DV= ERP

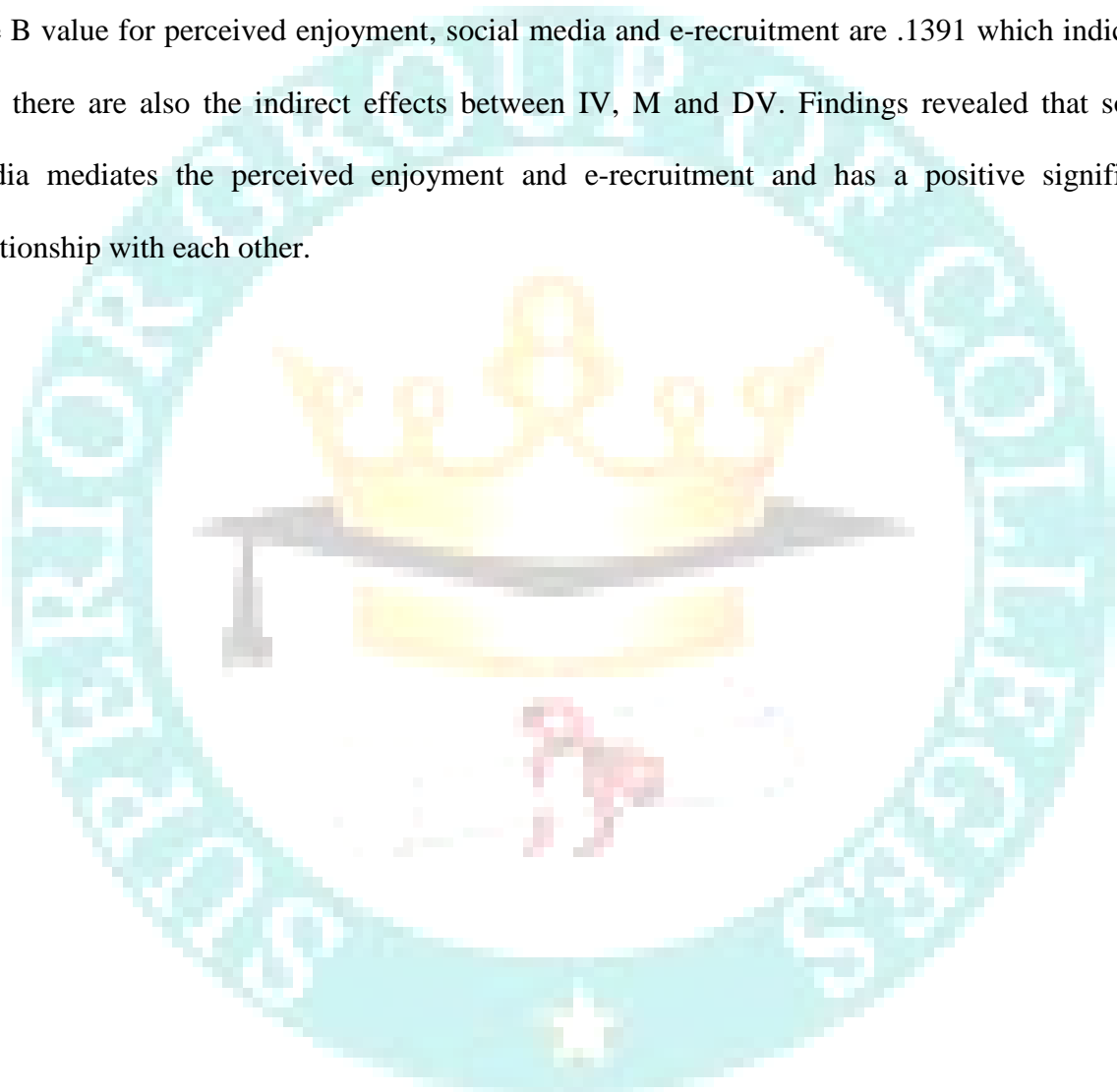
Table demonstrate the direct and indirect effect of social media in Hayes process to check the mediation between independent variables (perceived usefulness, perceives ease of use and perceived enjoyment) and e-recruitment process. The B value for IV and DV is .3959, T=8.9936 and P=.0000>.05. This model shows that there is a direct effect between the perceived usefulness and e-recruitment process. The B value for perceived usefulness, social media and e-recruitment are .1138 which indicates that there are also the indirect effects between IV, M and DV. Findings revealed that social media mediates the perceived usefulness and e-recruitment and has a positive significant relationship with each other.

At the 2<sup>nd</sup> one, the B value for IV and DV is .2161, T=8.0968 and P=.0000>.05. This model shows that there is a direct effect between the perceived ease of use and e-recruitment process. The B value for perceived ease of use, social media and e-recruitment are .1246 which indicates

that there are also the indirect effects between IV, M and DV. Findings revealed that social media mediates the perceived ease of use and e-recruitment and has a positive significant relationship with each other.

The 3<sup>rd</sup> one shows the B value for IV and DV is .3841, T=4.9867 and P=.0000>.05. This model shows that there is a direct effect between the perceived enjoyment and e-recruitment process.

The B value for perceived enjoyment, social media and e-recruitment are .1391 which indicates that there are also the indirect effects between IV, M and DV. Findings revealed that social media mediates the perceived enjoyment and e-recruitment and has a positive significant relationship with each other.



## **5 Discussion & Conclusion**

### **5.1 Chapter Review**

This research has placed attention on how social media is very beneficial for an organization and potential candidates' in the recruitment process in the context of Pakistan Lahore. This research has comprised a very less number of variables. However, like any other study, additional investigation is desirable to explain the financial influence on each industry individually of using social media in the recruitment process and applicant perceived this process as well. The research has explored on a sample size of 386 respondents to study the applicant's perception towards e-recruitment with the mediating role of social media. Furthermore, a deductive approach is used in the research. In order to get more quantifiable and measurable results, quantitative research is used in the research. The research was carried out respecting all the ethical and legal issues involved, and also of the limitations of the research. Under this section, the summary and results of the research have been explained in detail and try to answer all the question which were raised at the start of this investigation by testing the projected hypothesis as well. This section has covered each aspect of the research which was discussed in all chapters and also explained its practical, theoretical implementation with some future directions. As each research has some barriers, so keeping this factor the limitations and ethical consideration of the study is also enlightened

### **5.2 Discussion of Results**

The main determination of this study is to examine the applicant's perception (perceived usefulness, perceived ease of use and perceived enjoyment) towards electronic recruitment in the area of Lahore, Pakistan. The 2<sup>nd</sup> impartial of this study to inspect if social media has mediated the relation of applicant's perception and electronic recruitment. For this purpose and achieving all the objectives of this research, a survey was conducted and data was collected through

questionnaire form the employees who are currently working in different software house in the area of Lahore. After the data collection from the respondents, the appropriate analysis was applied to get better findings of this research. These findings are discussed in the following paragraph also their relation with the previous literature.

It was seen that some previous and background studies indicated that perceived usefulness is directly linked to social media and has a significant effect on it (Rauniar, Rawski, Yang, & Johnson, 2014). The study was conducted to check the behavior of candidate towards social media usage. Similarly, this study is also to check the relationship between perceived usefulness and social media and for this purpose, data were collected through a survey. After the detailed survey and data analysis techniques, it was found that there is a direct relationship between perceived usefulness and social media platforms. Potential candidates are considering it very useful platforms in their career enhancement. As confirmations from the literature, It is also answered the 2<sup>nd</sup> question of this researcher which indicates that social media is providing help to the potential candidates for reaching to their potential employers.

It was also identified that the major part of the respondents belonged to the age category of 25 years to 35 years and are currently working in local organizations of Lahore. As a reference to the selected data, it has grasped that most of the respondents are male for this research. On the basis of their reactions and after applying appropriate analyses on data, it was anticipated that perceived ease of use and perceived enjoyment has also a positive impact on social media. People take it more excited and having fun while using social networking sites. Most of the social networking website is very easy to use and the user can easily understand how to use it and take some advantage from it. In the same way, a research was conducted by (Ramayah & Ignatius, 2013), the main purpose of the research was to check the perceptions of the user towards online shopping and 150 sample size was selected for the research. It was found that the main driven of online shopping is perceived ease of use and perceived enjoyment.

As the 1<sup>st</sup> question of this research is to check the detailed impact of perceived usefulness, perceived ease of use and perceived enjoyment on e-recruitment process and for this detailed analysis were applied and it was found that all these three variables have positively significant effects on e-recruitment process. In the same way, the research was conducted in the last couple of years, which also directed to force all HR professionals for just focusing on their recruitment strategies (Sharma & Nagendra, 2017). Organizations are now focusing the more use of social media for attracting their potential employees and reaching to more audience through the latest technology. In this research potential applicant's perceptions were also measured in the field of technology acceptance for recruitment and social networking sites. If the potential candidates considering electronic recruitment as a very useful platform and having more fun while using such kind of platforms that there are more chances that they can get their required job in a very short period and on the other hand employers can ultimately reduce the overall cost of recruitment.

For the 2<sup>nd</sup> question of this research, which is totally based on the mediation effect of social media between applicant perception (perceived usefulness, perceived ease of use and perceived enjoyment) and e-recruitment process. Several hypotheses were developed to check this which is stated that social media has significant and positive mediation between these two variables. With the help of process (Hayes & Preacher, 2013) model 4, mediation analysis results were driven. A piece of very strong and relative evidence from the previous literature was found that there is a significant relationship between social media and recruitment (Andrea, Beth, Stefanie, & Annette, 2013).

The last question of this research is to check the impact of applicant's perception (perceived usefulness, perceived ease of use and perceived enjoyment) on social media. For this purpose, three hypotheses were tested, with the help of statistical analysis like correlation analysis and regression analysis. It was proved that all these perceptions have a positive and significant effect

on social media. Potential employees perceived that social media is a very useful place for getting a good job and they feel much interest, fun, and excitement while using social media for job seeking purpose. Social media networking sites are very user-friendly and easily understandable for potential employee's perspective. In the research by (Bondarouk, Ruël, Axinia, & Arama, 2014), they have investigated in the same way that the power of sharing through social media is playing the major part employer branding. Nowadays companies are using social media which makes themselves an interesting employer or recruiter for the potential candidates. Most of the companies are still using social media as a trial and error (Sison, Vangie, & Workspan, 2009). From the last couple of years, it was noticed that recruitment through the internet is gradually increasing from both end employers and applicants. For finding the most suitable talent in a limited period, companies prefer to use social networking sites but there are many jobs which cannot be occupied through social media. So for this empirical study was investigated the effectiveness of social in the recruitment process (Alexander, Mader, & Mader, 2010).

### **5.3 Implications of Research**

The research implication is one of the major parts of any research. After detail discussion of findings and hypothesis testing, this study would be implicated in particular areas. These research implications are classified into the following dual classifications.

#### **5.3.1 Theoretical Implications**

As previously designated in the detail that the result of this education is totally founded on the collected data with the support of literature and questionnaires. There is immense literature available on the applicant's perception but related to social media electronic recruitment is very less and very rare literature. Research on social in the context of applicant perception and e-recruitment up till know is of very minor degree. Applicant's perception has been understood with straight relationships with electronic recruitment up till know (Buhalis, 2016). Research on

social media ignored mediation influence. This education blocks up this gap by using social media as a mediation aspect and enhances information into the literature of applicant perception. It also adds the result of secret variables in the context of IT sector of Lahore which is one the major part of this research.

### **5.3.2 Practical Implications**

All the recruiters who are currently working in a different software house and potential candidates as well will discover the findings of this research is very interesting in the context of practical implementations, as this study has focused on different dimensions of applicant perceptions which creates a positive impact on social media and e-recruitment. In day to day routine tasks which is performing in different organizations regarding recruitment and hiring of new employees, most of the managers are not focusing that how to utilized electronic recruitment to target more applicant for different positions in their organizations. Now, this is the time, they should focus that how important utilizing social media in their recruitment same goes for an individual for their career enhancement which is also mentioned in the research of (Gelinas, et al., 2017). To avoid such kind of negative results and consequences, top management of the organization needs to focus on utilizing e-recruitment in their organizations. With the help of this research and its finding shall provide a road map to the potential applicant in their practical life. To avoiding huge cost on each activity of the traditional recruitment process, HR professionals just focus on selective actives and utilizing online recruitment to reduce the overall cost of the organization. There should be some training session need to be conducted by the managers for creating awareness among HR employees that how they can utilize these social media actives that can ultimately lead towards the success of recruitment process practically.

## **5.4 Ethical Considerations of Research**

In this study, not a single kind of changes and amendments were made in the collected data. No biases are shown in this research which is in the favor of any company. The calculation has been made accurately with the use of software and due to any personal interest of the researcher, any part of literature was not modified but the paraphrase in the own words of the researcher. Previous Author's findings, concussions, and recommendations were not changed and an event not a single personal judgment has been cited in the literature. Each and every reference has been quoted with proper detail of an author. The findings of the result were also cited with the actual results driven by the statistical techniques and note been replaced from organization to organization. These are the basic norms and values while conducting any kind of researcher either a researcher is generating new theory or testing existing theory with some value addition in the literature.

## **5.5 Future Directions & Limitations of Research**

In every research, there are some areas of improvement and need to be addressed properly so this research also has some unavoidable boundaries and limitations. As far as future research is concerned, an inclusive study can be measured in the coming years. It is further recommended different industrial sector can be selected as a population of the study or can be collected comprehensive data on multiple sectors. Data can be collected from all areas of Pakistan for better results and findings. Weight regression or a comparative study can be performed in the near future as an individual are getting more rejection or are not able to reach their potential employer (King & O'Rourke, 2014). Some other variables can be tested in future research like an applicant's attitude, technology knowledge, and acceptance of digital recruitment instead of traditional recruitment. Providing support to an employer or applicant, qualitative research can be done in the same model.

A researcher can contact too many people but cannot be able to reach all. Every research has

some limitations in their area of research. The boundaries of this study are also very important. Due to the unavailability of resources or limited resources, the data which is collected for this research has restricted from the area of Lahore in Pakistan. The population of my respondent is restricted to the area of Lahore and all the respondents are currently working in the above-mentioned city. This research has also limited to IT Sector or industry and data were collected from only those software house who are operating their operations in Lahore. The data in this research was limited to the last two decades in the context of data collection and literature of this research.

## **5.6 Conclusion of Research**

The basic aim of the research is to check the influence of applicant's perception en route for e-recruitment process. Some projected hypothesis was tested to investigate the relationship between these variables and the mediation role of social. It was concluded that there is positive and significant relation between applicant's perception (perceived enjoyment, perceived usefulness & perceived ease of use) and e-recruitment. As far as the mediation effect of social media is concerned, it was also found that there is direct indirect mediation of social media between applicant perception and e-recruitment by applying Preacher and Hayes model 4. Potential candidates are considering social media and e-recruitment websites a very useful, exciting and user-friendly platforms for getting contact to recruiters. On the other side, recruiters feel that e-recruitment process is very cost effective and time-saving process as compared to traditional recruitment. In the modern era of technology, the HR professional should encourage themselves to adopt such kind of new technology in their daily tasks for better results. As an individual, using technology in a better way is much beneficial for career development.

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## Appendixes

### *Research Questionnaire:*

### *“The job applicant’s perception towards e-recruitment process with mediating role of social media, Lahore”*

First of all, I would to thank you for sparing some of your precious time to fill this questionnaire. This questionnaire is for academic purpose and we assure that your identity shall be kept strictly confidential. Your contribution shall be highly appreciated and make this research valuable.

#### **1. Age**

- Less than 25 years
- 25 – 35 year
- 35 – 45 year
- 45 plus

#### **2. Gender**

- Male
- Female

#### **3. Education**

- Intermediate
- Graduate
- Master
- M.Phil. / PhD

#### **4. Organizational Level**

- National
- Multinational

Please indicate how strongly you agree or disagree with each statement using the scale given below. Please mark the appropriate answer.

Scale						
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		
5	4	3	2	1		
<b>Applicant's Perception</b>						
<b>Perceived Usefulness</b>						
1	Using social media or e-recruitment sites increases the effectiveness to gather job and company information.	5	4	3	2	1
2	If I use the social media or e-recruitment sites, I will increase my chances of finding information about desirable jobs.	5	4	3	2	1
3	Using the social media or e-recruitment sites enables me to gather job and company information.	5	4	3	2	1
4	Overall, using the social media or e-recruitment sites is use full for me	5	4	3	2	1
<b>User Friendliness</b>						
1	I would find the social media or e-recruitment sites easy to use.	5	4	3	2	1
2	It would be easy for me to become skillful at using the social media or e-recruitment sites	5	4	3	2	1
3	Learning to operate social media or e-recruitment sites is user friendly for me.	5	4	3	2	1
4	Overall, using the social media or e-recruitment sites is easy for me	5	4	3	2	1
<b>Perceived Enjoyment</b>						
1	Using social media or e-recruitment sites is fun for me	5	4	3	2	1
2	Using social media or e-recruitment sites is exciting for me	5	4	3	2	1
3	Overall, I enjoyed using social media or e-recruitment sites	5	4	3	2	1

Social Media						
1	Social media helped my decision making about a job.	5	4	3	2	1
2	I think social media make job searching easier than traditional channel.	5	4	3	2	1
3	I would consider an organization as an employer who is not actively engaged in social media.	5	4	3	2	1
4	Social media has hindered my chances of getting hired.	5	4	3	2	1
5	I censor my content in to avoid future career problem.	5	4	3	2	1
6	I need a social media in order to advance in or secure my career.	5	4	3	2	1
E-Recruitment Process						
1	E-recruitment method is associated with the concept of time efficiency	5	4	3	2	1
2	E-recruitment allows a more diversity of applicants from various geographical locations to apply	5	4	3	2	1
3	Using e-recruitment consumes less efforts as technology makes things easier	5	4	3	2	1
4	E-recruitment can save the organization the costs of attracting unqualified applicants	5	4	3	2	1
5	E-recruitment helps to create a sound image for the organization	5	4	3	2	1