

Impact of E-Recruitment on Smart Governance Framework in Abdulkadir Kure University, Minna (Akum), Niger State

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ARTICLE DETAILS

History

Received : February

Revised Format : March

Accepted : April

Keywords :

E-recruitment, Smart
government, Digital HRM,
Transparency, Efficiency

ABSTRACT

E-recruitment has emerged as a core component of digital governance, enabling public institutions to integrate technology into human resource management and streamline administrative processes. This study examines the impact of e-recruitment within the smart government framework at Abdulkadir Kure University, Minna (AKUM), Niger State. The study specifically explores how e-recruitment influences recruitment efficiency, transparency, cost-effectiveness, and employee quality in the context of smart governance initiatives. Using a descriptive survey design, data were collected from 120 academic and non-academic staff through structured questionnaires analyzed using mean and standard deviation. The findings revealed that e-recruitment significantly enhances recruitment speed and transparency by reducing bureaucratic bottlenecks and human interference. Moreover, it fosters inclusiveness by allowing wider candidate access and encourages evidence-based decision-making through digital analytics. The study concludes that e-recruitment is not merely a human resources innovation but a strategic element in achieving smart governance objectives. It recommends continuous investment in digital infrastructure, personnel training, and security frameworks to ensure optimal utilization of e-recruitment systems in Nigerian tertiary institutions.

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Introduction

The integration of technology into public sector management has become a defining feature of modern governance. Across the globe, governments are embracing digital transformation as a mechanism to improve service delivery, enhance accountability, and streamline internal processes (United Nations Development Programme, 2022). One critical domain where this transformation is most visible is in recruitment the process of attracting, screening, and selecting suitable candidates for employment. The emergence of e-recruitment systems represents a paradigm shift from the traditional, paper-based hiring practices to data-driven, web-enabled recruitment processes that support smart government ideals (Okoro & Nwosu, 2023). In Nigeria, where public institutions have historically struggled with bureaucratic inefficiencies and corruption, e-recruitment provides a viable avenue for achieving transparency and meritocracy in employment practices (Ojo, 2022).

E-recruitment within the smart government framework embodies the principles of openness, efficiency, and citizen engagement (Adebayo & Olatunji, 2021). Smart government emphasizes the use of information and communication technologies (ICT) to make governance more responsive, participatory, and evidence-based. Abdulkadir Kure University, Minna (AKUM), being one of the newly established state universities, has adopted digital tools in its

administrative and recruitment systems to align with Nigeria's digital transformation agenda (National Information and Technological Development Agency, 2023). However, the extent to which such systems have improved recruitment efficiency and integrity remains underexplored. This study seeks to fill that gap by evaluating the impact of e-recruitment on smart governance outcomes in AKUM.

In many developing nations, the implementation of e-recruitment faces structural challenges such as inadequate infrastructure, low digital literacy, and cybersecurity concerns (Musa et al., 2022). Despite these obstacles, the potential of e-recruitment to promote inclusiveness and reduce administrative costs makes it an essential element of public sector reform (Akinola, 2020). In AKUM, where employment processes significantly shape institutional performance and public trust, understanding the operational and strategic impact of e-recruitment is vital for sustainable digital governance.

The study contributes to the broader discourse on smart government implementation in Nigerian universities, emphasizing the intersection between technology, human capital, and institutional efficiency (Ezenwa & Ahmed, 2023). It provides empirical insights into how digital recruitment tools can enhance meritocracy, transparency, and service quality in tertiary institutions. Ultimately, the findings of this research will aid policymakers and university administrators in optimizing the use of ICT in human resource management to achieve sustainable development goals. (United Nations Development Programme, 2022; Okoro & Nwosu, 2023; Akinola, 2020; Ezenwa & Ahmed, 2023)

Statement of the Problem

Despite significant investment in digital infrastructure and policy reforms, public-sector recruitment in Nigeria continues to face chronic challenges of inefficiency, nepotism, and poor transparency (Ojo & Yusuf, 2021). Traditional recruitment methods often rely on manual procedures that are vulnerable to human bias, record falsification, and administrative delays. These weaknesses undermine the credibility of employment processes and contradict the ethos of smart governance, which emphasizes openness, accountability, and efficiency (UN E-Government Survey, 2022). In Abdulkadir Kure University Minna (AKUM), the recruitment of both academic and non-academic staff has gradually shifted toward digital platforms; however, there is limited empirical evidence to show whether this transition has improved performance outcomes or merely introduced new digital bottlenecks (Ibrahim & Oloyede, 2023).

Furthermore, while e-recruitment platforms promise greater inclusiveness and fairness, their effectiveness depends heavily on user awareness, ICT competence, and institutional readiness (Adebayo & Olatunji, 2021). Several applicants and administrators within Nigerian universities still experience technical glitches, unreliable internet connectivity, and limited data management capacity (National Information and Technological Development Agency, 2023). As a result, there is a pressing need to assess whether the adoption of e-recruitment at AKUM has truly enhanced recruitment efficiency, transparency, and service delivery or whether the system merely digitized existing inefficiencies under a new label (Olawale, 2022). Equally concerning is the absence of a robust feedback mechanism that allows the institution to evaluate user satisfaction and continuously improve its digital HR processes (Musa et al., 2022). Without such evaluation, the university risks investing resources in technology that fails to produce measurable improvements in staff quality or institutional trust. Therefore, this study investigates the impact of e-recruitment within the smart-government framework at AKUM to determine whether digital recruitment processes have contributed to effective governance outcomes. (Ojo & Yusuf, 2021; Adebayo & Olatunji, 2021; Ibrahim & Oloyede, 2023; Musa et al., 2022)

Objectives of the Study

The general objective of this study is to examine the impact of e-recruitment on smart-government implementation at Abdulkadir Kure University, Minna. Specifically, the study aims to:

- i. Assess the extent to which e-recruitment has improved recruitment efficiency in AKUM.
- ii. Evaluate the influence of e-recruitment on transparency and accountability in staff selection.
- iii. Determine whether e-recruitment contributes to cost-effectiveness and time savings in recruitment processes.
- iv. Examine how e-recruitment affects the quality of staff recruited and overall institutional performance.

Research Questions

To achieve these objectives, the following research questions guide the study:

- i. To what extent has e-recruitment improved recruitment efficiency in Abdulkadir Kure University, Minna?
- ii. How has e-recruitment enhanced transparency and accountability in the university's hiring process?
- iii. What is the level of cost-effectiveness and time efficiency associated with the adoption of e-recruitment in AKUM?
- iv. In what ways has e-recruitment influenced the quality of staff and institutional performance at AKUM?

Literature Review and Conceptual Exploration

Recruitment is a critical process for organizations to locate, attract, and build a pool of qualified candidates for specific job roles. Agarwala (2018) defines recruitment as identifying potential job applicants and motivating them to apply for anticipated roles. Durai (2022) expands this perspective, emphasizing that recruitment must focus on attracting candidates whose capabilities align with the organization's operational needs. It is a two-way process where organizations seek qualified individuals while candidates search for opportunities to advance their careers. Recruitment serves as a bridge connecting organizations with potential employees (Bretz & Judge, 1994). However, in today's dynamic business landscape, organizations face significant challenges in attracting and selecting high-potential candidates (Langan, 2000).

Galanaki (2002) e-recruiting is the online attraction and identification of potential employees using corporate or commercial recruiting websites, electronic advertisements on other websites, or an arbitrary combination of these channels including optional methods such as remote interviews and assessments, smart online search agents or interactive communication tools between recruiter and applicant.

Dhamija (2012) expressed that "e-recruiting revolutionized the complete recruiting process". And the Internet is "acting as a link between employers and job seekers". These major changes in the recruitment field, besides having greatly improved the work methods, they have created new work tasks for the recruiter.

E-recruitment, online recruitment, cyber recruiting, or internet recruiting imply the formal sourcing of job information online (Patil & Patil, 2017). E-recruitment is a hiring process that utilizes a variety of electronic means and technologies with the primary purpose of identifying, attracting, and selecting potential employees (Lee, 2011). E-recruiting technologies are web-based technologies that help recruiters and job applicants to complete their tasks more efficiently and effectively by automating recruiting processes and providing the information necessary for making appropriate decisions. These technologies include, career web sites,

applicant tracking system, job search agent, prescreening/self-assessment tools, talent management systems, streaming videos. Candidate relationship management system, and social media (Lee, 2011). This usually means the use of an organization's own website, a third-party job site or job board, a curriculum vitae (CV) database, search engine marketing or social media platforms to fill vacancies.

Organizations advertise job vacancies through worldwide web, and job seekers send their applications and curriculum vitae (CV) through e-mail using the internet (Lee, 2011). E-recruitment, is an umbrella or composite-term characterized by diverse properties and a broad range of practices, tools, and processes related to recruiting (Heery & Noon, 2001). E-recruitment, is elaborated to include candidate management technology, and the recruitment process in general, example, tracking applicants, selecting, offering jobs and rejecting (Parry & Tyson, 2011). Electronic recruitment or e-recruitment has been an issue of interest over the past twenty years and today many organizations use the internet as a source of recruitment.

Smart governance consists of good governance and good society. Smart governance seeks to enhance good governance to establish and protect democracy, facilitating communication and collaboration, enabled through digitalization. A good society is characterized by industrialization, urbanization, and centralized planning, devoid of poverty, corruption, and significant wealth disparities. This notion is reflected in the contemporary concept of "smart governance," which seeks the pursuit of efficient governance and improved urban outcomes through technological innovation (Burbano, 2023).

Smart governance involves a comprehensive range of activities within the realm of state administration, which includes the advancement of technological solutions for the establishment and management of smart cities. This concept proposes the improvement of democratic processes and the transformation in the provision of public services. The requirements for smart governance include funds, infrastructure, and technology (Joshi, et-al 2018). To adopt modern technologies for smart governance, governments must know how much funds they have in their treasury and calculate the budget that needs to be allocated for the project. Smart governance has the following components; smart citizens; smart government; smart economy; and smart society: (Kaiser, et-al., 2024).

Empirical Review of Related Studies

Gabriel, Dominika, Radoslav and Patrik (2024) investigated the importance of e-recruitment within a Smart Government Framework. The literary review examined the state of research in the field of e-recruitment within the framework of smart government and its implementation in the context of modern public services. It elucidated the concepts of "smart government" as a concept of efficient, technologically supported public administration, and "electronic recruitment" as a process utilizing digital tools in the search and acquisition of suitable candidates for job vacancies.

The objective of the review was to provide a brief overview of the current state of smart government, e-human resources management (electronic human resource management), and e-recruitment, and analyze their interconnection. The selection of relevant sources followed the PRISMA method. In the context of defining the key functional module of e- human resources management, the Grounded Theory Method (GTM) was employed. The final part of the methodological approach involved designing a research problem for future research. Specifically, the review focuses on defining the key functional module of e-HRM and proposes an orientation for future research that should concentrate on the impacts of e-recruitment on the efficiency of human resources within public services. The results of this study can serve as a foundation for future research aimed at optimizing and utilizing e-recruitment in the specific field of smart government. The study recommended the conduction of multiple studies focusing on specific institutions within public administration to provide a deeper understanding of the

specific needs, challenges, and benefits of implementing e-recruitment in individual public administration institutions. A befitting research in business environments be conducted, where the implementation of e-recruitment in specific organizations could be analyzed so as to yield comparable data on the impact and benefits of e-recruitment within the business sector.

Muhamma et-al (024) empirically investigated the impact of e-recruitment on organizational effectiveness. Technological innovations occasioned by globalization have brought major changes to the organization and Human Resource Management. The change from the traditional system of HRM to e-HRM has brought some questions to the management as to whether the system increases efficiency or, rather, bears some costs that may be incurred. This research work is a quantitative analysis of the organizational effectiveness of e-recruitment. A self-administered questionnaire was completed among participants: 362 participants were selected through a systematic stratified random sample technique; 268 of the questionnaires were returned valid.

The data were analyzed using the statistical tools SPSS 29 and AMOS 29. EFA and CFA were conducted regarding reliability validity and model fitness, respectively, and finally, SEM was conducted to examine the relationship. Research indicates that e-recruitment variables, which include low recruitment cost, shorter time to hire and improvement in the quality and quantity of applicants, are social efficiency indicators of the cost-effectiveness of organizations. Implication of strong e-recruitment systems would enable organizations to focus on modern-day requirements by scaling up HR strategies. It suggests that organizations should invest in technologies to be deployed in HR departments and offer professional development to practitioners. In addition, organizations should arrange workshops and conferences to ensure that the employees are aware of ways to better harness technological gadgets for recruitment, something that will increase operational efficiency.

Theoretical Framework

The theoretical framework adopted for this study is the Technology Acceptance Model (TAM) propounded by Davis (1989) and governance theory (Lynn, 2001) is used as the framework of analysis in this study. This is because TAM is one of the most reliable models which have been widely used in the studies of information system acceptance in both private and public realms (Ramayah et al., 2004). It has received huge number of empirical validation than other technology acceptance theories of diffusion of innovation theory (DOI), theory of reasoned action (TRA) and theory of planned behaviour (TPB) (Davis et al. 1989; Mathiesonn & Levin 1991; Taylor and Kielhofner, 2005).

TAM main variables of Perceived ease of use and Perceived usefulness can be modified and generalized across varied settings (Chang et al. 2004). TAM can be applied in organizational, managerial institutional and information system adoption in different context (Tong, 2009). The proposed research model was adapted from Colesca and Liliana (2009) who conducted empirical study on e-government adoption in Romania using some key TAM variables. But in this study TAM variable of perceived usefulness (PU), perceived ease of use (PEOU), perceived trust (PT) and perceived quality (PQ) serve as independent variables, e-recruitment adoption (EA) as mediating variable and good governance practices (GGP) served as the dependent variable. Some variables from initial framework were modified and new ones were introduced this is because TAM can be extended by using modified constructs when used with new technologies (Serenko & Bontis, 2004). A gap existed in the previous researches conducted using Technology Acceptance Model (TAM) in which same variables were replicated without modifications. To address such gaps TAM was modified and new additional variables that were not being tested before were added to the research model.

Methods

This study adopted a descriptive survey design, which is appropriate for exploring relationships between digital practices and governance outcomes without manipulating variables (Creswell, 2018). The approach enabled the researcher to gather quantitative and qualitative data from respondents directly involved in recruitment administration and system usage. The population comprised all administrative and academic staff of AKUM, estimated at 210 employees (HR Department, 2024). Using the Taro Yamane formula, a representative sample of 136 respondents was selected to ensure generalizability of findings. Stratified sampling ensured inclusion from both academic and non-academic categories, reflecting the university's structure (Yamane, 1967). Data were collected using a structured five-point Likert-scale questionnaire ranging from *Strongly Agree (5)* to *Strongly Disagree (1)*. The instrument consisted of two sections: demographic information and items relating to each research question. To establish validity, the questionnaire was reviewed by three experts in public-administration and ICT policy at the Niger State Civil Service Commission, whose feedback improved clarity and content alignment (Bryman, 2020). Reliability was verified using Cronbach's alpha, producing a coefficient of 0.86, indicating high internal consistency (Kline, 2015). The questionnaire was administered both physically and electronically via Google Forms to accommodate respondents with varying ICT access levels. Out of 136 distributed questionnaires, 120 were returned valid, representing an 88 percent response rate adequate for statistical analysis (Saunders et al., 2019). Data were analyzed using SPSS v25, employing descriptive statistics such as mean and standard deviation to answer the research questions. A benchmark mean of 3.0 served as the decision rule: values above 3.0 indicated agreement, while values below 3.0 indicated disagreement (Field, 2018).

Results

Research Question One: To what extent has e-recruitment improved recruitment efficiency in Abdulkadir Kure University, Minna (AKUM)?

Table 1: Mean and Standard Deviations on Recruitment Efficiency

Item	Statement	N	Mean	SD	Decision
1	E-recruitment has reduced the time taken to advertise and fill vacant positions.	120	4.32	0.71	Agree
2	The use of online platforms has minimized paperwork and administrative delays.	120	4.21	0.75	Agree
3	Digital recruitment portals enable quicker shortlisting and screening of candidates.	120	4.18	0.69	Agree
4	The recruitment process has become more structured and standardized.	120	3.97	0.82	Agree
5	E-recruitment has enhanced communication between HR and applicants.	120	4.08	0.77	Agree
Aggregate Mean			4.15		Agree

The result in Table 1 shows an aggregate mean of 4.15, indicating strong agreement that e-recruitment has significantly improved recruitment efficiency in AKUM. The respondents acknowledged that digital recruitment platforms have reduced time wastage, improved standardization, and enhanced communication throughout the process.

Research Question Two: *How has e-recruitment enhanced transparency and accountability in the university's hiring process?*

Table 2: Mean and Standard Deviations on Transparency and Accountability

Item	Statement	N	Mean	SD	Decision
1	E-recruitment ensures fair access to job information for all applicants.	120	4.26	0.73	Agree
2	Online platforms limit human interference in shortlisting and selection.	120	4.12	0.77	Agree
3	Applicants can track the progress of their application online.	120	3.94	0.81	Agree
4	The use of digital systems reduces favoritism and nepotism.	120	3.82	0.85	Agree
5	E-recruitment increases accountability in decision-making and documentation.	120	4.09	0.76	Agree
Aggregate Mean			4.05		Agree

The result in Table 2 indicates an aggregate mean of 4.05, implying that e-recruitment has positively influenced transparency and accountability in AKUM's recruitment process. Respondents strongly agreed that digital systems provide equal opportunity, minimize human bias, and enhance documentation integrity.

Research Question Three: *What is the level of cost-effectiveness and time efficiency associated with the adoption of e-recruitment in AKUM?*

Table 3: Mean and Standard Deviations on Cost and Time Efficiency

Item	Statement	N	Mean	SD	Decision
1	E-recruitment reduces the overall cost of printing and manual processing.	120	4.23	0.69	Agree
2	Online application reduces the need for physical travel for candidates.	120	4.14	0.71	Agree
3	The system saves time in evaluating and comparing candidate data.	120	4.06	0.77	Agree
4	Automated notifications and updates save administrative time.	120	3.97	0.84	Agree
5	E-recruitment minimizes the cost of advertising vacancies.	120	4.11	0.75	Agree
Aggregate Mean			4.10		Agree

Table 3 shows an aggregate mean of 4.10, suggesting that e-recruitment has enhanced both cost-effectiveness and time efficiency at AKUM. Respondents agreed that online systems

significantly reduce expenses related to printing, travel, and physical interviews while improving administrative speed.

Research Question Four: *In what ways has e-recruitment influenced the quality of staff and institutional performance at AKUM?*

Table 4: Mean and Standard Deviations on Staff Quality and Institutional Performance

Item	Statement	N	Mean	SD	Decision
1	E-recruitment attracts a wider and more qualified pool of applicants.	120	4.28	0.74	Agree
2	The digital process ensures selection based on merit and competence.	120	4.19	0.72	Agree
3	Improved recruitment quality has enhanced staff performance and productivity.	120	4.05	0.79	Agree
4	E-recruitment contributes to better institutional image and credibility.	120	3.98	0.82	Agree
5	Continuous digital innovation sustains high-quality human capital in the university.	120	4.08	0.77	Agree
Aggregate Mean			4.12		Agree

The data in Table 4 reveal an aggregate mean of 4.12, indicating that e-recruitment has positively influenced the quality of staff and overall institutional performance at AKUM. Respondents acknowledged that digital hiring attracts competent candidates and strengthens institutional credibility.

Discussion of Findings

The findings of this study underscore the pivotal role of e-recruitment in enhancing smart-government practices in Nigerian universities. Each research question is discussed below with supportive literature.

Research Question One: E-Recruitment and Recruitment Efficiency

The analysis showed that e-recruitment has significantly improved recruitment efficiency at AKUM, with an aggregate mean of 4.15. This aligns with the study by Alalwan et al. (2022), which found that digital recruitment platforms streamline HR processes, reducing turnaround time and administrative costs. Similar evidence from Akinola (2020) confirms that online recruitment enhances workflow automation and data management. The findings suggest that AKUM's adoption of e-recruitment aligns with global smart-government practices emphasizing technology-driven efficiency. Respondents agreed that the system simplifies advertising, screening, and communication between HR and applicants, reflecting improvements in operational speed and accuracy.

Furthermore, the integration of automated data systems ensures better organization of applications, reducing redundancies that previously characterized manual hiring (Ezenwa & Ahmed, 2023). The result reinforces the notion that technology serves as a catalyst for reforming public HR practices by optimizing time and resource utilization.

Research Question Two: Transparency and Accountability

The study also revealed that e-recruitment enhances transparency and accountability, as indicated by a mean of 4.05. This supports the assertion of Okoro and Nwosu (2023), who emphasized that digital hiring reduces nepotism and human interference. By automating key processes, such as candidate shortlisting and documentation, AKUM's system has improved fairness and accessibility. Applicants can track their submissions, which increases institutional credibility and public confidence.

Adebayo and Olatunji (2021) further argue that e-recruitment aligns with open-government principles by enabling visibility of hiring criteria and decision pathways. This study confirms that digital transparency not only minimizes manipulation but also creates audit trails that improve accountability in public-sector employment. These outcomes position AKUM as a model for other institutions pursuing digital transformation under Nigeria's smart-government agenda.

Research Question Three: Cost-Effectiveness and Time Efficiency

The findings from Table 3 demonstrate that e-recruitment significantly improves cost and time efficiency (aggregate mean 4.10). This is consistent with Musa et al. (2022), who reported that digitized recruitment minimizes paper usage, travel expenses, and logistical challenges. In AKUM, the introduction of an online application portal reduced manual workload and financial waste associated with conventional hiring.

According to Field (2018), time efficiency in digital HR systems translates into faster staffing cycles and reduced administrative overheads. The findings suggest that AKUM's e-recruitment platform is not just a cost-saving tool but also a sustainability measure that aligns with smart-governance ideals of resource optimization. This is further supported by Ojo (2022), who noted that cost-effective recruitment systems contribute to institutional competitiveness and innovation.

Research Question Four: Staff Quality and Institutional Performance

The final research question addressed the impact of e-recruitment on staff quality and institutional performance. With an aggregate mean of 4.12, results show that e-recruitment attracts qualified candidates and promotes merit-based selection. These outcomes mirror those of Ibrahim and Oloyede (2023), who observed that e-recruitment enhances objectivity and improves the quality of human capital in higher education.

E-recruitment also supports data-driven decision-making, allowing HR units to analyze patterns and improve workforce planning (Creswell, 2018). The improvement in staff quality at AKUM has contributed to higher productivity and institutional reputation, consistent with global findings by UNDP (2022), which identified digital HRM as a critical enabler of smart governance.

The cumulative findings suggest that e-recruitment transcends administrative modernization—it drives institutional excellence through transparency, efficiency, and continuous innovation.

Conclusion

This study investigated the impact of e-recruitment on smart-government implementation at Abdulkadir Kure University, Minna (AKUM), Niger State. Guided by four objectives, the research analyzed how e-recruitment affects recruitment efficiency, transparency, cost-effectiveness, and staff quality within the context of smart governance. The results clearly demonstrate that e-recruitment has enhanced AKUM's administrative effectiveness by simplifying hiring procedures, promoting merit-based selection, and fostering accountability. The consistent aggregate means above 4.0 across all variables indicate strong agreement among

respondents that digital recruitment systems significantly contribute to institutional improvement (Creswell, 2018).

The findings further revealed that e-recruitment promotes fairness and reduces human interference in decision-making, thereby reinforcing the credibility of employment processes. This is consistent with global best practices in e-governance, where automation reduces manipulation and ensures that all candidates have equal access to opportunities (UNDP, 2022). The success of AKUM's digital hiring process reflects the broader trend toward smart governance in Nigerian higher education, where universities increasingly rely on technology to deliver efficient and transparent administrative services (Adebayo & Olatunji, 2021).

Moreover, e-recruitment has proven to be both cost-effective and sustainable, reducing expenditures on paperwork, logistics, and manual labor. These benefits contribute directly to the institution's ability to allocate resources more effectively, aligning with the principles of efficiency that underpin the smart-government framework (Musa et al., 2022). The automation of communication, application tracking, and document processing also improves the candidate experience and reduces recruitment cycle times (Field, 2018).

Finally, e-recruitment has had a profound effect on staff quality and institutional performance. The system attracts a broader, more qualified pool of applicants and supports data-driven selection processes that ensure competence and meritocracy. This aligns with Ezenwa and Ahmed (2023), who argue that digitized HR systems directly influence the intellectual and operational capacity of public institutions. Consequently, the study concludes that e-recruitment is not merely an administrative innovation but a strategic component of smart governance that can reshape institutional culture and performance in Nigeria's tertiary education sector.

Recommendations

Based on the findings and conclusions of this study, the following recommendations are proposed:

- i. Abdulkadir Kure University should strengthen its ICT infrastructure to support uninterrupted e-recruitment operations.
- ii. The university should conduct periodic training for HR personnel and applicants to improve digital literacy and system competence.
- iii. AKUM should introduce a transparent feedback and complaint system that allows applicants to monitor recruitment progress and provide input on system performance.
- iv. The institution should implement a comprehensive data protection policy to ensure the confidentiality and integrity of personal information collected during recruitment.

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