

Effect of E-Recruitment Practices on the Quality of Personnel Procurement in National Identity Management Commission (NIMC), Kaduna Headquarters

Hamza Muhammad Buhari¹, Abubakar Lawal¹, Shehu Sani¹

¹Department of Public Administration

Faculty of Administration, Ahmadu Bello University, Zaria

hamzabuhari@ymail.com, abubakarlawal@abu.edu.ng, shehusani1982@gmail.com

Corresponding Author: hamzabuhari@ymail.com

Received 09 July 2025; revised 25 August 2025; accepted 01 September 2025

Abstract

The study focuses on assessing the effect of e-recruitment practices on the quality personnel procurement at National Identity Management Commission (NIMC). It is apparent that traditional method of recruitment in public institutions has been marred and influenced by opacity, inequality, lopsidedness and political patronage. Therefore, the broad objective of this study assessed the effect of e-recruitment in procuring talented personnel under the miasma of transparency, fairness and equity, the study adopts mixed method research design, combining quantitative and qualitative design, and equally utilizes primary and secondary data for sourcing data, entailing questionnaire using simple random sampling technique and interview using purposive technique. 157 sample size was used, and multiple leaner regression analysis was adopted for data analysis, SPSS software 27 edition was also utilized. The study finds that e-recruitment has a positive strong relationship with securing competent personnel at NIMC with R- value 0.728 and P – value level at 0.001 which is lower to the significance level (0.05). The study recommends that, the management of the National Identity Management Commission (NIMC) should sticks on e-recruitment practice in sourcing the best and competent employees through internet and also to provide adequate retention strategies, in order to motivate their workforce to remain in the service position of their organization without thinking of quitting, this is the only mechanism will guarantees it is sustainability, effectiveness in this turbulent situation of rampant issue of brain drain.

Keywords: E-recruitment, transparency, personnel, fairness.

Introduction

In today's rapidly evolving digital landscape, public sector are increasingly adopting technology -driving solutions to enhance operational efficiency, transparency, and effective service delivery. This apparent transformation trajectory is the shift from traditional recruitment methods to electronic recruitment (e-recruitment) systems.

E-recruitment is a cutting-edge process, leverages web-based tools and platforms to streamline the hiring process, from vacancy announcements to applicant screening and onboarding. This method fosters speedy, more objective, and broader-reaching recruitment outcomes compared to conventional approaches.

However, the role of e-recruitment is not only hiring talented individual but also to provide useful information in acquiring fresh blood with a realistic job preview, which assist them to plan career and

involve the organization. (Rachel W. & Y. Yee, 2010). In response to the pressure of globalization, increasingly competitive markets, and volatile market dynamics, many organizations are actively seeking ways to get competitive advantage by investing more in human resource. Anderson (2018) postulated that, adopting e-recruitment in sourcing talents, helps the organization to onboard the most suitable candidate in terms of skills, competency, experience and technical know-how. Musa (2020) espoused e-recruitment as the best method of sourcing talents which will give an organization competitive advantage in the global market terrain, as the pool of competent candidates pave chances for organization to achieve its goals and objectives. For the purpose of this paper quality personnel sourcing is defined as the process of attracting, sourcing and selecting the most consummate workforce into the service of the organization for achieving strategic goals and objectives through the use of electronic means of recruitment, that entails, social platforms such as LinkedIn, organizational website, Naukrigulf, Discord, etc.

Therefore, the study hinged on the National Identity Management Commission (NIMC), established in 2007, being a critical institution saddled with managing Nigeria's national identity data base. In response to the growing demands for improved personnel quality and service efficiency, therefore, inline with global trend in sourcing the consummate prospective employees for enhancing effective service delivery through transparent and equal recruitment process. NIMC has adopted e-recruitment practices in recent years. While this transition aligns with global public sector reforms and Nigeria's digital governance agenda. This prompts the need to critically assess its effectiveness, particularly at sub-national operational centers such as the Kaduna State Headquarters.

This study aims to evaluate the impact of e-recruitment practices on the quality of personnel procurement at the NIMC Kaduna Headquarters. It explores how digital recruitment tools influence the competencies, transparency, and fairness of the hiring process, and whether these improvements translate into better service delivery and institutional performance. By focusing on NIMC Kaduna, the study provides localized insights that could inform broader policy decisions on personnel management across the Nigerian Civil service. And also the study is significance by focusing on e-recruitment while many research studies have carried out focused on traditional recruitment method, based on this, the study have contributed to the existing body of knowledge nexus to the concept of e-recruitment and also broaden the policy makers' frontier of knowledge with regards to the imperative of the subject matter.

Objective of the study

The study assessed the effect of e-recruitment practices on the quality of personnel procurement at National Identity Management Commission, (NIMC) Kaduna.

Hypotheses

The following statement developed as hypothesis for testable.

- H₁: There is no significant relationship between e-recruitment practices and the quality of personnel recruited at National Identity Management Commission (NIMC) Headquarters Kaduna
- H₂: E-recruitment does not have a significant effect on the transparency and fairness in procuring quality personnel at National Identity Management Commission (NIMC) Headquarters Kaduna.

Literature Review

The information and communication technologies are most important value creators and success factors of every institution. Nigerian employers, especially in Banking, oil and gas, and Telecom have widely adopted online job portals, like Jobberman, MyJobmag and Hot Nigerian Jobs. For most job seekers, the Internet is where the action is, this reflects the growing reliance on Mobile and web-based recruitment among urban Nigerian youth (Abia & Brown, 2020).

E-recruitment:

Some recent studies on the impact of Internet in recruitment and selection have reflected the benefits delivered by Internet to the organizations (Gopalia, 2012). Online recruitment is also assisting organization to pool the youth labor force in the country. The term online recruitment, e-recruitment, or Internet recruiting, imply the conventional sourcing of job information online. E-recruitment is about the dynamic co-ordination and communication flow of information between businesses and job-seekers (Harris, 2023). Online recruitment helps organization to meet the everchanging HR needs to fill position with dynamic and competent human resource. The main aim of this study is to identify the impact of E-recruitment practices (Electronic recruitment) on the quality personnel sourcing. Many employers have been working on recruiting competent, talented and experienced workforce around the world, the source of successful individual are approached through intensive communication methods entailing the interne. The recruitment field has transformed and reviewed its practices to a great extent due to dynamism in how individuals search for employment and anticipate to be hired (Holm, 2024). The role of human resource management or personnel management in this global corporate culture is to identify, source and attract the talented and skillful human resource and communicate with them to entice and polish individuals or groups for organization. The new approach of E-recruitment has mitigated the advertisement cost and hiring time to establish a smooth channel between the labour market and organization. Thus, to source talent through e-recruitment, entailing online job postings, digital application forms, electronic screening and shortlisting, automated communication with applicants, online testing and virtual interviews.

Quality Personnel Procurement:

The quality personnel procurement involves the process of attracting, selecting and onboarding qualified individuals into an organization, it includes, identifying staffing needs, advertisements, interviews, hiring and placement. (Musa, 2023). Quality personnel procurement is crucial to organizational productivity and effective service delivery, particularly in government institutions like NIMC (Hamza, 2025), therefore, Quality personnel refer to the competence, skills, knowledge, consummate and suitable workforce selected to perform job roles, that can be assessed by: Academic and professional qualifications, work experience and job-related skills and also aligning their performance with organizational values (Hamza, 2025). However, Abubakar (2025) posits that, quality personnel procurement entails the process of onboarding the competent prospective workforce into the service of Organization based on their prerequisite traits, such as educational qualifications, skills, good attitudes and wealth of experience for the purpose of discharging job responsibilities. Thus, due to the turbulent environment today, talented employees are scarce, as every organization needs to employ the best workforce for leveraging competitive advantage over their competitors, this has promoted many organization to adopt e-recruitment method for widening sourcing and attracting best candidates in order to achieve predetermined goals.

The Impact of E-recruitment on the Quality of Personnel Sourcing

E-recruitment significantly impacts talent sourcing by expanding the reach of recruitment efforts, streamlining the process and enhancing the overall efficiency of hiring (Joel, 2023). It equally allows organizations to access a wider pool of candidates, potentially including passive job seekers, and to leverage data analytics for better candidate selection. According to Musa (2023) this scheme of sourcing talents, also lead to cost savings, faster recruitment cycles, and improved quality of hire. Abubakar (2023) opines that E-recruitment platforms allow organizations to advertise jobs and source candidates globally, breaking down geographical barriers and uphold transparency, fairness and equality, this emphasizes that, the passive candidates will have an access to the process through online platforms enabling recruiters to identify and engage with individuals who may not be actively seeking new opportunities but are open to considering them, this can attract a more diverse pool of candidates, as it removes some of the traditional barriers associated with in-person recruitment. Musa (2020) views that, e-recruitment enhances efficiency and faster recruitment cycles, this could be achieved by leveraging online platforms streamline the recruitment process, from job posting to application review and candidate communication, leading to quicker hiring

times. Fasusi (2015) posit that e-recruitment reduces administrative burden, as its tools automate many tasks, such as resume screening and candidate communication, freeing up recruiters to focus on more strategic activities. It however improved screening and selection, through tracking application system, in order to filter candidates based on specific criteria, making it easier to identify the most qualified applicants. Hamza (2020). E-recruitment reduces advertising cost, as online job boards and social media platforms often offer more cost-effective advertising options compared to traditional methods, this helps organization to reduce reliance on physical resources contribute to lower administrative costs (Musa, 2023).

It equally improved candidate experience, by applying for jobs online and tracking their application, and also provide platform valuable data on recruitment metrics, such as time- to-hire, cost-per-hire, and candidate sources. Therefore, the impact of E-recruitment practices on the quality of personnel procurement will tremendously enhance the performance of National Identity Management Commission (NIMC) especially in expediting to achieve its predetermined objectives towards registering Nigerians for obtaining national identity number through procuring quality personnel.

Study Gap

In the course of empirical review, the study have detected gabs which deemed important to fill, especially, the study of Tafida (2024) on “The effect of recruitment on organizational performance in KAEDCO” the study used only primary source, through questionnaire in sourcing data, whereas this study focused on e-recruitment and both primary and secondary sources of data were utilized for the effectiveness of the study. Another study of (Muhammad, 2023) on “ The effect of recruitment and retention strategy on employee performance “. The study has equally left gab for this study to fill, because it was focused on traditional recruitment and retention strategy on employee performance, whereas this study, poised on e-recruitment in procuring talent, through the influence of transparency, equity and fairness. Therefore, this study is unique by focusing on e-recruitment in sourcing talented personnel for the purpose of enhancing organizational performance.

Theoretical Framework

The study underpinned by two relevant theories, in order to form bases of the paper nexus to the causality of E-recruitment practices and the quality of personnel procurement. Prefacing with The Technology Acceptance Model (TAM) proposed by Davis (1989), the assumption of the model poised on Perceived Usefulness (PU), the degree to which a person believes that using a particular system will enhance job performance and equally perceived Ease of use (PEOU), the degree to which a person believes that using the system will be free of effort.

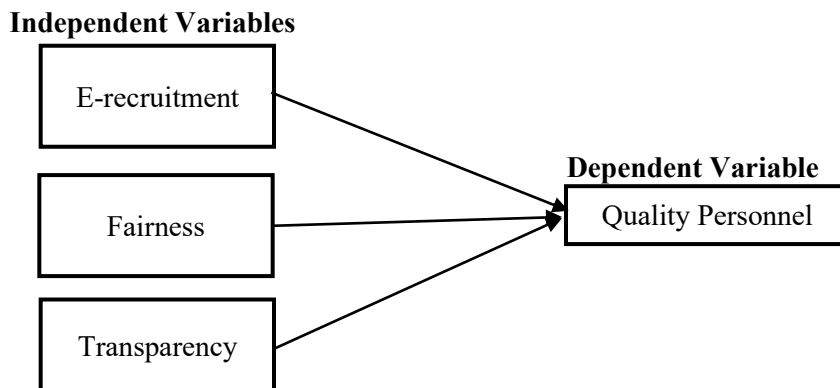
Therefore, to apply this theory on the impact of E-recruitment practices on the quality of personnel procurement, Technology Acceptance Model (TAM) helps to understand how personnel management and prospective job applicants at NIMC perceive and interact with the e-recruitment system. The acceptance of this technology influences how effectively it is implemented and, ultimately, its impact on personnel.

Human Capital Theory (1964). This theory was proposed by Becker, the assumption of the theory is, competent employees are capital asset of organization, thus, individuals and organizations invest in people (through education, training, and recruitment) to improve productivity and economic value. Therefore, application this theory to quality personnel procurement, the theory supports the idea that quality recruitment is essential to building a competent workforce. E-recruitment, if properly implemented, can be seen as a tool for efficiently identifying and selecting the best human capital, thereby improving organizational performance.

Therefore, the two theories have been adopted and used as theoretical framework in the study. The assumption of both theories have nexus to the variables of the study, Technology Acceptance Model (TAM) and Human Capital Theory as framework, emphasizes, that technological factors influencing the adoption

and success of E-recruitment to attract and source the competent human capital for achieving strategic goals and objectives in the National Identity Management Commission (NIMC) Headquarters, Kaduna.

Conceptual Framework



Methodology

The study adopted mixed method design, combining the breath of qualitative and quantitative method, by using primary and secondary sources of data, entailing questionnaire and Interview for the purpose of gathering data related to e-recruitment practices in procuring quality personnel, in terms of transparency and fairness. The study targeted 267 total number of staffs at National Identity Management Commission (NIMC) Kaduna Headquarters, self-administered questionnaires were distributed to the 157 staff as sample size, using Krejcie and Morgan sample size determination, structured questionnaire in five Likert scale technique was developed, the staffs entailed both senior, junior and Management staffs. Simple random sampling technique was adopted in administering questionnaires for fair and equal representation. Hence, purposive semi-structured interview was conducted to the 2 selected management staff through face-to face interview method, they were selected in order to provide the researcher with in-depth information regarding the effect of sourcing talented workforce at NIMC in promoting transparency and fairness. through the use of e-recruitment. While, the secondary data were equally used such as organizational annual report, employees' handbook to augment the quality of the research work.

Data Analysis

Table 1: E-recruitment is the simplest and accessible method that gives prospective employees chance to apply for a vacant job position, especially at NIMC

Response	Frequency	Percentage (%)
Strongly Agree	65	47.79%
Agree	42	30.88%
Undecided	10	7.35%
Disagree	13	9.56%
Strongly Disagree	6	4.41%
Total	136	100%

Source: Field Survey, 2025

The table 1 shows that a majority (78.67%) of the respondents either strongly agree or agree that e-recruitment is a simple and accessible method, especially in organizations like the National Identity Management Commission (NIMC). This suggests that many job applicants find the process easier and more

user-friendly than traditional recruitment methods. The digital format appears to enhance access regardless of location, particularly for educated youth familiar with online platforms. Despite this positive view, 13.97% expressed disagreement or strong disagreement, while 7.35% remained undecided. This reflects that although digital recruitment has made strides, certain applicants may still face limitations such as poor internet access, lack of ICT literacy, or distrust in online systems. Thus, while e-recruitment is generally accepted as accessible, efforts to close the digital divide are still necessary.

Table 2: E-recruitment brings about transparency in the process of procuring quality personnel in NIMC

Response	Frequency	Percentage (%)
Strongly Agree	78	57.35%
Agree	50	36.76%
Undecided	4	2.94%
Disagree	2	1.47%
Strongly Disagree	2	1.47%
Total	136	100%

Source: Field Survey, 2025

Table 2 shows an overwhelming 94.11% of respondents agreed that e-recruitment enhances transparency in the selection of quality personnel. This affirms the perception that digital processes minimize human bias, reduce favoritism, and provide equal opportunity to all applicants based on merit. The use of standardized forms, digital footprints, and automated screening adds credibility and objectivity to recruitment in NIMC. Only 2.94% of respondents were undecided and another 2.94% disagreed with the statement. This indicates a very high level of trust in the transparency potential of e-recruitment. However, continuous monitoring and audit of online processes are still necessary to ensure that transparency is not compromised by internal manipulation or technical limitations.

Table 3: E-recruitment enhances fairness in selecting the best workforce based on their personal traits

Response	Frequency	Percentage (%)
Strongly Agree	69	50.74%
Agree	37	27.21%
Undecided	3	2.21%
Disagree	10	7.35%
Strongly Disagree	15	11.03%
Total	136	100%

Source: Field Survey, 2025

Table 3 shows that a total of 77.95% of respondents agreed that e-recruitment promotes fairness in selecting the best candidates based on individual attributes. This supports the view that the digital hiring process assesses applicants more objectively, removing traditional biases such as nepotism or tribal favoritism. Automated systems may be designed to rank candidates purely on qualifications, competencies, and digital test performance. However, 18.38% disagreed or strongly disagreed, expressing skepticism about whether personal traits like emotional intelligence, leadership, and interpersonal skills are accurately assessed through online platforms. These concerns highlight the limitations of e-recruitment in evaluating non-quantifiable human characteristics. Therefore, a hybrid model that includes physical interviews or personality testing may complement digital recruitment systems.

Table 4: E-recruitment brings about organizational performance by onboarding the best candidates

Response	Frequency	Percentage (%)
Strongly Agree	70	51.47%
Agree	31	22.79%
Undecided	9	6.62%
Disagree	12	8.82%
Strongly Disagree	14	10.29%
Total	136	100%

Source: Field Survey, 2025

Table 4 shows that approximately 74.26% of the respondents agreed that e-recruitment contributes to organizational performance by enabling the hiring of top-performing candidates. This suggests that the use of digital recruitment systems helps institutions like NIMC to attract, assess, and onboard individuals whose profiles are well-aligned with job requirements, thereby enhancing productivity and reducing turnover. Conversely, 19.11% disagreed with this view, while 6.62% were undecided. This points to some level of dissatisfaction or doubt regarding the ability of e-recruitment to consistently identify high performers. Concerns may arise from issues like system glitches, falsification of credentials, or over-reliance on algorithmic filters. To optimize outcomes, organizations must regularly update recruitment systems and validate the selection process with post-hiring performance assessments.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.728	0.530	0.523	0.61247

Table 6: Analysis of Variance (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	55.221	1	55.221	147.126	0.000
Residual	49.134	134	0.367		
Total	104.355	135			

Table 7: Coefficients

Model	Unstandardized B	Std. Error	Beta	t	Sig.
Constant	1.102	0.222	—	4.964	0.000
E-recruitment	0.764	0.063	0.728	12.129	0.000

The Model Summary indicates an R value of 0.728 and an R² of 0.530, suggesting that 53% of the variation in organizational performance is explained by the e-recruitment variable. The F-value of 147.126 and p-value of 0.000 in the ANOVA table indicates that the model is statistically significant. The coefficient for e-recruitment (B = 0.764, p = 0.000) shows a strong, positive, and statistically significant effect. This implies that the adoption of digital recruitment tools improves staff quality, enhances hiring transparency, and boosts overall institutional efficiency.

Table 4.8: Cross-tabulation of E-Recruitment vs Organizational Performance, Transparency, and Fairness

E-Recruitment Response	Organizational Performance (Freq)	Transparency (Freq)	Fairness (Freq)	Total Respondents
High	Mod.	Low	High	
Strongly Agree	42	18	5	53
Agree	20	17	5	30
Undecided	3	5	2	2
Disagree	5	4	4	1
Strongly Disagree	2	2	2	0
Total	72	46	18	86

The total number of respondents per item differs slightly due to variations in how many answered each question fully. This is reflected in the ranges (e.g., SA = 65–78–69).

“Mod”. = Moderate

All values are frequencies (counts of respondents).

The merged table provides a holistic overview of how respondents' opinions on e-recruitment correspond with their perceptions of performance, transparency, and fairness. Strongly Agree respondents show a consistent pattern of high ratings across all three dimensions: 42 for high performance, 53 for high transparency, and 40 for high fairness. This reveals strong support for the effectiveness of e-recruitment systems. Agree respondents also lean heavily toward high and moderate ratings across all variables, reinforcing the positive influence of e-recruitment, though slightly less than those in the “Strongly Agree” group. On the other hand, Disagree and Strongly Disagree respondents are more likely to associate e-recruitment with lower organizational performance and fairness, especially in the fairness domain where 7 respondents (from SD) rated fairness as low. This merged view confirms that positive perceptions of e-recruitment correlate with high perceived performance, transparency, and fairness, while skepticism toward e-recruitment is tied to lower evaluations in these areas.

Qualitative Data Presentation

Based on this study, 2 selected management staffs were interviewed on the following questions: 1: the effect of e-recruitment in sourcing talented employees, both of them averred that, e-recruitment has a significant effect in sourcing workforce, the 2: question was on the impact of e-recruitment in promoting fairness, these two management staffs have equally confirmed that the process has paved way for unveiling fairness in sourcing prospective employees, and the last question which was question 3: was centered on the effect of recruitment in promoting transparency, this was also supported by the two management star as well. Therefore, based on these averment, the study have proven that, e-recruitment has positive effect on transparency and fairness in sourcing talented workforce at NIMC headquarters Kaduna.

Summary of the Findings

The study found that a majority of respondents who agreed that e-recruitment is simple and accessible also rated organizational performance as high. Specifically, 42 out of 65 respondents who strongly agreed with the simplicity of e-recruitment also believed it led to high organizational performance. This was confirmed by regression analysis showing a strong positive relationship ($R = 0.728$, $p < 0.001$). This indicates that digital hiring practices contribute significantly to onboarding capable employees who improve productivity.

The cross-tabulation and regression results showed that e-recruitment enhances transparency. Of the 78 respondents who strongly agreed with this, 53 believed transparency was high. Statistical tests confirmed the significance of this relationship ($R = 0.682$, $p < 0.001$). This finding suggests that e-recruitment systems minimize human bias and favoritism by standardizing the process and making it more open and accessible.

Another key finding is that e-recruitment improves fairness in selecting candidates based on merit. Among those who strongly agreed, 40 rated fairness as high, while only 10 rated it low. Regression analysis ($R =$

0.637, $p < 0.001$) supported a significant relationship between e-recruitment and perceived fairness. This reflects the system's capacity to evaluate applicants on quantifiable criteria, thus reducing discrimination or nepotism.

The merged cross-tabulation revealed that respondents who had a favorable view of e-recruitment also rated all three organizational outcomes; performance, transparency, and fairness as high. For instance, those who strongly agreed on e-recruitment simplicity and accessibility were consistently more likely to perceive transparency and fairness positively. This shows a unified trust in digital recruitment systems across multiple operational dimensions at NIMC.

Conclusion And Recommendation

E-recruitment is the seamless process of procuring talented workforce for the purpose of achieving the predetermined goals of an organization, focusing on this practice will give a competitive advantage to organization, in terms of having wide coverage of sourcing prospective applicants, attracting them as well as timely and effective selection, placing the successful candidates for executing plans and policies of the organization.

Recommendation

Based on the findings of this study, following recommendations have been offered; that the management staff of National Identity Management Commission (NIMC) should stick to the e-recruitment practices in procuring quality personnel for the purpose of enhancing performance and preserving the positive image of the commission in this turbulent situation, and equally to provide adequate retention practices for retaining it is consummate, talented workforce in order to forestall the possible brain drain misfortune.

Suggestion For Further Study

For the purpose of improving the quality of the study and making contribution to the existing body of knowledge, suggestion has been made on the areas that need to be studied, this will improve the quality of the work in the future. The areas are: study should be conducted on retention practices at NIMC, effect of e-recruitment on organizational performance, etc.

References

- Abia, A. & Brown, B. (2024). E-recruitment is the effective tool for sourcing talents
- Abubakar, A. (2023). Recruitment methods
- Abubakar, A. (2025). Lecture notes on personnel management course.
- Adam Smith. (1964). Human capital theory.
- Anderson, A. (2018). The comparative study between traditional recruitment methods and modern recruitment.
- Davis, D. (1989). Recruitment and retention strategies on organizational performance.
- Fasusi, F. (2015). Human resource as a best asset in organization.
- Gopalia, G. (2012). Fairness and transparency as key for sourcing talented workforce.
- Hamza. (2025). Effect of recruitment and retention practices on the performance of NBAIS.
- Harris, H. (2023). Effect of recruitment and retention practices on employee satisfaction.
- Holm, H. (2024). Recruitment process and guidelines
- HRM NIMC. (2024). Human resource department report on recruitment.
- Joel, J. (2023). E-recruitment strategies and organizational effectiveness.
- Krejcie, R. V. & Morgan, D. W. (1986.). Sampling technique model

Musa, M. (2020). Effective recruitment as a tool for sourcing talents

Musa, M. (2023). Lecture note on personnel management course.

Yee, R. W. Y. (2010). *Impact of e-recruitment selection process*.