

**Relating E-Recruitment Practices through Face Book in SME
Sector of Pakistan with the Sustainability of the firm:
A Quantitative Analysis on the scenario faced by
SME Sector amid COVID-19**

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ABSTRACT

Outbreak of COVID-19 produces severe impact on economies as well as business activities. Therefore, companies of all sizes were forced to use electronic medium for carrying on business operations. Although HR department has the role to optimize performance of the firm through others. Therefore, management of firms especially for SMEs are trying to use mechanism to maintain the effectiveness of the firm without compromising on the quality. Therefore, E-Recruitment practices are used extensively specially through Face Book in order to attain firms' objectives along with the optimal level of quality and performance. Hence a comprehensive research model has been developed to reflect use of E-Recruitment by SMEs. The model has been incorporated with major advantages that were reflected by past studies in order to understand the relationship COVID-19 may have with E-Recruitment practices by SMEs and advantages that SMEs are obtaining through using E-Recruitment practices at the wake of pandemic.

Key Words: COVID-19, E-Recruitment, SMEs, Face Book, Sustainability of the firm & Pandemic

Background

The virus named COVID-19 was introduced in Wuhan, China firstly in December 2019 (Gondauri, Mikautadze, & Batiashvili, 2020).

It was the situation when everyone faced the alarming and pandemic at the global level (Yuen, Ye, Fung, Chan, & Jin, 2020). Businesses have suffered in view of the fact that people who are personnel and the customers are facing the new ways like the online working. Recruitment and selection of the employees are influenced due to COVID-19 badly. Because habitually this function of HR completes to meet up with the candidate (Mwita, 2020). E-HRM has been introduced by the companies to tackle the consequences of the pandemic and for the purpose of sustainability (Elsafty & Ragheb, 2020). The technological changes or advancement has been made companies to be more efficient for surviving in the uncertainties of the business (Sheppard, 2020).

INTRODUCTION

Studies also highlighted that the traditional ways of recruitment are in continuous transformation. Especially, in private sector Internet made the changes in the recruitment process and other HR functions. This change is not for the purpose of increasing the productivity but also saves time and cost and increase efficiency (Chu, Shen, & Hsia, 2004). Especially in developing countries like Pakistan the large companies are also anxious on the E-tools after the innovation of the technology. Hence, this is the right time to examine if e-Recruitment initiative will be fruitful in Pakistan or not (Muhammad & Muhammad, 2018).

STATEMENT OF PROBLEM

COVID-19 as pandemic has created severe negative impact on all the businesses & business-related activities. However, the Human Resource Management is the area that has received one of the hardest hit due to the outbreak of pandemic. Thus, heads of the organizations were forced to be better vigilant in handling the crew of the organization (Inuaesiet, Okon, & Akpan, 2021).

Although the quality of acquisition of talented workforce is the top tier concern for any of the company and that can never be ignored even during the pandemic. Thus, one of the best and most easy way is to practice electronic facility to locate the competitive and qualified applicants. (Daniel, 2019)

THEORATICAL FRAMEWORK

There are several advantages of using E-Recruitment practices. Companies all over the globe prefer online method of recruitment to lure themselves with financial and non-financial advantages. However, E-Recruitment also have some drawbacks and limitations therefore, all the firms may not use the practice of E-Recruitment neither it can be used to attain wider scope of benefits (Al-Zagheer & Barakat, 2021). However, during pandemic use of E-Recruitment practices are recommended in comparison to the traditional methods as due to pandemic people will start preferring online mode of meetings. Thus major benefits of E-Recruitment especially for the firm are lesser cost and lesser time (Dragusha & Ukaj, 2021). However, in recent times companies are able to find much talented workforce through online recruitment channels. The point is valid as skilled and updated people prefer modern methods more as compared to the traditional methods of job posting and recruitment (Melanthiou, Pavlou & Constantinou, 2015). Hence Potent to quote Rahman et al (2014) as the source to relate E-Recruitment with the goodwill of the firm. However, it may also consume more capital and major benefits might be gained through E-Recruitment for attaining efficiency and effectiveness (Poorangi, Khin & Rahmani, 2011). Furthermore, latest studies Al-khodary (2021) and Waheed et al (2020) indicated that E-HRM is beneficial for sustainability of the firm. in Pakistan there is no study that relate E-Recruitment with the advantages of strategy and sustainability of the firm

Some of the studies uses UTAUT Model as the base theory for conducting research (Chhajro et al., 2021) although the purpose of these studies is related with preference of online methods of recruitment by users e.g., Chhajro et al. (2021) and Kaim Miah and Khatun (2015). However, this study is conducted to explore the linkage of COVID-19 with E-Recruitment and to explore the relationship of benefits of E-Recruitment with the sustainability of the firm. Therefore theories like Realistic Information Theory (Marr, 2007) & Resource Based Theory (Guo and Al-Ariss, 2015) are used as the base of the research.

MAJOR RESEARCH QUESTIONS

RQ1: How SMEs may sustain the shocks of COVID-19?

RQ2: How HR Practices might become beneficial for the sustainability of the firm?

RQ3: How to use E-Recruitment practices for SMEs in Pakistan?

SIGNIFICANCE OF THE STUDY

The study is one of the initial one in nature as it not only reflecting the use of E-Recruitment with respect to the SMEs of Pakistan but also with the benefits of E-Recruitment and their impact of sustainability of the firm. Hence the study has massive significance and termed as pervasive in nature & has tendency to provide benefits to academicians, researchers and entrepreneurs in order to devise better mechanism for HR & management.

LITERATURE REVIEW

COVID-19 enhanced the usage of online platforms for the recruitment purpose (Geldsetzer , 2020) or campaigns on the social media as an informal mode (Zhong et al., 2020). Thus, social media has become a huge platform for allocation the information and interact with the candidate formally or informally (Nelson et al., 2019).

Similar is valid during COVID-19 when companies used the online, recruitment by telephone, adaptation, evaluation, retention. These practices aid significantly in process of the recognition, recruitment and retention of the employees (Blatch, Nuttall, & Bull, 2020). In fact, Facebook is the tool which responds quickly in the campaigns informally (Topolovec- & Natarajan , 2016 & Whitaker, Stevelink , & Fear , 2017) & termed second best platform on the social media. Although other tools are also working like Messenger, Facebook Audience Network (Mallik & Patel, 2020). However, outbreak of pandemic resulted in decline in revenues of the business, and also the declining situation in the performance of the employees. Profits and productivity of the organizations were harshly affected due to the SOPs of the quarantine, which certainly lead to the negotiation in the employees'

performance (Shen et al., 2020). The companies which are swiftly adaptive build resourcefulness and acquire a sharing standpoint will be in an improved or survival circumstances to deal with the Human Resource in this post pandemic condition (Robelski et al., 2019).

Therefore, the usage of the E- Recruitment as a tool for capturing the candidates from the market as well as to booster of the occupation of the specific organization (Rodriguez, 2011). On the other side Facebook has special feature that may increase visibility of advertisement for target audience through collecting the demographic details of the interested audience. Face book advertisement may also reach mass audience through increase in the popularity or likelihood of the page that may foster propagation of the post (Archer-Kuhn et al., 2021). Moreover, Face Book has also been used as the tool for increasing and attracting the area of business with the motive of well-being and the also to optimize hiring practices in the organization (Singh, Lehnert, & Bostick, 2012).

THE RESEARCH MODEL

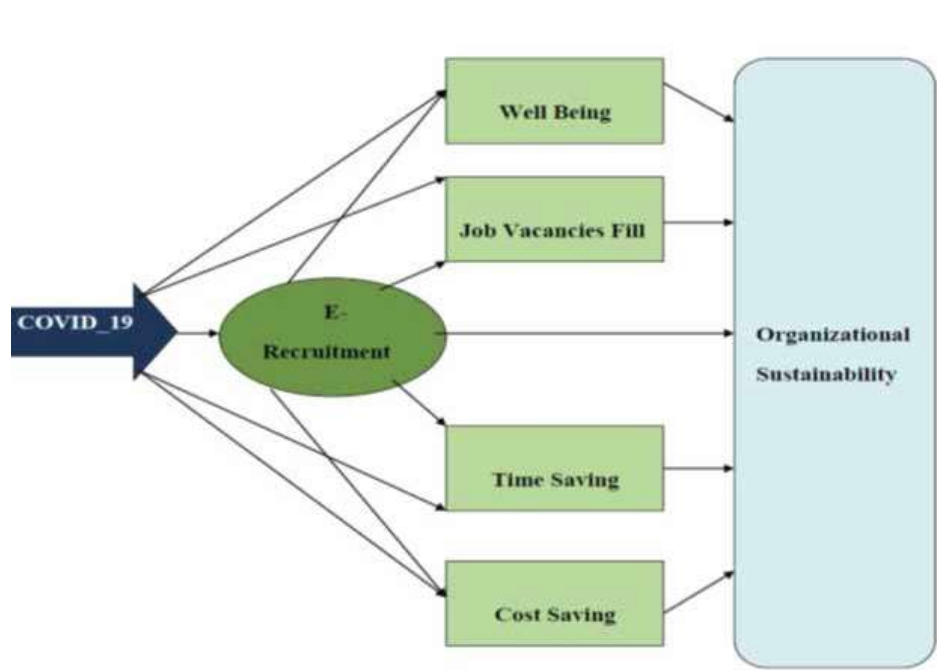


Figure 1: Research Model

E-Tools & Well Being:

E-tools can enhance the functions of the recruitment and organizations can make the better image thus, permitting the organization to reach the complementary applicants that would be qualified. If the company will not adopt the modern technology in this era of the globalization Human Resource cannot work in an efficient and competitive manner (Aboul-Ela 2014). Studies also reflected that Facebook has recognized as the most usage site for the purpose of networking towards the motive of the popularity and also the recruitment purpose, followed by Twitter and LinkedIn (Carter, Levy & Levy, 2012).

E-Tools and Position Filling:

Use of E-tools may result in more availability of the candidate and have more choice of select the appropriate with comparison to the traditional ways (Kar & Bhattacharya, 2009). E- tools company can target the large number of candidates by which the company can fulfill their vacant position (have a great choice to select the right person for the right place) (Fred & Kinange, 2018). E-tools also facilitates the recruiters to hire the most appropriate candidate. Thus, E-tools are rightly perceived as the element through which the company may recruit large number of the candidates and scrutinize in modest period of time (Parzinger, Ward, & Langford, 2013).

E-Tools & Cost:

E-Recruitment also provides the benefit in recruiting in the economic benefit, validating, and interviewing approaching candidates (Dennise, 2013). E-Recruitment is more impactful and systematic in cost cutting, it also saves the way to more applicants and swift turnaround time among others. By implementing the E-tools the employment process can be more high-yielding as well as at the least cost. It also provides the welfare in such a manner that by the E-Recruitment the organization can pick out the good numbers of capable candidates and ease the procedure of recruitment (Holm, 2012). In fact, Weitzman (1999) pinpointed that E- Recruitment is approximately less expensive to appoint the candidates online than to appoint the same candidate from the posting from newspaper or we can say

that the prevalent ways. E- Recruitment is also the rather reasonable game plan that allows the companies to catch the good number of the people across geographic boundaries (Nelson et al., 2019).

E-Tools with Time Saving:

E- Recruitment has an impact of the time saving. In fact, E-tools are efficient method of time saving in the process of recruitment. Therefore, it has been legitimately believed that for recruitment it would be an idyllic to target more candidates with substantial lesser time in filtering, classifying, and handling the resumes received online (Junejo, Khawaja, & Gul, 2019). On the other side through E- Recruitment companies are there to utilize technology in efficient way for reduction in human efforts that may be applied on other factors so to flourish progress & profitability of the organization (Ghadeer , 2014).

E-Tools & Organizational Sustainability:

Technology is the symbol of the evolution and continuity for the business world. Latest technology used for the sustainability and capacity for the companies. The assessment by the technology items is remodeling the efficiency and stamina of the business. In the period of the globalization, the ways of the recruitment have been cultivated convincingly and the procedure of the E- Recruitment has refitted the basis of the business world (Teo, 2012). Thus, company can fill the gaps in their sustainability and profitability only by the means of competitive Human Resource (Cross, 2019). E- Recruitment plays the role as enhancement for the traditional mode of the recruitment. Also defined that combination of the traditional modes with the advancement of the technology would be faster and fruitful in terms of the growth for the organization (Bhupendra & Swati , 2015). Internet had made the recruitment methods more effective and efficient & therefore technological changes in the organization would result an incremental approach (Bhupendra & Swati , 2015). The endorsement of the E- systems in an impactful way that can improve the performance and sustainability of not only the organization but also of workers (Malik & Mujtaba, 2018).

RESEARCH HYPOTHESES

H1A: COVID-19 has a relationship with E-Recruitment practices at SME sector of Pakistan.

H2A: E-Recruitment has a relationship with wellbeing of the firms accompanied in SME sector of Pakistan.

H3A: E-Recruitment has a relationship with job vacancies fill of the firms accompanied in SME sector of Pakistan.

H4A: E-Recruitment has a relationship with cost saving of the firms accompanied in SME sector of Pakistan.

H5A: E-Recruitment has a relationship with time saving of the firms accompanied in SME sector of Pakistan.

H6A: Wellbeing of the firm has a relationship with sustainability of the firm accompanied in SME sector of Pakistan.

H7A: Job Vacancies in the firm has a relationship with sustainability of the firm accompanied in SME sector of Pakistan.

H8A: Cost saving of the firm has a relationship with sustainability of the firm accompanied in SME sector of Pakistan.

H9A: Time saving of the firm has a relationship with sustainability of the firm accompanied in SME sector of Pakistan.

H10A: There is a serial mediation of E-Recruitment and Wellbeing of the firm between the relationships of COVID-19 & Sustainability of the firm from SME sector of Pakistan.

H11A: There is a serial mediation of E-Recruitment and Job Vacancies Fill of the firm between the relationships of COVID-19 & Sustainability of the firm from SME sector of Pakistan.

H12A: There is a serial mediation of E-Recruitment and cost saving of the firm between the relationships of COVID-19 & Sustainability of the firm from SME sector of Pakistan.

H13A: There is a serial mediation of E-Recruitment and time saving of the firm between the relationships of COVID-19 & Sustainability of the firm from SME sector of Pakistan

RESEARCH METHODOLOGY

Research Design

The philosophy of the research associated with this study is epistemology and post post-positivism that is the stance used to connect research philosophy with research strategy and data collection approach. (Sunders et al., 2007 & Sekaran & Bougie, 2016). The method of the study uses a quantitative (deductive) method highlighted on development of theoretical assumptions and model prior then its empirical testing (Pathirage, Amaratunge & Haigh, 2008). Thus accomplishes the criteria for being a research method which uses definite techniques, strategies and functions for the purpose of proper analysis and interpretation. Addition of all these limitations resulted in operational formulation of logic i.e., methodology of the research (Long, 2014). The purpose of this study is co-relational as it comprises variables which were not discovered in effective manner particularly in a quantitative manner (Sekaran & Bougie, 2016). Strategy of the research is survey (Saunders et al., 2015) as it proceeds the primary data from offices located in Karachi and time horizon is cross-sectional (Saunders et al., 2015; Saunders & Lewis, 2012 & Sekaran & Bougie, 2016).

Sampling Design

The research sample of this study is 250. The confidence level which I have been used that 95% and the interval of the confidence. This has been consistent with Al-Khodary (2021) that data has to be collected from personnel associated with HR Department of SMEs. However, in Pakistan most of the SMEs are un-registered as indicated previously by Siddiqui et al (2016). Hence the data has been collected through non-Probability i.e., Quota Sampling that is the best alternative of probability sampling (Smith & Dawber, 2019 & Yang & Banamah, 2014).

Research Instrument:

Closed ended Questionnaire with Likert Scale has been used as the research instrument in order to assess the impact of Face book as the social media platform on the process of E-Recruitment and to relate it with the advantages of E-Recruitment and Organizational sustainability. However, the questionnaire is a hybrid of

several studies for e.g., Ashraf and Mohammad (2020) for structuring indicators associated with COVID-19; Aboul-Ela (2014); and Kuchеров & Tsybova (2021) for benefits of E-Recruitment and Rahman and Hosain (2021) for sustainability of the firm

STATISTICAL TESTING AND ANALYSIS

PLS-SEM is not a new approach for analysis as it was initially introduced in 1960s. Although it became popular in researchers and academicians with the launch of software's like PLS-Graph, Wrap-PLS & SART-PLS (Wong, 2016). Among various variance and covariance-based approaches the SMART-PLS is a variance-based approach. The approach is based on theory and hypotheses with variables and their indicators will define path on the bases of theory and satisfying the causal relationships (Sander & The, 2014). Study of Iqbal et al (2021) reflected that use of SEM through SMART-PLS entails user to resolve complex mediation and moderation analysis through incorporating multiple equations at the single instant of time. Moreover, use of the tool is found to be worthwhile in studies of management and related disciplines. Analysis through SMART-PLS hangs upon measurement and structural model as descriptive statistics for the analysis for measurement model includes internal item reliability, convergent validity, internal consistency & discriminant validity (Hair et al., 2014)

Figure 2 is used to reflect out loading for the range of elements that are the part of the study. Although no element with value lesser than 0.5 must remain included in the study as the least criteria for inclusion of element is 0.50 (Afthanorhan, 2013).

However, the value of the indicator is the reflection of the numeric value that a particular question receives as the indicator of the variable. Therefore, values of 0.70 or above are recommended for the effectiveness of the indicator used as the part of measurement model (Trianasari et al., 2022). Hence in accordance with the figure 2 there is no element that have outer loading lesser than 0.5 thus there no element that may be deleted. Therefore, the model has been used without any modification or alteration for the purpose of inferential analysis.

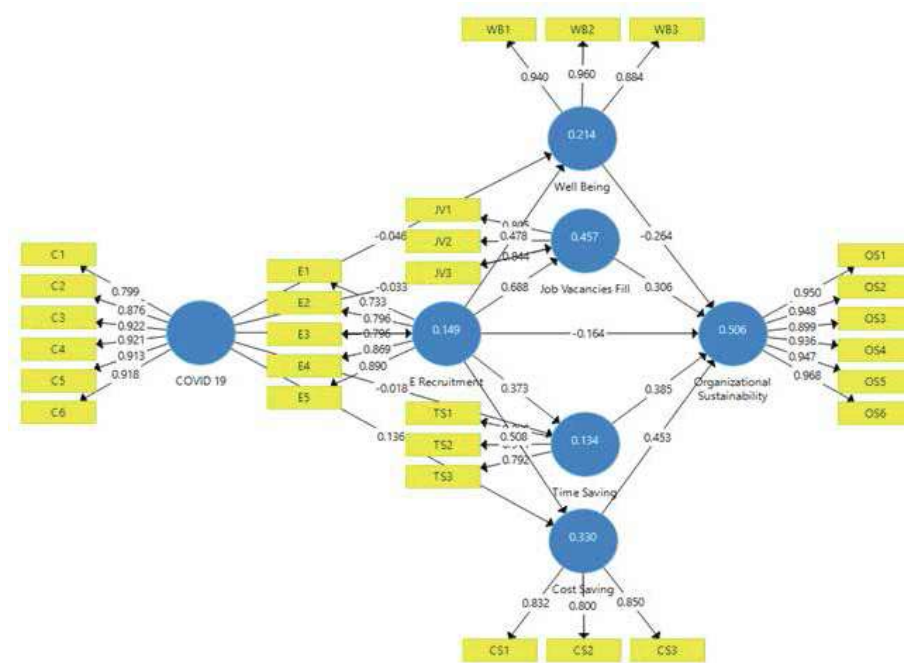


Figure 2: Model with outer –loadings and regression weights through SMART-PLS to specify influential factors by the COVID-19

	R- Square	R- Square Adjusted
Cost Saving	0.430	0.413
E- Recruitment	0.649	0.638
Job Vacancy Fill	0.457	0.443
Organizational Sustainability	0.386	0.314
Time Saving	0.434	0.408
Well Being	0.484	0.465

Table 1: Quality Criteria (Predictive Accuracy)

Table 1 is representing values of R² that is coefficient of determination and the measure is one of the most important in the analysis through SMART-PLS. In

actual it is the reflection of variance caused by major independent variable in latent endogenous variable. The range of value is contextual although the initial value for the relationship is found to be 0.10 (Umrani, Kura & Ahmed, 2018). Although according to table 1 all the DVs are affected significantly by the major predicting variable. The least variance caused is 0.386 which is much higher than the criteria given by Umrani et al (2018) as well as the least acceptable criteria given by Purwanto and Sudargini (2021)

Table 2 is the part of descriptive analysis on the bases of measurement model & indicating construct reliability & convergent validity. Construct Reliability has been reflected through Cronbach Alpha (α); Golstein rho and Composite reliability (Sijtsma, 2009 a & b). On the other side Convergent validity is based upon composite reliability and (AVE) Average Variance Extracted (Fornell and Larcker, 1981 & Sijtsma, 2009 a & b). Though AVE with value of 0.5 or above is sufficient to indicate convergent validity. Studies also indicated that AVE alone is sufficient to reflect convergent validity with minimum value of 0.5. Moreover, the values of reliability indicators like Cronbach Alpha (α) & Composite Reliability must be at least 0.7 & 0.6 respectively (Yaacob et al., 2021). Hence in the light of the above-mentioned citation the presence of table 2 assures construct reliability as well as convergent validity. This is legitimate as all the reliability indicators are indicating values higher than 0.70 and AVE values are also higher than 0.5.

	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance
COVID-19	0.948	0.952	0.959	0.797
Cost Saving	0.774	0.794	0.867	0.685
E- Recruitment	0.877	0.896	0.910	0.670
Job Vacancy Fill	0.707	0.722	0.836	0.630
Organizational Sustainability	0.974	0.976	0.979	0.886
Time Saving	0.844	0.922	0.902	0.755
Well Being	0.920	0.928	0.949	0.862

Table 2: Construct Reliability & Convergent Validity

Table 3 is placed to show discriminant validity as the part of discriminant validity that is the better tool than Fornell and Larcker (1981) as indicated by Iqbal et al. (2021). The tool has the cutoff value of 0.85 (Hair et al., 2019).

	COVID-19	Cost Saving	E-Recruitment	Vacancy Fill	Organizational Sustainability	Time Saving	Well Being
COVID-19							
Cost Saving	0.383						
E-Recruitment	0.432	0.652					
Job Vacancy Fill	0.292	0.804	0.834				
Organizational Sustainability	0.324	0.690	0.339	0.598			
Time Saving	0.136	0.574	0.391	0.612	0.567		
Well Being	0.147	0.570	0.494	0.767	0.336	0.709	

Table 3: Discriminant Validity (HTMT-Ratio)

Hence in the light of the above given measures for the assurance of discriminant validity the presence of table 3 is significant to reflect the discriminant validity in the variables used for the study.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P-Values
COVID 19 $\rightarrow$ Cost Saving	0.136	0.128	0.124	1.098	0.273
COVID 19 $\rightarrow$ E- Recruitment	0.386	0.388	0.118	3.256	0.001
COVID 19 $\rightarrow$ Job Vacancies Fill	-0.033	-0.042	0.088	0.373	0.709
COVID 19 $\rightarrow$ Time Saving	-0.018	-0.015	0.133	0.134	0.894
COVID 19 $\rightarrow$ Well Being	-0.046	-0.051	0.105	0.435	0.664
Cost Saving $\rightarrow$ Organizational Sustainability	0.453	0.400	0.196	2.306	0.022
E Recruitment $\rightarrow$ Cost Saving	0.508	0.525	0.122	4.165	0.000
E Recruitment $\rightarrow$ Job Vacancies Fill	0.688	0.695	0.069	9.979	0.000
E Recruitment $\rightarrow$ Organizational Sustainability	-0.164	-0.159	0.138	1.188	0.235
E Recruitment $\rightarrow$ Time Saving	0.373	0.383	0.133	2.800	0.005
E Recruitment $\rightarrow$ Well Being	0.478	0.490	0.121	3.960	0.000

Job Vacancies Fill $\rightarrow$ Organizational Sustainability	0.306	0.306	0.188	1.626	0.105
Time Saving $\rightarrow$ Organizational Sustainability	0.385	0.404	0.131	2.929	0.004
Well Being $\rightarrow$ Organizational Sustainability	-0.264	-0.249	0.115	2.306	0.022

Table 4: Path Coefficient

Table 4 & 5 are included in structural model and use to indicate inferential statistics (Silaparasetti, Rao & Khan, 2017) and placed purposively to indicate bootstrapping for the inferential analysis (Thaker et al., 2020). Process has been executed through SMART-PLS is a specialized form of software that uses 500 sub-samples to analyze the impact and result has been reflected through t-statistics with 5% level of significance. However, the least value of t-statistics that is required to produce impact over dependent variable is 1.96 (Wong, 2013).

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T - Statistics (O/STDEV)	P Values
COVID 19 $\rightarrow$ E Recruitment $\rightarrow$ Cost Saving	0.196	0.205	0.085	2.311	0.021
COVID 19 $\rightarrow$ E Recruitment $\rightarrow$ Job Vacancies Fill	0.265	0.272	0.093	2.865	0.004
COVID 19 $\rightarrow$ Cost Saving $\rightarrow$ Organizational Sustainability_	0.061	0.063	0.065	0.944	0.346
E Recruitment $\rightarrow$ Cost Saving $\rightarrow$ Organizational Sustainability_	0.230	0.197	0.103	2.233	0.026
COVID 19 $\rightarrow$ E Recruitment $\rightarrow$ Cost Saving $\rightarrow$ Organizational Sustainability	0.059	0.076	0.027	2.1851	0.002
COVID 19 $\rightarrow$ E Recruitment $\rightarrow$ Organizational Sustainability	-0.063	-0.056	0.054	1.160	0.247
COVID 19 $\rightarrow$ Job Vacancies Fill $\rightarrow$ Organizational Sustainability	-0.010	-0.008	0.029	0.341	0.733
E Recruitment $\rightarrow$ Job Vacancies Fill $\rightarrow$ Organizational Sustainability	0.210	0.213	0.135	1.554	0.121

COVID 19 -> E Recruitment -> Job Vacancies Fill -> Organizational Sustainability	0.081	0.086	0.066	1.237	0.217
COVID 19 -> Time Saving -> Organizational Sustainability_	-0.007	-0.001	0.053	0.128	0.898
E Recruitment -> Time Saving -> Organizational Sustainability	0.143	0.160	0.085	1.679	0.094
COVID 19 -> E Recruitment -> Time	0.055	0.062	0.041	1.364	0.173

Table 5: Specific Indirect Effect

Hence in the light of the given citations and indications Table 4 is indicating that COVID-19 is significantly related with use of E-Recruitment techniques. Results are also reflecting that E-Recruitment in SME sector is also significantly related with development of well-being, job vacancy fill, cost-saving and time saving. Although as far as organizational sustainability is concern then there are only two variables i.e. time saving & wellbeing that have an impact over organizational sustainability. Similarly in the light of the citations for table 4 and table 5 it has been also reflected that use of E-Recruitment during COVID-19 has significantly mediates the relationship of COVID-19 and all the outcomes of E-Recruitment. On the other side cost saving is also a mediates effectively between E-Recruitment & organizational sustainability. However, when it comes to serial mediation analysis then there is only one relationship that is found to be true i.e. (COVID 19 -> E Recruitment -> Cost Saving -> Organizational Sustainability).

CONCLUSION & DISCUSSION

After thorough analysis of the study, it has been concluded that development of research model through considering Al-Zagheer and Barakat (2021) for the scope, benefits & also for limitations of E-Recruitment. Thus, the model developed is effective and specifically formulated to provide benefits to SMEs through overcoming cost related issues (Dragusha & Ukaj, 2021). Moreover, the model was developed for SMEs that may are not properly registered in Pakistan as indicated by Siddiqui et al (2016). Hence the model developed through considering Al-khodary (2021); Dragusha and Ukaj (2021); Melanthiou et al (2015); Poorangi et al (2011) and Waheed et al (2020) is effective for the E-Recruitment practices

at SMEs. These statements are valid as major benefits of E-Recruitment used in this study are found to be positively correlated with use of E-Recruitment practices in SMEs and among four of the major benefits indulged in the research model three benefits are also related with sustainability of the firm. Hence the use of Realistic Information Theory (Marr, 2007) & Resource Based Theory (Guo and Al-Ariss, 2015) instead of UTAUT model by Chhajro et al. (2021) and Kaim Miah and Khatun (2015) must be appreciated and recommended. Although the data has been collected with reference to the job posting through face book for job fill, time saving, cost saving & wellbeing of the SMEs. Thus, legitimate to reflect that the analysis is also consistent with the indications of Archer-Kuhn et al. (2021) and Singh et al. (2012).

However, when it comes to prove the emdiation and serial mediation then findins is different and complex. The mediation of E-Recruitment between COVID-19 and major benefits of E-recruitment, the analysis suggested that there is only one relation i.e. E Recruitment -> Well Being -> Organizational Sustainability, that means the job vacancy fill might not be positively related with the sustainability of SME in Pakistan but it is massively been used in the SME sector of Pakistan. Similar has been indicated by Archer-Kuhn et al. (2021) although wellbeing that has significant relationship with the sustainability of the firm is not been perceived as the use of E-Recruitment practices through Face Book. Hence this point is contrary to the benefits of recruitment through social media by Ptel (2020). Last but not the least when it comes to serial mediation analysis then it significant for COVID 19 -> E Recruitment -> Cost Saving -> Organizational Sustainability. That means one of the major advantages of E-Recruitment indicat-ed by Dragusha and Ukaj (2021), is also effective even with COVID-19 through using Face Book as indicated by Al-khodary (2021).

AREA FOR FUTURE RESEARCH

After the conduction of the initial study in generic manner it has been recom-mended that sectoral analysis must be conducted in order to understand the impact of E-Recruitment on SMEs belongs to different sectors. Similarly further studies might also be conducted through using different platforms as the focus of study

that means other than Face Book other forms of social media like Instagram, WhatsApp and other social networking sites might also be evaluated. However, studies must also optimize the research model for conducting the research through focus on other social media as Face Book is the most important and preferred form of social media that is used for the E-Recruitment in all the eras like pre-COVID-19, COVID-19 and post-COVID-19 eras.

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