



## EFFECT OF E-RECRUITMENT ON THE GROWTH OF PHARMACEUTICAL COMPANIES IN ILORIN, KWARA STATE

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### Abstract

*The world is classified a global village due to the development of the internet. Technology as it is often described has taken the space for which people based their survival, including profit-oriented organisations. This study focused on examining the effect of e-Recruitment on the growth of pharmaceutical companies in Ilorin, Kwara State. The study employed survey research design through the use of self-administered questionnaire. The study had a population of one hundred and sixty (160) managerial staff of the selected pharmaceutical firms in Kwara State. Data was analysed using descriptive and inferential statistics. With the aid of Correlation and Regressions Analysis and in order to determine and explain the variables used, the study found that; e-recruitment has positive effects on business growth. This is shown by the probability value of 0.081, 0.051 and 0.053 which is less than the chosen 10% significance level. The study therefore concludes among others that pharmaceutical firms should maintain or adopt the use of e-recruitment in order to boost the company revenue or profit profile. This is because e-recruitment as a new development has helped drop the cumbersome nature of manual recruitment processes to a more robust, transparent and technological exercise. The study therefore recommends that pharmaceutical companies using e-recruitment can maintain their operations and those yet to key into it should adopt he technology.*

**Keywords:** *e-Recruitment, Business Growth, Performance*

### INTRODUCTION

The recruitment and selection of employees is very important for businesses in both developed and developing economies. Unfortunately, the increasing number of business failures and closures in Nigeria has raised concerns about the country's productivity. (Adeyemi, Dunmade & Fadare 2015). In fact, key to the success of every organisation is its effective way of containing its staff strength. This refers to competent recruitment of staff. However, in today's era of technological advancement, most organisations have keyed into the use of modern technology. This was evident when Covid-19 manifested and workers began to work from home. This therefore summarily means that e-recruitment can be used by organisations to facilitate smooth operations.



The individual performance of an organisation's employees usually determines the organisation's overall performance. To ensure that its employees add contribute maximally to the overall performance, organisations select the most suitable ones which are chosen and sieved electronically using electronic recruitment methods that helps organisations' gain competitive edge over the ones that employed manually (Adeyemi et al, 2015). Due to the rapid emergence and growth of new businesses and the increasing number of people working in the country, businesses are now looking to improve their recruitment and selection processes. This will help them retain and attract the best talent.

The success of an organisation's selection system can also affect its bottom-line business performance. For instance, if an organisation's financial performance is good, then its selection process can improve that performance. (Ekwoaba, Ikeije & Ufoma 2015). Pharmaceutical companies are not left out from these perspectives of the use of e-recruitment. This shows organisations need careful time to sustain competitive advantage in developing strategy on recruitment and selection process. Decisions made in the recruitment and selection process or stage will impact on the company in the future.

A well-designed recruitment programme can help an organisation achieve its goals and improve its performance. In addition to having a well-designed strategy, the quality of employees is also determined by the practices and processes of the organisation. This is why it is important that the right people are selected and retained for the right positions.

It has been argued that proper staffing is very important for an organisation to maintain its competitive advantage. Having the right number of employees can help an organisation achieve its goals and improve its performance. (Djabatey, 2012). Before an organisation can start the process of hiring and training new employees, it must first establish its objectives. This process should involve the creation of job specifications and job descriptions. The success of the organisation depends on the performance of the individuals who are hired. Traditionally, businesses have used various methods to find and recruit employees, such as newspaper ads, employee referrals, and manual typewriters. These methods can also be used for various services such as courier services, mail delivery, and television.

Due to the rise of various communication and information technology gadgets, such as the internet, computers, and telephones, the recruitment process has changed significantly. According to one industry observer, the recruitment industry has been severely affected by the rise of e-commerce and the web. Despite the multiple changes that have occurred in the industry, it is still not clear how the web and e-commerce will affect the recruitment



process in the future.” (Kay, 2000, cited in Sign & Finn, (2003). E-recruitment, often known as online recruiting, is the practice of leveraging more complex components of modern information and communication platforms for employee recruitment functions. This study therefore seeks to examine the effect of e-recruitment (proxied by fairness and effectiveness, e-recruitment selection processes and best match for the job) on the growth (proxied by profitability and business expansion) of selected pharmaceutical companies in Ilorin, Kwara State of Nigeria.

### **Statement of the Research Problem**

Some managers of pharmaceutical companies make a choice in the channel used to recruit employee that will improve their company’s performance while keeping operational cost at minimum levels. Competition, technology and globalisation have made it an unwise business decision to arbitrarily increase the numbers of employees in their desire to maximise profit. The channel with which these employees are recruited in recent times have been seen as biased simply because of the channel employed to commit organisations into recruiting staff that will be productive and add value. In-fact, Gomez-Mejia Kepha, Mukulu & Waititu (2014), was reported to have submitted that the modern method of internet would reach a large audience of diversified experience, skill, knowledge, qualification and capability thereby giving the organisation a pool of adequately qualified candidates. This is because if an organisation has employees of competence, then it can't guarantee its high performance. If the employees don't have the necessary skills and knowledge, their contributions will be minimal because they may pay high salary to their staff that probably could be counter-productive. This posits that e- recruitment as a new method of recruitment has not been widely embraced yet despite its positive impact largely on most SME’s.

In Nigeria and specifically Ilorin, the Kwara state capital, there has been a rise in the number of business failures and the poor performance of organisations due to the lack of effective recruitment and selection processes. These and many more contribute to slow success of many SME’s. The lack of effective use of e-recruitment to facilitating a better or enhanced performance of organisations is fundamental. The performance of pharmaceutical firms in Kwara, Nigeria has been abysmally unhealthy due to poor staffing attributed to personality-to-personality influence of employees (Munzida, 2012).

This study focuses on Tuyil pharmaceutical company, Peace pharmaceutical company, Kwara chemical company, SAM Pharmaceutical Limited and Bioraj Pharmaceutical Limited. These companies are used as SME’s to assess their performance in-terms of the



use of the variable e-recruitment. Arising from the above, the study raises the following hypothesis:

H<sub>01</sub>: e- recruitment does not have significant effect on the growth of pharmaceutical companies in Ilorin, Kwara State.

## **LITERATURE REVIEW**

### **E-Recruitment**

Taylor, Torrington, and Hall (2015) identified the use of the internet as a significant development in the recruitment industry. However, its practical significance is still unclear. The various processes involved in e-recruitment are usually performed manually. The advantages of e-recruitment are numerous. It allows organisations to provide more information to potential employees and improve the recruitment process by making it easier for them to apply. It also allows them to present their employment proposition. (Armstrong, 2014). According to Torrington et al. (2015), the speed of response is one of the main advantages of e-mail. This allows people to quickly respond to job opportunities. However, there are also various disadvantages to this method. For instance, some people might not be considered due to their lack of internet access.

Another disadvantage of e-mail is that it can be very time-consuming to respond to an overwhelming number of applications. This can happen if an organisation does not have a computerized system that tracks the applications. The rise of the digital era has brought about a new dimension to the recruitment process. E-recruitment is a type of recruitment that uses the internet to attract and retain qualified candidates. During the 2000s, most organisations used their career websites as their main communication channel. These sites also published information about the company's changes and new initiatives. (Holm, 2012). E-recruitment is a modern method of recruiting that simplifies the process of finding and hiring qualified candidates. It allows organisations to save time and money by continuously updating job offers and status, and it allows them to identify the best candidates for their positions. According to Reilly and Kettley (2003), e-recruitment has led to the development of a more effective internal customer management system. It eliminates the need for multiple human resource operations and allows organisations to focus on their core business.

### **Performance of Pharmaceutical Industry**

Performance is a measure of the efficiency of an organisation's workers and its strategies. It can be used to identify areas for improvement and develop effective individuals. This



method can help improve the performance of both the individual and the organisation (Akingbade, 2019). The success of a company depends on its workforce. Aside from being able to perform at a high level, employee performance is also an important factor that businesses consider.

Although performance evaluation is the main component of a company's performance management system, it is also important to note that it is not the only factor that affects a company's success. Organisational performance is the achievement of a set of goals and responsibilities that are defined and implemented by a supervisor or organisation. (Armstrong & Murlis, 2014).

The pharmaceutical industry in Nigeria is complex due to the presence of various players such as government ministries, regulators, wholesalers, retailers, and manufacturers. This means that the various stakeholders in the sector need to step up their efforts to create an enabling environment for the growth of the industry (PMG-MAN, 2010). The country's pharmaceutical industry has the potential to become a leading player in the sub-Saharan Africa market. There are currently nine pharmaceutical companies operating in the country (Emzor Pharmaceutical Industries Ltd, Drugfield Pharmaceuticals Ltd, Evans Medical Plc, Fidson Healthcare Plc, May & Baker Nigeria Plc, GlaxoSmithKline Nigeria, Mopson Pharmaceutical Industries Ltd, Neimeth International Pharmaceuticals and PZ Cussons Plc) exporting their products to various ECOWAS countries. (Efayena, Enoh & Patricia 2018)

### **Business Growth**

If an organisation's recruitment and selection system is highly effective, satisfied employees will be hired and retained. As a result, the overall goal of recruitment and selection within the organisation is to achieve the organisation's required strategic objectives at a low cost (Ofori & Aryeetey, 2011). In this case, the organisation's bottom-line business growth, such as financial performance and productivity, will be influenced. Furthermore, the effectiveness of a company's selection system can have an impact on the bottom line, such as productivity and financial performance. Corporate organisations are becoming increasingly concerned about achieving business growth in today's business world. This is because employees are the most valuable and valuable assets of any company. Individual employee performance interacts to form an entity's overall performance.

The increased interest in human resources and their cultural relativism and transferability has been fuelled by the globalization of product markets and increased multinational



activity of business organisations (Neeraj, 2012). Whether this is combined with a greater integration of personnel policies with business growth, the personnel function is playing an increasingly strategic role. The pharmaceutical industry in Nigeria has a strong emphasis on the development of its workforce through various forms of education and training. This is also evidenced by the company's reliance on team work and financial rewards.

In addition, the implementation of a personnel policy is also a key component of a company's business growth strategy. However, in terms of its overall structure, HRM is more of a line management activity that involves the use of the company's human resources. This type of activity is also focused on the continuous improvement of the company's operations.

The importance of business growth has always been part of the personnel work process. This change is also reflected in the development of the personnel manager's competencies to adapt to the new environment. The decisions that the organisation makes regarding its business growth are influenced by various factors. Although various factors have been studied regarding the effectiveness of the personnel work process, the results of these studies show that the various factors that affect the decision-making process are related to the environment that the company operates in (Mondy, 2010).

### **Theoretical Review: Resource Based Theory**

The concept of Resource Based View explained that a firm's advantage can be achieved when it has the proper human resources in place. This can be achieved through the use of strategies and methods that are designed to improve the effectiveness of the organisation's human resources (Barney, 1991). The concept also explained that firms need to continuously recruit and retain the right individuals to ensure that they have the necessary skills and knowledge to compete in the market. This can be done through the use of a comprehensive recruitment and selection process (Barney, 1991). This therefore means that e- recruitment as a new strategy in place. The concept of Resource Based View could be explored to explain that the quality of the people that a company hires and retains is one of the most important factors that can be used to determine its success. This is because, according to the theory, organisations that employ exceptional individuals have the ability to enjoy significant advantages. The concept of Resource Based View also states that an organisation is a collection of resources. This concept can be used to unite various resources and create competitive advantage (Palmatier, Dant & Grewal 2007).



### **Empirical Evidence on E-Recruitment and Business Growth**

A study conducted to investigate the effectiveness of recruitment and selection process in determining the productivity of employees in multinational organisations operating in Nigeria proxied by race, ethnicity, and religion used by Solomon (2021) indicated the country's increasing economic integration. The study focused on poor human resource policies used by multinational companies operating in the country. The study was conducted through a survey design. The data was collected from 372 participants, the study was further analysed with the aid of SPSS 21 that revealed that the use of a merit system in the recruitment and selection process positively affects the performance of the employees. This shows that when electronic means of recruitment is used, then it can further avail the organisation enhanced performance.

According to Zirra, Tizhe, Ogbu, Ogbu, and Grace, (2020) whose study were to investigate the impact of recruitment and selection strategy on the performance of employees in three manufacturing companies in Nigeria had its objective of the study formed to analyse the increasing number of business failures and closures in Nigeria. The results of the study revealed that the recruitment process helps organisations retain productive and committed employees through the use of recruitment agencies. However, the study further reveals that host communities have influence as to the number of employees organisations recruit in some areas, but with the coming of recruitment agencies, just a few ones actually adhere to such threats due to the increasing number of unemployed youths. Consequently, since the adoption of the use of recruitment agencies, the study found that the channel with which these agencies recruit was with the aid of technology referred to as the e- recruitment.

Bolatito, Ayodeji, Rukayat, and Iliya, (2020), whose focus was on the importance of establishing and achieving goals and objectives of an organisation is examined in their study. They reported that in today's competitive environment, it is more important than ever that managers have the necessary skills and resources to ensure that their activities are conducted in a manner that is economically sustainable. Their study also explores the various factors that influence the effectiveness of management's strategies and tactics. The concept of goal management was seen as a framework that aims to help employees reach their goals and increase their productivity. It is also used to motivate them and improve their performance. The study analysed the relationship between the effectiveness of the method and the company's overall performance. However, the study focussed on the employees of a pharmaceutical company located in Ilorin, Nigeria. The study collected data from the company's survey. The results of the survey were analysed with the aid of SPSS version 21. The study found that practical application of goal management can significantly improve the efficiency of an organisation. This in critical terms has shown



that going electronic, not just in the area of recruitment, can facilitate organisational goal attainment.

According to Riham and Tarik (2020) whose purpose of their study was to investigate how implementing talent management practices can improve the sustainable performance of real estate companies in the United Arab Emirates. The objective of the study was to analyse the talent management practices in the United Arab Emirates. A questionnaire was used to collect data from a sample of real estate managers. The results of the study were then analysed using structural equation modelling PLS-SEM. The results of the study revealed that the factors that influence the performance of real estate companies are not related to the talent management practices. Instead, the study noted that learning and development can help improve the company's performance. It suggested that real estate managers should focus on developing their own talent management programs and job rotation. According to the work of Kanagavalli, Seethalakshmi & Sowdamini (2019), the goal of their study was to provide a new framework for understanding the various aspects of recruitment and selection processes. It aims to bridge the knowledge gap regarding how these systems can help organisations compete in the global marketplace. The study identified the various methods that are used in the recruitment and selection process. It then uses a content analysis method to analyse the literature. The literature review was conducted between 2010 to 2018. It revealed that the selection and recruitment process is carried out using various methods such as online portals, job fairs, and mobile applications. By implication, this means that at the on- set, when internet surfaces, human resource practitioners have leverage on the practicability of using e- recruitment to mould recruitment processes exiting from the manual method.

## **METHODOLOGY**

The study adopted a survey design which is considered suitable based on the justification that the study data was collected directly from the respondents. The dependent variable is business growth and the independent variable e- recruitment. The population of the study comprises the management staff of the aforementioned pharmaceutical companies in Ilorin, Kwara state who have worked with their companies over a long term and participate in recruitment processes directly due to their number within their respective companies. This population stood at 160 staff. Due to the limited number of the population size, the study focused on the entire population. The entire management staff of the selected pharmaceutical companies responded except one company whose staff were not allowed to fill the questionnaire despite efforts made to strictly make their opinions confidential. Data was retrieved via the administration of questionnaire using five points Likert scale.



Both descriptive and Inferential statistics were used to analyse the data with the aid of analysis of variance (ANOVA) to ascertain the level of the study significance effect.

**3.1 Model Specification**

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

Where:

N is sample size;

While: X = E-Recruitment

Y = Business Growth

ER = f(BG) .....1

ER<sub>i</sub> = α + β<sub>1</sub> BG<sub>i</sub> + u<sub>i</sub> .....2

Where;

ER= E- Recruitment

BG = Business Growth

β<sub>1</sub>= coefficients of the variables

U<sub>i</sub> = Error Term

**RESULTS AND DISCUSSIONS**

This segment discusses the presentation of data and the analysis arising therein and these are presented in tabular and analysis form.

**Descriptive Results**

**Table 1 Distribution of Respondents' Response on E-Recruitment**

S/N	Research Statement	Likert Scale	Frequency	Percentage %
<b>E-Recruitment</b>				
1	My organisation embraced e-recruitment processes because of its objectivity, fairness and effectiveness	SD	31	25.0
		D	14	11.3
		N	13	10.5
		A	40	32.3
		SA	26	21.0
2	E-recruitment processes allows organisation ask wide range of questions that assists in the selection process	SD	16	12.9
		D	18	14.5
		N	12	9.7
		A	56	45.2
		SA	22	17.7



3	E-recruitment makes the process of identifying the ideal candidate with the best match for the job easier	SD	14	11.3
		D	16	12.9
		N	22	17.7
		A	56	45.2
		SA	16	12.9
4	The organisation is able to source a large number of candidates using online platforms	SD		
		D	16	12.9
		N	15	12.1
		A	12	9.7
		SA	64	51.6
		17	13.7	
5	The process of e-recruitment was discovered to be more cost effective	SD	26	21.0
		D	10	8.1
		N	31	25.0
		A	40	32.3
		SA	17	13.7

**Source: Field Survey, 2022**

Table 1 reveals that 31 (25.0%) of the respondents strongly disagree with the fact that their organisation embraced e-recruitment processes because of its objectivity, fairness and effectiveness, 14 (11.3%) respondents disagree, 13 (10.5%) respondents are neutral, and 40 (32.3%) respondents agree, while 26 (21.0%) respondents strongly agree. This implies that that their organisation embraced e-recruitment processes because of its objectivity, fairness and effectiveness. The findings further show that 16 (12.9%) respondents strongly disagree that e-recruitment processes allow organisations ask wide range of questions that assist in the selection process. 18 (14.5%) respondents disagree, 12 (9.7%) respondents are neutral, 56 (45.2%) respondents agree and 22 (17.7%) of the respondents strongly agree. This implies that majority of the respondents agree that e-recruitment processes allow organisations ask wide range of questions that assist in the selection process.

About 14 (11.3%) of the respondents strongly disagree that e-recruitment makes the process of identifying the ideal candidate with the best match for the job easier, 16 (12.9%)



respondents disagree, 22 (17.7%) respondents are neutral, 56 (45.2%) respondents agree and 16 (12.9%) of the respondents strongly agree. This implies that e-recruitment makes the process of identifying the ideal candidate with the best match for the job easier.

Exactly 16 (12.9%) respondents strongly disagree that their organisation is able to source a large number of candidates using online platforms, 15 (12.1%) respondents disagree, 12 (9.7%) respondents remained neutral, 64 (51.6%) respondents agree, while 17 (13.7%) of respondents strongly agree. This implies that their organisation is able to source a large number of candidates using online platforms.

The findings show that 26 (21.0%) of the respondents strongly disagree that process of e-recruitment was discovered to be more cost effective, 10 (8.1%) respondents disagree, while 31 (25.0%) respondents are neutral, 40 (32.3%) respondents agree and 17 (13.7%) of the respondents strongly agree. This implies that majority of the respondents agree that process of e-recruitment was discovered to be more cost effective.

**Table 2 Distribution of Respondents' Response on Business Growth**

S/N	Research Statement	Likert Scale	Frequency	Percentage %
<b>Business Growth</b>				
1	The economic laws and policies have significant effect on the company's growth	SD	5	4.0
		D	3	2.4
		N	13	10.5
		A	63	50.8
		SA	40	32.3
2	The company's social and cultural factors have positive impact on the company's growth	SD	2	1.6
		D	9	7.3
		N	8	6.5
		A	73	58.9
		SA	32	25.8
3	The advance in technological development has improved the company's strength	SD	2	1.6
		D	5	4.0
		N	13	10.5
		A	73	58.1
		SA	31	25.8



4	Knowing and improving the failure aspects of the company has improved its performance	SD	3	2.4
		D	4	3.2
		N	14	11.2
		A	85	68.5
		SA	18	14.5
5	Capacity to predict company positioning in the market attracts attention	SD		1.6
		D	2	8.9
		N	11	18.5
		A	23	53.2
		SA	66	17.7

**Source: Field Survey, 2022**

Table 2 reveals that 5 (4.0%) respondents strongly disagree with the fact that the economic laws and policies have significant effect on the company's growth, 3 (2.4%) respondents disagree, 13 (10.5%) respondents remained neutral, and 63 (50.8%) respondents agree, while 40 (32.3%) strongly agree. This implies that that majority of the respondents agree to the fact that there are the economic laws and policies have significant effect on the company's growth.

The findings further show that 2 (1.6%) respondents strongly disagree that their company's social and cultural factors have positive impact on the company's growth, 9 (7.3%) respondents disagree, 8 (6.5%) respondents are neutral, 73 (58.9%) respondents agree and 32 (25.8%) of the respondents strongly agree. This implies that majority of the respondents are agree that their company's social and cultural factors have positive impact on the company's growth.

About 2 (1.6%) of the respondents strongly disagree that the advance in technological development has improved the company's strength, 5 (4.0%) respondents disagree, 13 (10.5%) are neutral, 73 (58.1%) respondents agree and 31 (25.8%) of respondents strongly agree. This implies that majority of the respondents agree that the advance in technological development has improved the company's strength.

Exactly 3 (2.4%) respondents strongly disagree that knowing and improving the failure aspects of the company has improved its performance, 4 (3.2%) respondents disagree, 14 (11.2%) are neutral, 85 (68.5%) respondents agree, while 18 (14.5%) of respondents strongly agree. This implies that knowing and improving the failure aspects of the company has improved its performance.



The findings also show that 2 (1.6%) of the respondents strongly disagree that capacity to predict company positioning in the market attracts attention, 11 (8.9%) respondents disagree, 23 (18.5%) respondents are neutral, 66 (53.2%) respondents agree and 22 (17.7%) respondents strongly agree. This implies that majority of the respondents agree that capacity to predict company positioning in the market attracts attention.

**Inferential Results**

Below is the inferential result of the study that test the hypothesis which states that e-recruitment does not have significant effect on the growth of pharmaceutical companies in Ilorin, Kwara state.

**Test of Hypothesis**

H<sub>01</sub>- e-recruitment does not have significant effect on the growth of pharmaceutical companies in Ilorin, Kwara State.

**Table 3 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.830 <sup>a</sup>	.734	.698	3.07270

**Source: Field Survey, 2022**

a. Predictors: (Constant), Cost effective, Fairness and effectiveness, best match for the job, Online platforms, E-recruitment selection process

The model summary as indicated in table 3 shows that R-Square is 0.734. This implies that 73% of variation in the dependent variable (business growth) was explained by the constant variables of e-recruitment (cost effective, fairness and effectiveness, best match for the job, online platforms, E-recruitment selection process) while the remaining 27% is due to other variables that are not included in the model. This means that the regression (model formulated) is useful for making predictions.

**Table 4 ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	378.162	5	7.632	12.808	.000 <sup>b</sup>
Residual	495.215	116	9.442		
Total	873.377	121			

**Source: Field Survey, 2022**

a. Dependent Variable: Total Business Growth

b. Predictors: (Constant), Cost effective, Fairness and effectiveness, best match for the job, Online platforms, E-recruitment selection process



The results of the study revealed that the e-recruitment process has a significant effect on the business growth. The large value of the regression sum of squares (378.162) indicated that the process has a significant influence on the growth of the company. However, the F-value of the study was only 0.000, which means that the effect of the recruitment process on the business growth is not significant at F-value (12.808).

**Table 5 Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	18.738	.967		19.376	.000
Fairness and effectiveness	.228	.260	.113	.879	.081
E-recruitment selection processes	.305	.403	.129	.757	.051
Best match for the job	-.179	.396	.070	.451	.053
Online platforms	.123	.327	.050	.375	.708
Cost effective	-.194	.278	.086	.697	.487

**Source: Field Survey, 2022**

a. Dependent Variable: Total Business Growth

Specifically, the result of regression shown in Table 5 Regression Coefficients, tests hypothesis one. The results show that e-recruitment (fairness and effectiveness, e-recruitment selection processes and best match for the job) has positive effects on business growth. This is shown by their probability value (0.081, 0.051 and 0.053) which is less than the chosen 10% significance level. However, online platforms and cost effective has a negative effect on business growth; this is shown by their p-value 0.708 and 0.487 which is greater than 0.10 significance level. This means that effect of fairness and effectiveness, e-recruitment selection processes and best match for the job affects business growth. This further shows that null hypothesis was rejected and alternate hypothesis accepted. Thus, e-recruitment has significant effect on the growth of selected pharmaceutical companies in Ilorin, Kwara State.

From the hypothesis, which states that e-recruitment does not have significant effect on the growth of selected pharmaceutical companies in Ilorin, Kwara State, findings shows that null hypothesis was rejected and alternate hypothesis accepted that further reveals that e-recruitment have significant effect on the growth of selected pharmaceutical companies in Ilorin, Kwara State. This implies that fairness and effectiveness, e-recruitment selection



processes and best match for the job affects business growth. This statement is in line with the findings of Usman (2020) that says e-recruitment guides all future studies on how appearance, confidence, communication skills and resumption of clarity play an important role in the recruitment process rather than physical or facial attractiveness. However, pharmaceutical firms can make use of online platforms and cost-effective strategy to improve their business growth.

### **CONCLUSION AND RECOMMENDATION**

The study examined the effect between e-recruitment and the growth of pharmaceutical companies in Ilorin, Kwara state. Based on the findings that were highlighted in the formulated hypothesis in this study, the study concludes that e-recruitment has significant effect on the performance of pharmaceutical companies in Ilorin metropolis. As part of the recommendation, this therefore means companies should embrace the use and practices of e-recruitment in order to be cost effective.

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