

# Study the Employee Satisfaction toward Recruitment Information Systems Process of SMEs in The Lower North Eastern Area

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## Abstract

This research aimed to 1) study the factors affecting satisfaction with information systems in the recruitment process of SMEs in the lower northeastern region and 2) study the relationship between employee satisfaction with information systems in recruitment and human resource management of SMEs in the lower northeastern region. In this research, the researcher determined the sample size of 15 samples per 1 variable. The sampling method was multistage sampling. The simple random sampling method was used to select provinces. In each province, quota sampling was used. The convenience sampling method was used to collect questionnaires from employees. The research instruments were closed-ended questionnaires. Descriptive statistics were used for data analysis, such as mean, standard deviation, percentages, and multiple regression analysis was used for hypothesis testing.

The research results can be summarized as follows:

1. The research shows that organizational development, selection information, salary and wage management, selection transparency, and performance appraisal have a positive effect on employee satisfaction with the recruitment information system ( $p < 0.05$ ).
2. The research shows that employee satisfaction with the recruitment information system has an effect on human resource management of medium and small business organizations in the lower northeastern region in the same direction ( $p < 0.05$ ).

**Keywords:** Employee Satisfaction, Recruitment Information System, SMEs

## Introduction

Human resource management is very important for organizations because whether it is a public or private organization, it is necessary to have a human resource management unit to carry out work related to personnel in the organization. However, the duties and roles of the human resource management unit are constantly changing. For example, in the early days, the human resource management unit was seen as having only the duty to recruit and fire personnel. However, after various factors related to the organization's environment changed rapidly, the role and duties of the human resource management unit changed.

The human resource management unit must be linked to the organization's strategic planning, or in other words, be a strategic partner with the organization (Phuchinda, 2009). Organizations use the human resource management process to recruit and select personnel who meet their needs or the nature of the work, develop personnel to have diverse abilities, design work that is consistent with the organization's objectives or strategic plans, and give importance to compensation management in the form of wages and various benefits (Bersin, 2006).

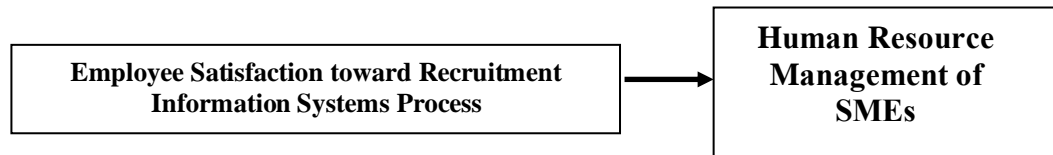
At present, external environmental factors have become extremely volatile, whether it is the growth of the labor market in terms of both quantity and quality, the country's economic system entering a slowdown, the form of work or work values of personnel, rules or laws on human resource management that are constantly changing due to the emergence of free trade markets such as the World Trade Organization (WTO), the European Free Trade Association (FTA), and the ASEAN Free Trade Area (ASEAN), etc., causing the business operations of organizations in each country to have to refer to their trading partners as well (Aujirapongpan, Srisempork and Viriyapuree, 2008).

From the impact of external environmental factors mentioned above, the process of human resource management has changed from the original step by step. Bersin (2006) stated that the modern human resource management process emphasizes being a strategic partner with the organization and has added the concept of talent management. The concept is how the organization can retain quality personnel to work with the organization for a long time. How the organization can apply the concept of competency-based management to the human resource management process. How will the organization create a replacement leader (Succession Planning). From the importance mentioned, it shows that human resource management is a very important department. The main principle is to enable the organization to link human resource management work with the organization's strategy to increase the capability (Competency) of the organization and its personnel. When personnel are more efficient, the organization will receive full benefits from the personnel. Therefore, organizations should realize the importance of investing or giving importance to human resource management work. In addition, data is considered an important factor that indicates the success of the organization. By Airada Porncharoen and Sriwongwana (2010) has shown the importance of information system data by stating in the research that information systems, such as distribution and access to information on products and goods, will open up trade opportunities for the organization. Therefore, this research aims to study the data or information systems that occur in the human resource management process, especially the recruitment process, to see what effect it will have on the organization and human resource management as a whole.

## Objective

1. To study the factors affect employee satisfaction with information systems in the recruitment process of medium and small-sized enterprises in the lower northeastern region.
2. To study the relationship between employee satisfaction with recruitment information systems and human resource management of small and medium-sized enterprises.

## Research Conceptual Framework



**Figure 1:** Conceptual Framework

## Research Methodology

### Population

In order to obtain quality, accurate and relevant information, this research collected data from small and medium-sized enterprises in the lower northeastern provinces. Small and Medium Enterprise Development Institute (2005) presented data that SME business groups that played a role in the lower northeastern provinces included Surin Province, Buriram Province, Chaiyaphum Province, Nakhon Ratchasima Province, Yasothon Province, Sisaket Province, Amnat Charoen Province and Ubon Ratchathani Province.

Small and Medium Enterprise Development Institute (2005) presented data on the number of medium and small business operators in the Northeastern region, which totaled 346,552. In addition, these operators employed a total of 686,477 workers in the lower Northeastern region alone.

### Target groups

The researchers determined the sample size to be 15 samples per variable (Hair et al., 1998), resulting in a sample of 270. They increased the sample size by assuming a response rate of 50%, resulting in a sample of 540.

### Data collection

In this research study, the researcher used three research methods : (1) documentary research , (2) qualitative research , (3) quantitative research , which are detailed as follows: Documentary research

The researcher has searched for documents by reviewing related literature to review all knowledge related to the study. The important knowledge is:

Knowledge about human resource management comes from foreign documents and textbooks. Related theories are referenced from published foreign books and textbooks (Patthanapong , 2008; Santiwong, 2009 ; Pinyathat and Phithakthepsombat, 2008 ; Armstrong, 2006; Dessler, 2008; Hannon, Jelf and Brandes, 1996; Heneman and Judge, 2006) Secondary research from the library database, such as the research article of Kaye (2002), conducted a research on human resource management in small business organizations. In this research, the factors that influence the form of human resource management in small business organizations are studied, such as the number of personnel, the size of the organization, the organization's culture, and the attitudes of the executives, etc. In addition, the research surveyed the appropriate form and method of human resource management. This research

is a qualitative research in the form of analyzing real situations (Case Study Methodology). Harney and Dundon (2006) conducted a qualitative research on the analysis and development of human resource management processes in small and medium-sized enterprises by analyzing and studying the human resource management system in 6 small and medium-sized enterprises in the Republic of Iceland using the Case Study format. The results of the study found that the impact of internal and external factors will make the human resource management process in each organization different. However, in the basics, the human resource management process must respond to the main objectives of the business. In addition, the research presented 2 normative models: Best Practice and Best Fit to compare which model is most suitable for small and medium-sized enterprises.

### Qualitative Research

The researcher used the information from the document research to consult and find additional information by conducting in-depth interviews by interviewing business owners and employees of SMEs to obtain information on human resource management of SMEs in the lower northeastern region, including various information that will help the researcher to define the details of the variables that appear in the conceptual framework more clearly and to set hypothesis that are useful for the research and entrepreneurs. In addition, the information can be used to plan for future data collection more conveniently. The interview results can be summarized as follows.

### Quantitative Research

The research format used is descriptive research. The appropriate type of descriptive research for this research is survey research. The survey method used is to have the respondents answer the questionnaire by themselves. The researcher creates a closed and open-ended questionnaire. Test the questionnaire to be used in the inquiry, which consists of variables in the conceptual framework by testing the validity and reliability. The researcher takes the raw data to code. The obtained questionnaires were tested for reliability by using Cronbach's alpha and has an acceptable value which was .94. In addition, to analyze the statistical data, find the relationship between the various variables and test the hypothesis. The researcher tests using multiple regression analysis

## Research Findings

### 1.General information of the respondents

Demographic characteristics of the respondents from descriptive statistical analysis of the randomly selected population of 400 people (Table 1).

**Table 1:** Population characteristics

Item	Quantity	Percentage
<b>Gender of the respondent</b>		
man	151	37.7
female	249	62.3
together	400	100.0
<b>Age (years)</b>		
Under 18	20	5.0

Item	Quantity	Percentage
18-25	71	17.7
26-30	62	15.5
31-35	100	25.0
36-40	39	9.8
40 and up	108	27.0
together	400	100.0
<b>Marital status</b>		
single	120	30.0
Married	277	69.2
Widowed and Divorced	3	0.8
together	400	100.0
<b>Education level</b>		
Below secondary school	76	19.0
High school/Vocational certificate	167	41.7
Associate Degree/Vocational	80	20.0
Certificate	76	19.0
Bachelor's degree	1	0.3
Master's degree	400	100.0
together		
<b>Position</b>		
Temporary employee	185	46.2
Permanent employees	175	43.7
Deputy Manager	10	2.5
manager	7	1.8
executive	2	0.5
other	21	5.3
together	400	100.0
<b>Average monthly income level (baht)</b>		
Less than 10,000	374	93.5
10,001–20,000	16	4.0
20,001–30,000	9	2.2
30,001–40,000	1	0.3
together	400	100.0

The demographic characteristics of the respondents are shown in Table 1. The total 400 respondents, 62.3 percent were female and 37.7 percent were male. Most respondents were aged 40 years and over, accounting for 27.0 percent, followed by those aged 31 -35 years, accounting for 25.0 percent. Most respondents were married, accounting for 69.2 percent, followed by those aged 30.0 percent. Most respondents had completed high school/vocational certificate, accounting for 41.7 percent, followed by an associate degree/vocational certificate, accounting for 20.0 percent. Most respondents were temporary employees, accounting for 46.2 percent, followed by permanent employees, accounting for 43.7 percent. The average monthly income was mostly less than 10,000 baht, accounting for 93.5 percent, followed by those with an average monthly income of 10,001-20,000 baht, accounting for 4.0 percent.

## 2. Factors affecting employee satisfaction with recruitment information systems

**Table 2:** Mean and standard deviation of employee satisfaction with recruitment information system

Variable	Average	Standard Deviation	Translate
1.	3.76	.78	I totally agree.
2.	3.75	.80	I totally agree.
3.	3.78	.79	I totally agree.
<b>Overview</b>	<b>3.76</b>	<b>.52</b>	<b>I totally agree.</b>

(Note : 1: Your organization has an information system for recruitment, such as a job posting website, employee database, etc. , 2: You can easily access the system channels (circular letters, Human Resources Management Group website \* Government employees), 3: You are satisfied with the organization's information system for recruitment.)

From Table 2 , it shows the factors affecting employee satisfaction with the recruitment information system. Overall, there was a high level of satisfaction. When considering each aspect, it was found that the variables that had the highest effect on employee satisfaction with the recruitment information system were: 1) Satisfaction with the organization's recruitment information system, 2) Easy access to the system channels (circular letters, Human Resources Management Group website \* Government employees, and 3) Having a recruitment information system, such as a job announcement website, employee database, etc., respectively.

3. Employee satisfaction with recruitment information system affects human resource management of SMEs.

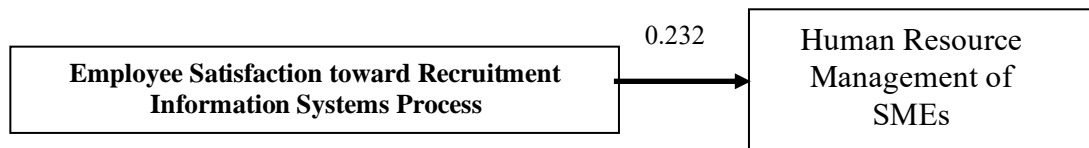
**Table 3:** The statistical values obtained from the multiple regression analysis on human resource management of SMEs in the lower northeastern region

	UnStandardized	Standardized		t-value	Sig.
	Beta	Std	Beta		
1	0.115	0.006	0.232	2.272	0.017

(Note : N = 22 5,  $R^2 = 0.721$ , Sig. = 0.000 , 1: Employee satisfaction with recruitment information system )

From Table 4, the analysis results show that the coefficient of determination ( $R^2$ ) is equal to 0.721 ( $p = 0.000$ ) , which means that employee satisfaction with the recruitment information system can explain the change of the dependent variable, which is human resource management of SMEs in the lower northeastern region, by 7.21 percent. The results can be summarized as follows: Employee satisfaction with the recruitment information system affects human resource management of SMEs in the lower northeastern region in the same direction

( $p < 0.05$ ). In summary, the research analysis results show that the relationship goes in the same direction, that is, when personnel or employees are satisfied with the recruitment information system, it will result in a more efficient human resource management process, as shown in Figure 2.



**Figure 2:** Relationship between employee satisfaction with recruitment information system and human resource management of SMEs in the Northeastern region.

## Discussion

1. The research results found that the human resource management process in terms of organizational development, selection data, salary and wage management, transparent selection, and performance evaluation had a positive effect on employee satisfaction with the recruitment information system, which was in line with the research hypothesis. Many scholars mentioned the importance of the recruitment information system, stating that there are many factors that can be said to be important information systems to be used in the recruitment process, such as information systems from job description documents and various requirements used in the recruitment process, such as selection data, salary, welfare, and salary data, etc. (Pinyatrap and Phithakthepsombat, 2008; Maharatsakul, 2000; Dessler, 2008). This is because data is important to the organization in terms of development. Organizations that can collect, process, and analyze data quickly, correctly, and precisely tend to be successful (Hannon, Jelf, and Brandes, 1996; Liff, 1997). In addition, Prawet Maharatsakul (2000) stated that the application of information systems for human resource management has been widely used. However, in addition to the payroll system and the employee database system, other systems are still in the process of being developed to a considerable extent, which shows that in terms of the system, the recruitment information system itself still has data that needs to be developed. From this observation, the researcher has provided suggestions for future research topics.

2. The research results found that employee satisfaction with the recruitment information system has an effect on human resource management of SMEs in the lower northeastern region in the same direction. By research It shows that 72.1 percent of medium and small business organizations in the lower northeastern region have successful human resource management results. Teerapong Buranaworasilp (2010) stated in a research article that a recruitment process at a moderate level will result in human resource management being moderately efficient as well. And the important thing in the recruitment process that will affect the efficiency of human resource management is the information in the various recruitment processes.

## Suggestions

### Suggestions for applying research results

1. The functions of the information system should be improved to better meet the needs of users, such as increasing the convenience of accessing information and reducing the time spent on use.
2. Organize training programs so that personnel understand the correct and efficient use of the system to increase satisfaction with the use.
3. There should be clear channels for communicating and receiving suggestions from personnel about the information system for future improvements.
4. The use of the information system should be evaluated regularly so that satisfaction and problems that arise can be checked immediately.
5. Consider investing in new technologies to increase the efficiency and modernity of the system, such as using AI in personnel selection.
6. Promote the acceptance and use of information systems in the organization by creating a culture that supports change and the use of technology.

### Suggestions for further research

1. Increase the sample size from a wider range of organizations, such as businesses in various industries, to compare results and create diverse understandings.
2. Use interview techniques or focus groups to gain insights into the satisfaction and problems that personnel experience in using the system.
3. Consider adding new dimensions to measure satisfaction, such as ease of use, speed of response, or technical support, to obtain a comprehensive picture.
4. Study the differences in personnel satisfaction levels between small and medium-sized and large organizations. To understand the factors that affect satisfaction
5. Study the impact of external factors, such as economic conditions or labor market trends, on personnel satisfaction in using information systems
6. Conduct long-term satisfaction monitoring to see trends in change and the impact of information system improvements
7. Consider the use of new technologies, such as online questionnaires with automated data analysis, to obtain accurate and rapid data.

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