CHALLENGES OF ONLINE RECRUITMENT AND SELECTION IN UNITED NATIONS HUMANITARIAN AGENCIES IN NAIROBI

BY

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A MANAGEMENT RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE, SCHOOL OF BUSINESS, FACULTY OF COMMERCE, UNIVERSITY OF NAIROBI

2014

DECLARATION

This research project is my original work and has not been submitted for a degree course in this, or any other university.

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This research project has been submitted for examination with my approval as a university supervisor.

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DEDICATION

This research Project is dedicated to my loving husband George Kahuho Kangethe, my beautiful daughters Sahreet W. Kahuho and Sydelle Emmaniy W. Kahuho for their undying love, support and understanding. To my parents Mr. & Mrs. Joseph Njuguna Kimari and Mr. & Mrs. Peter Kahuho Kangethe. My brothers and sisters Hunyo, Ng'endo, Christine, Lenah, Wacuka, Eva, Gituku and Sharon. I love you all and may the Lord Almighty bless you!!!

ACKNOWLEDGEMENT

First and foremost, I am most grateful to our Heavenly Father who has enabled me to successfully complete my MBA and this research paper. Thank you Lord, for your unending grace, favor and for the gift of good health.

Secondly, I will always be indebted to my family for their unconditional support .I wish to sincerely thank my husband George for his unending support that he has given me all the way from the beginning to the end. My children Sahreet and Sydelle Emmaniy for their patience with me the many hours I have been away.

Special gratitude to my supervisor Dr. Mercy Gacheri Munjuri for her patience, guidance, support and dedication throughout the study. May the Lord bless you very much!

Finally, I would like to extend my appreciation to all the respondents who contributed tremendous input toward the successful completion of this research project.

ABSTRACT

The objective of the study was to identify the challenges of online recruitment and selection in the United Nations humanitarian organizations in Nairobi. The study adopted a descriptive cross-sectional survey research design. The target population was United Nations humanitarian agencies in Nairobi which were 15 in total, however only 11 questionnaires were collected from the respondent agencies. Data was analyzed using statistical package for social sciences and the finding represented using tables with descriptive statistics such as frequencies, percentages, means and standard deviation. The research finding showed that majority of the agencies used online recruitment and selection as a form of acquiring manpower to the agencies. The research findings also indicated that corporate website was the method of online recruitment and selection that most the agencies had embraced with a representation of 73%.This lead to the conclusion that social network sites were less used as they only had a representation of 1%.The finding of the study also indicated that there were challenges that the agencies faced as they carried out online recruitment and selection as 64% of the respondents indicated that they faced challenges. These challenges include; budget allocation, strategic prioritization, globalization and equal employment opportunity/Government regulations. The study found out that, other challenges that affected online recruitment and selection were human factors. Some of these factors were training on online recruitment and selection, technology adoption level by the organization, management instruction and preference, language barriers, timelines and deadlines. The research recommends that the agencies should embrace the use of social network site such as LinkedIn to increase the pool of applicants. The study further recommends that the budget allocation should be increased as this would ensure that the funds were sufficient for software upgrade and for training programs to ensure that the man power was well informed and equipped with necessary knowledge and skill.

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ACRONYMS

CIPD   -   Chartered Institute of Personnel and Development

HR   -   Human Resource

HRM   -   Human Resource Management

KWS   -   Key word Search

RCS   -   Recruitment and Selection section

UN   -   United Nations

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

As the external environment changes, the environment within the organization changes as well. These changes are mostly facilitated by the changes in technology at the work place. Virtually all large organizations and companies now have a corporate website. Jackson, Schuler and Werner (2009) notes that, as companies expand their global operations, web-based technologies make it possible for a company to coordinate recruitment activities all over the world. These websites is where applicant can learn about the company, they can also get details of vacancies, person specification, and benefits and how to apply for a job by for example completing online application forms and tests (Armstrong, 2009).

According to Dessler (2008) there are online alternatives to placing ads on corporate websites. Newer sites capitalize on social networking. Users register by supplying their name, location, and the kind of work they do, on sites like monster networking and LinkedIn.com. These sites facilitate developing personal relationships for networking and employee referrals. Another online recruiting practice include: texting- some employers use texting messaging to build an applicant pool. Each person texting then become part of a mobile recruiting network, periodically receiving text messages regarding the openings. Other sources include commercial job boards and agency sites (Armstrong, 2009). Armstrong (2012) notes that the main sources of recruitment used by employers, as established by 2011 CIPD survey were; Own corporate website 59% ,recruitment agencies 54%, local newspaper advertisement 36%,Commercial job boards 33%.Online

recruitment has gained popularity especially with the increased use of the internet on smartphones and other gadgets such as laptops and tablets.

Dessler (2008) observes that most people today go online to look for jobs .For most employers and for most jobs, internet-based recruiting is by far the recruiting source of choice. Challenging economic times are prompting employers to rethink how they go about recruiting, with an emphasis on cost cutting. In these challenging times more employers are focusing on one-stop career centers not for just nonexempt employees, but for professionals and administrative employees as well. Online recruitment has associated benefits which are; it can reach a wider range of possible applicants, and it is quicker and cheaper than traditional methods of advertising (Armstrong, 2009). However, Dessler (2013) argues that web-based ads tend to generate so many applicants that most firms use applicant tracking systems to support on and offline recruiting efforts. He defines an applicant tracking systems as online systems that help employers attract, gather, screen, compile and manage applicants. These systems are commercially available from application service providers. A poorly designed recruiting website causes frustration and turns some applicants off to the company. Other systems may be too complicated such that the employee doesn't understand them well mainly due to poor or lack of training to the new system. Gomez-mejia, Balkin and Cardy (2010) notes that although HR managers may be responsible for designing employee recruitment and selection systems in many firms, all managers need to understands and use these system.

Diffusion of innovation theory by Rogers (2003) takes online recruitment and selection as an innovation which has been brought about by technological change. This theory states that the perceived advantage that online recruitment and selection is likely to bring will

determine how an organization will adopt it as a new innovation to its human resource function. Rogers (2003) states that a technological innovation usually has at least some degree of benefit for its potential adopters, but this is not always clear cut to those intended adopters. The diffusion of innovation theory has four main elements which include innovation, communication channels, time and the social system. Rogers (2003) notes that getting a new idea adopted is difficult because many innovations require a lengthy period from the time when they become available to the time when they are widely adopted. An innovation is defined as being any idea, practice or material artifact perceived to be new by the relevant unit of its adoption (Zaltman et al, 1973).

Each of the United Nations agencies in Kenya have their own respective human resource department. These departments are charged with the responsibility of recruiting and selecting among the many applications that are received and ensuring that all policy and rules are followed during the recruitment process. The United Nations has specific core competencies that guide selection of candidates across all United Nations. These include communication, teamwork, planning and organization, accountability, creativity, client orientation, commitment to continuous learning and technology awareness' (ST/SGB/1999/15 October, 1999). These competencies are included in the job description as certain competencies are required for specific jobs. The agencies also recruit staff both internationally referred to as expatriates or professionals and locally referred to as general service. There are however professionals who are also recruited locally in their respective fields.

1.1.1 Online Recruitment and Selection

According to Gomez-mejia, Balkin and Cardy (2010) Recruitment is the process of generating a pool of qualified candidates for a particular each job while, Selection is the process of making a hire or not to hire decision regarding each applicant for a job. Nzuve (2010) defines recruitment as a fundamental management of human resources which involves locating and attracting potential employees to apply for jobs in an organization. Recruitment and selection starts with personnel planning which according to Dessler (2008) is a process of deciding what positions the firm will have to fill and how to fill them. This ensures that the firm has the right number and kind of people to deliver a particular level of output or service in the future. Armstrong(2009)defines online or e-recruitment as the use of internet to advertise or "post" vacancies ,provide information about jobs and the organization and enable e-mail communication to take place between employer and candidate.

There are several methods through which a company that seeks to employ online recruitment and selection can advertise its open position on the worldwide web. One, the job seekers send their applications through an e-mail using the internet .Alternatively a job seekers can place their curriculum vitae (cv) on the worldwide web, which can be drawn by prospective employees depending on their requirements (Shaun et al, 1998).Jackson, Schuler and Werner (2009) notes that the growing use of the iPod has opened up a new and rich avenue to get information from employer to applicant via podcasts. A podcast is an audio or audio/visual program that can be placed on the Web by an employer and then downloaded onto a computer or an IPod for subsequent viewing. Podcast are like email in the sense that they can be used to reach out to a large number;

however, the rich nature of the media –which employs color, sound and video –is much more powerful than a simple text only email.

Social networking sites such as Facebook and Myspace.com are yet another source of e-recruitment. This is another avenue for employers to reach out to younger workers in the own environments. Unlike more formal media, the conversation held here is very informal and serve as an easy step for potential recruits to take in their relationship with the company. The two kinds of e-recruitment that agencies use in the United Nations system are job portals where the open position with its job description and the job specifications are posted on the job portal and the other method is searching for the suitable resumes posted on the site corresponding to the opening in the agency. Another way is creating a complete online recruitment /application section in the company's own website. Web-based ads tend to generate so many applicants that most firms are installing applicant tracking systems to support online recruitment efforts. A resume scanner is a major tool in the job portal. It enables the employer to screen and filter the resumes through pre-defined criteria's and requirements of the job (Shaun et al, 1998).

1.1.2 United Nations Humanitarian Agencies in Nairobi

According to the Kenyan constitution (2010), a Non-Governmental organization is a private voluntary grouping of individuals or associations, not operated for profit or for other commercial purposes, but which has organized itself nationally or internationally for the benefit of the public at large and for the promotion of social welfare, development, charity or research in the areas inclusive of ,but not restricted to ,health, relief, agriculture, education, industry and the supply of amenities and services. "Some

of the international Non-Governmental Organizations activities date back to 1965. All Non-Governmental Organizations in Kenya are regulated and registered by the NGO Board under the NGO Coordination Act. The board was established by an act of parliament in 1990 and commenced its business on June 15, 1992. The board was formed after the government recognized the important role Non-governmental organizations (NGO's) were playing in the overall development of the country (www.ngobureau.or.ke).

There are several United Nations humanitarian agencies found in Nairobi. These agencies are linked to the United Nations through special agreements, these separate, autonomous specialized agencies of the UN family set standards and guidelines, help formulate policies, provide technical assistance, and other forms of practical help in virtually all areas of economic and social endeavor. The UN agencies include the following: Office of the United Nations High Commissioner for refugees (UNHCR) this office was established in 1950. It's mandated is to lead and coordinate international action to protect refugees and solve refugee problems worldwide. It primary purpose is to safeguard the rights and wellbeing of refugees (www.unhcr.org); United Nations Office on Drug and Crime (UNODC) is a global leader in the fight against illicit drugs and international crime. UNODC is mandated to assist Member States in their struggle against illicit drugs, crime and terrorism (www.unodc.org); United Nations Environmental programme (UNEP) is the voice for environment within the United Nations system. It acts as a catalyst, advocate, educator and facilitator to promote the wise use and sustainable development of the global environment (www.unep.org) ; United Nations human settlements programme (UNHABITAT) mission is to promote socially and environmentally sustainable human settlement development and achieve adequate shelter

for all(www.unhabitat.org) ; World food programme (WFP) is the largest humanitarian agency fighting hunger worldwide. It a pursues a vision of the world in which every man, woman and child has access at all times to the food needed for an active and healthy life (www.wfp.org) ; United Nations programme on HIV/AIDS (UNAIDS) aims to advance global progress in achieving country set targets for universal access to HIV prevention, treatment, care and support and to halt and reverse the spread of HIV and contribute to the achievement of the millennium development goals by 2015 (www.unaids.org)

Food and agriculture organization of the United Nations (FAO) is an organization that strives to achieve food security for all. Its main aim are eradication of hunger, food insecurity and malnutrition; the elimination of poverty and the driving forward of economic and social progress for all; and the sustainable management and utilization of natural resources, including land water, air, climate and genetic resources for the benefit of present and future generations(www.fao.org) ; World health Organization (WHO) is the directing and coordinating authority for health within the United Nations system. It's responsible for providing leadership on global health matters, shaping the options, providing technical support countries and monitoring and assessing health trends (www.who.org) ; United Nations Population fund (UNFPA) is the lead UN agency for delivering a world where every pregnancy is wanted, every birth is safe, and every young person's potential is fulfilled. It expands the possibilities for women and young people to lead healthy and productive lives (www.unfpa.org).

United Nations Office for Project Services(UNOPS) is a an operational arm of the United Nations supporting the successful implementation of its partners peace building,

humanitarian and development projects around the world (www.unops.org) ; The International Fund for Agricultural Development (IFAD) focuses exclusively on rural poverty reduction, working with poor rural populations in developing countries to eliminate poverty, hunger and malnutrition ;raise their productivity and incomes ;and improve the quality of their lives(www.ifad.org) ; United Nations office for the Coordination of Humanitarian Affairs (UNOCHA) is responsible for bringing together humanitarian actors, to ensure a coherent response to emergencies. It also ensures there is a framework within which each actor can contribute to the overall response effort (www.unocha.org); United Nations Volunteers (UNV) programme contributes to peace and development through volunteerism worldwide. UNV contributes to peace and development by advocating for recognition of volunteers, working with partners to integrate volunteerism into development programming, and mobilizing an increasing number and diversity of volunteers throughout the world (www.unv.org).

1.2 Research Problem

Online recruitment and selection has significant role in the acquisition of the right personnel in an organization. Online recruitment uses the internet to advertise or post vacancies, provide information about jobs and the organization and enable e-mail communication to take place between the employer and the candidate (Armstrong, 2009). There are certain characteristics that are peculiar to the not-for –profit organizations. Hunger and Wheelen (1995) identified these characteristics as; intangible services that are hard to measure; client influence; resource contributors (sponsors); restraints on the use of rewards and punishment. Consequently, recruitment and selection processes of such organizations become of particular importance as they have to reflect a balance between culture, competence, nationality and gender of their workforce as well as reflect both donor and national interests of the various member states. In an attempt to achieve this balance, the organizations face challenges in the adoption and implementation of effective recruitment and selection processes that can be seen to reflect proper coordination as well as the development of human resources that are efficiently contributing to their activities (Hunger and Wheelen, 1995). Although recruiting via the internet, for most employers and for most jobs, is by far the recruiting source of choice, Dessler (2013) notes that it has its own set of challenges. Some of the challenges include fewer older people and some minorities use the internet, so online recruitment may inadvertently exclude older applicants and certain minorities. Another problem is internet overload; it may generate too many irrelevant or poor applicants and yet it is still no the first choice of many job seekers.

Many United Nations agencies in Nairobi have their own respective human resource departments which conduct all the function of the recruitment and selection processes. However, there are agencies that do not have their own department but still perform recruitment through other agencies. One of the major challenges of recruitment and selection of staff is that it is context sensitive, since the manner in which it is practiced depends on the policies of individual organization. Recruitment and selection is a function that falls under the recruitment and selection office.These departments largely utilizes an email address or a resume scanner which is an online recruitment and selection tool or a software application. This system has a critical role in supporting the human resources reform in the United Nations Secretariat. Noting the limitations of the galaxy application, the general assembly, approved the initiative of a talent management system in 2006 (resolution 61/244) and the allocation of resources to start the project. (OIOS assg.no. AT2010/512/01).When there is a job vacancy; it is posted on the jobs portal or agencies website. The applicants first have to fill a resume like form known as a personal history profile. The design here is different for some agencies but basically carries the same information and concept. Here they fill their bio-data, academic data, work experience and employment history. The system automatically screens out some applicant who does not have the right qualification. However, the human resource assistant also screens all applications again to see if there were people who were screened out wrongly. If there are those who were screened out, they are screened back in and the list is forwarded to the hiring manager who will go through their personal history profile.

Several studies have been carried out on recruitment and selection in Kenya. Njine (2006) did a survey of employee recruitment and selection practices among international non-

governmental organizations operating in Kenya. She found out that most international Non –governmental organizations carried out the recruitment and selection process in full. She also noted that most of the organizations hired employees on renewable contract basis. However she did not study any of the United Nations agencies in Nairobi although they are international non-governmental organizations; Chelagat (2011) studied Strategies used by Huawei technologies (k) company limited in recruiting employees. She found out that the organization identifies the best talents to suit the organizations need through many sources such as online recruitment, media advertisement, referrals, and organized interviews for prospective candidates and select the most appropriate. This study was done in a profit making institution in the telecommunication industry. This study will however be conducted in not for profit organizations.

Nyanjui (2006) did a survey of employee recruitment and selection practices of United Nations Agencies operating in Gigiri. With regards to research findings on employee recruitment; referrals, recommendations and e-recruitment are each utilized by majority of the UN agencies. However, she noted that, transfers and promotions, media advertisements, target sourcing, poaching/raiding, recruitment agencies, retired/retrenched employees, educational institutions, public employment agencies and unsolicited applicants were also evidently utilized by the UN agencies in Gigiri as recruitment sources. These research findings led to the conclusion that most UN agencies in Gigiri pooled their human resource from recommended sources especially from those referred by other individuals both within and without the agencies. E-recruitment was also popular due to convenience and potential employee profiling for future reference. Selection of employees by the UN agencies both internationally and locally was majorly

based on qualification, professionalism, competence, experience and past performance. Research findings further illustrated that interviews, application forms and short listing were each undertaken by most of the agencies respectively, hence making them the most widely used employee selection practices by the UN agencies. This study, although carried out in the same institutions does not look at the challenges of online recruitment and selection. The study further seeks to find out more about humanitarian agencies rather than all agencies in Nairobi. None of these studies have highlighted the challenges of online recruitment and selection especially in international Non-Governmental Organizations. This is therefore the research gap the study seeks to fill. The research question will be, what are the challenges of online recruitment and selection in the United Nations humanitarian agencies in Nairobi?

1.3 Objective of the Study

To identify the challenges of online recruitment and selection in United Nations humanitarian agencies in Nairobi.

1.4 Value of the Study

This research will benefit the policy makers; the information gathered will help the Human Resource department in the agencies and other International Non-governmental Organizations to improve their policies especially with regard to online recruitment and selection.

The research will also give insight to any organization whose Human resource department wants to adopt e-recruitment as a source of recruitment and selection. It will

help to give them insight of the challenges that they are likely to face as they roll out their systems and how best to deal with them.

Researchers and scholars will benefit from the study. This is because it will form a contribution to the body of knowledge to the scholars and researchers who will carry out studies on the challenges of online recruitment and selection. This research will also benefit largely those who carry out their research on the non-governmental organizations or not-for- profit organizations.

Recruitment agencies will also benefit from the study as it will serve as an eye opener for recruiters who may opt to set up website for job hunters and employers especially in Kenya. It will help to generate online systems that are suitable for the local market and organizations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of literature related to the study in line with the following: theoretical basis of the study, online recruitment and selection, types of online recruitment and selection, benefits and challenges of online recruitment and selection.

2.2 Theoretical Basis of the Study

2.2.1 Diffusion of Innovation Theory

This study is grounded on the theory of diffusion of innovation. This is a theory advanced by Rogers in Diffusion of Innovation in 1995 and modified in 2003. Rogers (2003) defines diffusion as the process in which an innovation is communicated through certain channels over time among the members of a social system. There are the four main elements innovation, communication channels, time and system. Rogers (2003) defines innovation as an idea, practice, or an object that is perceived as new by an individual. If an idea seems new to an individual, it is an innovation. Communication channels are means through which the innovation is shared with potential users for instance through human resource service delivery expositions, tradeshows or through professional associations. Social systems are structures organizing the potential users within an arrangement of interrelations, along with its descriptions and consequences.

According to Parry and Olivas –Lujan (2011) Diffusion of innovation theory has been so widely used in the management of information system, and is found less often in the Human resource area but is gaining some ground in the e-HRM research. Given the salience that information technology innovations are gaining for the human resource

function, the time seems ripe to exploit this approach to advance research on e-HRM (in this case online recruitment and selection) innovations. Online recruitment methods can be described as an innovation and, as such, theories and past research on the adaptation of innovations in general may provide a useful framework for our examination of the challenges of online recruitment and selection. Diffusion research centers on the conditions which increase or decrease the likelihood that a new idea, product or practice will be adopted by the members of a given culture. Rogers (2003) described a generic set of five innovation attributes affecting adoption: Relative advantage – the degree to which an innovation is seen as being better than the idea is supersedes; Compatibility – the degree to which an innovation is perceived as consistent with existing values, past experiences, and needs of potential users; Complexity- the degree to which an innovation is seen as difficult to understand and use; Trialability – the degree to which an innovation can be experimented with on a limited basis; Observability – the degree to which the results of an innovation are visible to others.

2.3 Online Recruitment and Selection

Online recruitment can be defined as the use of the internet to attract potential employees to an organization, and can include the use of a company's own corporate website as well as the use of commercial jobs boards (Parry and Olivas-Lujan, 2011) .According to Galanaki (2002) the terms Online recruitment, e-recruiting, cyber recruiting, or internet recruiting, imply the formal sourcing of job information online. It's a fairly new practice and he says that, the first references to online recruitment and selection appeared in articles of the mid -1980s while systematic reference in the Human resource Journals

began almost a decade later, in the mid-1990s when information technology companies and universities began to use the internet extensively.

Online recruitment uses the internet to advertise, or post vacancies, provide information about job and the organization and enable e-mail communications to take place between employer and candidate (Armstrong, 2012). Several authors use different names to refer online recruitment. Some of these names include, electronic recruiting used by Noe, Hollenbeck, Gerhardt and Wright (2010), Dessler (2013) refers to it as internet –based recruitment, and Armstrong (2012) refers to it as simply online recruitment. Recruitment is the process of finding and engaging the people the organization needs. Selection is that part of the recruitment process concerned with deciding which applicant's or candidates should be appointed to jobs (Armstrong, 2012).

The internet has become a main stream recruitment medium in recent years .It has become normal for job seekers to scan employment sites on the web for opportunities ;so much that organizations block access to job sites from their work stations to prevent employees from job hunting during working hours. It has become common for the early stages of the selection process to be made accessible online, allowing resumes and curriculum vitae to be uploaded, application forms to be completed and pre-selection tests to be conducted (Price, 2007).

The basic objective of selection is to separate from a pool of applicants for a job those that have the appropriate knowledge, skills and abilities to perform well on the job. Selection is the process of collecting and evaluating information about an individual in order to extend an offer of employment (Gatewood, Field and Barrick, 2008) .According

to Mohammed, Orife and Wibowo (2001), one of the most difficult problems that organizations face when they use internet recruiting is the large volume of resumes that they may receive .This volume of resumes along with the pressures to identify the best applicants have caused companies to use electronic scanning to sift through the resumes and identify those key words that may relate to the job requirement. Résumés that contain the desired words are selected for further evaluation while those that do not have these words are removed from the selection pool. As such, this technique, which is known as key word search (KWS), acts as a selection tool. In the past, when organizations received resumes by email or by fax, they required some of their Human resource staff to review them to screen out those applicants that are clearly unqualified for the job.

The initial review process would involve checking the resumes to establish whether they meet the minimum qualifications such as name and address, and if they meet the minimum qualifications as specific educational qualification. Applicants who seem to be initially qualified are then called in for more detailed evaluation. As opposed to this, the electronic system involves storing all of the resumes in a database and then using specific software, such as Resumix, to differentiate and retrieve resumes based on some criteria (Pollock, 1998). Some of the criteria include date of resume submission or the existence of an exact word such as "French" or a string of words such as 'BS in mechanical engineering' in the résumés. Some systems may only be able to differentiate between the resumes based on the existence or non-existence of the criteria, while other more sophisticated systems may be able to rank the resumes based on weighted criteria. For example, the system may be able to assign a numeric score to every resume reflecting the number of criteria it meets (Mohamed, Orife and Wibowo, 2001).

Dessler (2013) refers to this as Applicant tracking systems, which are online systems that help attract, gather, screen, compile, and manage applicants. They also provide services including requisition management, (for monitoring the firms open system), applicant data collection (for scanning applicants' data into the system), and reporting (to create various recruiting –related reports such as cost per hire and hire by source).This software are commercially available from application services providers. These are companies that provide employers with online services by enabling the applicants   or employees to use the application service provider servers as if they're using the employers own .Thus, applicants who log on to take a test on the employers are actually taking the test at the Application service providers site. These applicant tracking systems often include online prescreening tests, which are rapidly becoming more sophisticated with each passing day. For example, PreVisor offers online adaptive personality tests. As a candidate answers each question; the test adapts the next question to the test takers answer to the previous question (Dessler, 2013). This, to a great extent, improves validity.

According to Stecker (2009), online social networking sites like Face book are becoming popular general screening tools among recruiters. The social networks facilitate the screening of recruits because they provide what is called community governance. The network is a community of people who are linked together in various ways. These links arise through joint membership to networks such as LinkedIn and Face book .According to Gibb and Harcourt (2013), effective community governance can built trust and tie strength within a network that discourages the narrow pursuit of self-interest. Gibb and Harcourt (2013) also notes that the most obvious application of effective community governance in recruitment occurs when longstanding network members identifies a

promising potential new recruit, thereby putting his or her own credibility on the line (Dutta and Frazer, 2009). Jones et al (1997) says that in network governance, one's reputation is hurt when one recommends someone whose performance does not meet expected standards. Such governance effects can reduce the screening cost and raise productivity provided that better quality candidates are hired.

There are different types of online recruitment and selection as discussed below:

2.3.1 Corporate Website

Corporate website is the most popular method of recruitment. A survey carried out by CIPD in 2011 shows that 59% of the companies that were surveyed used the corporate website. Armstrong (2012) suggests that, a more elaborate approach would consist of a dedicated website area that gives details of vacancies, person specification, benefits and how to apply for jobs, for example complete online application forms and tests. Galanaki (2002), states that the most common way to use corporate website is to add recruitment pages to the existing organization site. This is becoming a major practice and it major advantage is minimal cost associated with developing a page on the corporate website. Thus this puts it forward as the smartest way to recruit on the internet.

2.3.2 Recruitment Agencies

Recruitment agencies according to Gibb and Harcourt (2013) are intermediaries between organizations searching for new staff, and workers seeking or potentially seeking ,a new job, career or other work opportunity (Buechler, 2010). Recruiters perform two essential functions for their employer –clients. First, they generate potential candidates for clients and firm job vacancies. In many cases, these workers simply walk in off the street, or e-

mail, their curriculum vitae which is then kept in file until a pertinent job opportunity becomes available. Alternatively, recruiters may use advertising or publicity to invite applications from workers who might be interested. Recruiters may use online social networks to find and then attract new recruits (Vick and Walsh, 2010). Secondly, recruitment agencies generally perform a preliminary screening function, where they select candidates most likely to fit the employer-client's person specifications and other requirements (Chapman and Webster, 2003).Screening can also be accomplished using online social networks to find critical information about jobseekers (Peluchette and Karl, 2010).

2.3.3 Commercial Job Boards

Another type of online recruitment is the use of commercial job boards. Commercial job boards are operated by specialized firms (Armstrong, 2012) and use websites specialized in recruiting employees like Monster.com. Companies pay to have their jobs listed on these sites (Armstrong, 2012) and every time a commercial job board is used, cash leaves in the form of the advertisement fee (Parry and Wilson, 2009).These sites acts as mediums that connect the companies with potential applicants. A dedicated recruitment website can take the form of job listing websites which are very similar to printed classified advertisement; work wanted sites which emphasize the prospect employee side (Galanaki, 2002) .Commercial job boards tend to attract more candidates, probably because job boards are viewed even by potential recruits who may not necessarily have considered approaching the advertising organization, hence expanding reach (Parry and Wilson, 2009)

2.3.4 Social Network Sites

Dessler (2013) observes that ,in moving away from major job boards ,recruiters are also seeking passive candidates (people not actively looking for jobs) by using social networking sites such as LinkedIn and to find potential candidates. A survey by Careerbuilders.com (2010) found out that 45% of companies used social networking websites in 2009 to search for and to view job applicants. The online social network site LinkedIn has now become almost ubiquitous with professional recruitment and job finding (Vick and Walsh, 2010). LinkedIn had 100 million professional users worldwide in 2011; up from 70 million in 2010 (Durfour 2011).Twitter is also being adopted innovatively by recruiters to source applicants. Twitter allows the recruiter to tweet about recruiting events or job openings. Twitter has helped create 'talent communities' for organizations as they look for applicants with specific knowledge, skills and abilities (Rao, 2013) There are a number of other social networking sites such as Face book and Myspace, which are increasingly attracting a wide range of members (Peluchette and Karl, 2010). This however has also been cited as a challenge. Noe, Hollenbeck, Gerhardt and Wright (2010) states that, the biggest downside to these large sites, is the sheer size and lack of differentiation. Smaller more tailor made website called niche websites which focus on specific industries, occupations, or geographical areas can be used; for example, telecommcareers.net is a site devoted to the telecommunication industry.

2.4 Challenges of Online Recruitment and Selection

As with any new and developing technology, online recruitment and selection present some unique challenges. A few studies have warned that internet recruiting may have a discriminatory impact on racial minorities and older applicants (Hogleret al, 1998;

Stanton, 2000). Dessler (2013) notes fewer older people and some minorities, so online recruitment may inadvertently exclude disproportionate numbers of older applicants (and certain minorities) .To prove they've complied with Equal Employment opportunity laws, employers should keep track of each applicant's race, sex and ethnic group. It is also perceived that online recruitment is for the young and information technology jobs. This reduces its effectiveness in the quest for other specialties and/or for highly achieved professionals (CIPD, 1999).There is an assumption that e-recruitment works best for initial assessment at junior levels, where little expertise is needed in shifting candidates and more than a quarter of the firms that have a recruitment website focus exclusively on their graduate intake (Galanaki, 2002).

Gatewood, Field and Barrick (2008) states that, the use of internet recruitment and selection has made the definition of an applicant very important. This is because by using the internet an individual can easily contact an organization and indicate some interest in employment or complete preliminary employment forms. Many of these individuals may withdraw from application process themselves- but that may not matter if they are legally regarded as applicants and must be included in a calculation of selection rates. The definition of an internet applicant includes the following points; the person must submit an expression of interest in employment through the internet or related electronic devices, the organization is considering employing the individual for a particular position, the individual's expression of interest indicates that the person possess the basic qualification for the position and last but not least, the individual must not remove herself from consideration for the position.

Galanaki (2002) notes, that, one of the most puzzling attributes of online recruitment is its effect on the corporate image. As the marketing purpose of online recruitment has been greatly stressed in the literature, it was anticipated that perhaps the corporate image, rather than recruitment itself, is the major focus for online recruitment. According to Parry and Wilson (2007), some organizations have adopted online recruitment as a means of maintaining their cutting –edge image. Online recruitment gives the company a more up to date image (CIPD, 1999). Galanaki (2002) found out that the positive effect on the corporate image affected the decision to use online recruitment and 85% of the respondents took into account the marketing purpose of the account when they decided to use it. He also noted that there are companies in which the development of online recruitment was taken up by the marketing department, with the human resource department being left out the decision process.

Online recruiting requires caution from the applicant. Many job boards don't check the legitimacy of the "recruiters" who place ads. Many applicants submit personal details such as Social security numbers and bank account detail, not realizing that application services providers are running the site rather than the firm to which they are applying. One job board reportedly had personal information of more than one million subscribers stolen (Dessler, 2013). This makes the biggest liability from the applicant's perspective is the need to protect his or her identity, because this medium has also been a haven for identity thieves, who post false openings. From an employer's perspective, the interactive, dynamic and unpredictable nature of blogs and social networking sites means that sometimes, people who have negative things to say about the organization join in on

the conversation, and this can be difficult to control (Noe, Hollenbeck, Gerhardt and Wright, 2010)

Another challenge is internet overload (Dessler, 2013).Online recruitment can produce too many irrelevant or poor applications (Armstrong, 2013).This is mainly due to the lack of barriers of time and geography and the ease in submitting information for candidates (Galanaki, 2002). Boots identified this problem during a major recruitment campaign. It was observed that students had been applying to several of their retail shop at the same time. This made the process hard to manage and difficult to measure exact applicant numbers.

Some managers and recruiters think that e-recruitment has allowed them to get applicant faster and cheaper but it has equally reduced the applicant's ability to express his or her individuality and character and most of the time these are things that companies should look for in applicants (Cornsini & Skip, 2001).Online resume builders and profile editors have largely eliminated peoples 'thinking ability and creativity. Everything is readily available on the net and applicants don't spend time on thinking about what skills they have got and what they can actually do (Plessis &Fredrick, 2012).They further note that the applicants simply cut, copy and paste someone's work. Companies can have steps to overcome this situation by including psychometric testing and other kinds of aptitude tests before physically interviewing people.

Another issue faced by e-recruitment is that it is not quite as useful for certain job categories .There is little point advertising a job on the internet when the applicant needed is in a specific job category such as unskilled workers in the local area. There are

so many people browsing the same application on the internet that system crashes are becoming regular phenomenon. The main problem is the query key; most of the users search through hundreds and thousands of jobs for a particular query and that overloads the system (Plessis &Fredrick, 2012). Most of the time the user gets the query right but at times the wrong information is passed on. Two users doing the same query can get different results (Bradley ,Rafter &Smyth,2002).Although e-recruitment methods have helped us in several ways ,these types of minor blemishes can put a black mark on the whole industry(Plessis &Fredrick, 2012). Query keys are one of the major areas when it comes to e-recruitment .Both the employer and the candidate rely on the search keys. If the search keys malfunction, neither the employer nor the candidate will be able to access the information they need. The whole system will have to be either improved or upgraded to meet market needs.

According to the legislation in some countries, every company has to comply with their Privacy Act. They need to get permission from applicant before storing their information on their databases. But most of the time it does not happen and an applicant's privacy are at stake, unless efforts are made to purge the data bases of unsuccessful applications. However, because there are no clear rules to ensure that internet recruiting complies with civil rights laws, recruiters need to use this tool cautiously(Stone, 2008; Rudman,2010).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter discussed the research methodology that was used in this research. It explains the research design, target population, data collection, data analysis and presentation

3.2 Research Design

The research design that was used in this study was descriptive cross-sectional survey. This is because it portrayed an accurate profile of persons, events or situation and also the was collected at a single point in time (Zikmund, Babin, Carr and Griffin, 2010) to study a particular phenomenon (Saunders, Lewis and Thorn hill, 2007).

3.3 Target Population

The target population consisted of 15 United Nations humanitarian organizations based in Nairobi.

3.4 Data Collection

The study used primary data. This data was collected through the use of a semi-structured questionnaire which consisted of both open and closed ended questions which was administered through a drop and pick later method. The questionnaire had three sections which consisted of Section A which was the general information, section B consisted of online recruitment and selection in general while section C, consisted of challenges of online recruitment and selection. The questionnaire was distributed to a selected respondent from each organization. Depending on the agency, these would either be the human resource officer or administrative officer.

3.5 Data Analysis and Presentation

Data analysis is the application of reasoning to understand the data that have been gathered (Zikmund, Babin, Carr and Griffin, 2010).Collected data was analyzed using descriptive statistics (frequencies, percentages, means and standard deviation).This is because the data was descriptive and quantitative in nature. The findings were presented in the form of tables and graphs.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents analysis and findings of the study as set out in the research methodology. The results are presented on the challenges of online recruitment and selection in United Nations Humanitarian agencies. The data was gathered using a questionnaire as the research instrument.

4.2 Response Rate

The study targeted 15 respondents out of which 11 filled in and returned the questionnaire contributing to 73% as show in Table 4.1. This commendable response rate was made a reality after the researcher made personal visits to remind the respondent to fill-in and return the questionnaires.

Table 4.1: Response Rate

Response	Frequency	Percentage
Responded	11	73
Not responded	4	27
Total	**15**	**100**

Source: Survey Data (2014)

4.3 Demographic Data

4.3.1 Respondents Gender

Table 4.2: Respondents gender

Gender	Frequency	Percentage
Female	6	55
Male	5	45
Total	**11**	**100**

Source: Survey Data (2014)

On the gender of respondents, the study found that there were more females as shown by 55% than males shown by 45% as presented in Table 4.2. This shows that the study considered both genders in the study however it was noted that there was gender disparity in the organizations.

4.3.2 Academic Qualifications

Table 4.3: Academic Qualifications

Academic level	Frequency	Percentage
Masters	3	27
Bachelors	6	55
Diploma	2	18
Total	**11**	**100**

Source: Survey Data (2014)

Figure 4.1: Academic Qualifications
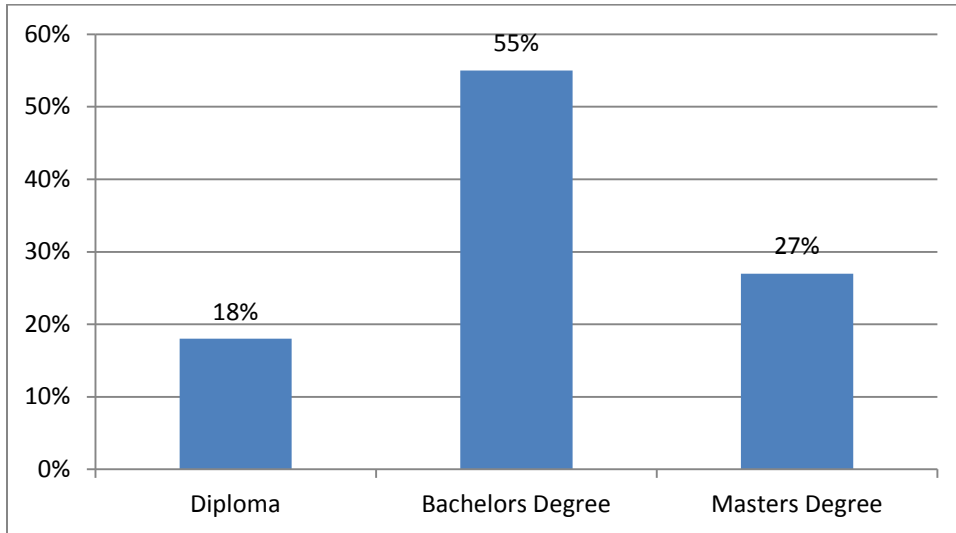
Source: Survey Data (2014)

The study sought to determine the academic qualifications of the respondents, 55% who were the majority indicated that they held a bachelor's degree, 27% indicated that they held a master's degree whereas 18% indicated that they held diploma certificate as presented in Table 4.3. The findings show that the respondents were literate.

4.3.3 Number of Operational Years

Table 4.4 Number of operational years

Number of Operational Years	Frequency	Percentage
0 to 5 years	2	18
6 to 10 years	3	27
Over 10 years	6	55
Total	**11**	**100**

Source: Survey Data (2014)

Figure 4.2: Number of operational years
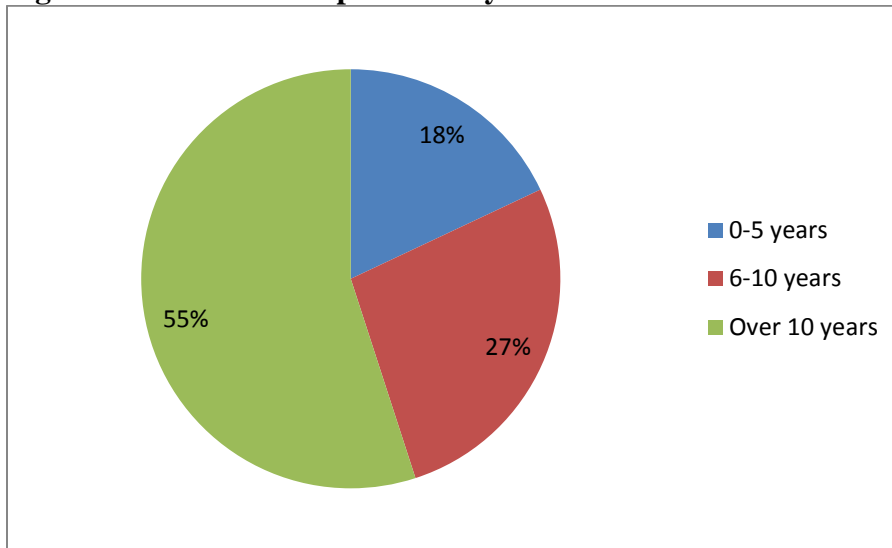
Source: Survey Data (2014)

The study sought to determine the number of years the agency had been operating in Kenya, 55% had worked in the organization for over 10 years, 27% had worked in the organization for a period of 6 to 10 years where as 18% indicated that they had worked in the organization for a period between 0 to 5 years as shown in Table 4.4. This shows that the respondents had vast background of the organizations recruitment activities in the country.

4.3.4 Size of Staff

Table 4.5: The Number of Staff

Size of Staff	Frequency	Percentage
Less than 20 employees	1	9
20-40 employees	1	9
41-60 employees	1	9
61-80 employees	2	18
81-100 employees	2	18
Over 100 employees	4	37

Total	11	100

Source: Survey Data (2014)

The study sought to establish the size of staff members in the agency, 37% who were the majority indicated that the agency had over 100 employees, 18% indicated that the agency had 81 to 100 employees and 61-80 employees representing each, 9% indicated that the agency had 41 to 60 employees, 20 to 40 employees and less than 20 employees respectively as presented in Table 4.5. This implies that the agencies were big and well established.

4.4 Online Recruitment and Selection

4.4.1 Number of Years of Usage of Online Recruitment and Selection

Table 4.6 Number of Years of Usage of Online Recruitment and Selection

Number of years of usage of online recruitment and selection	Frequency	Percentage
0 to 5 years	2	18
5 to 10 years	3	27
Over 10 years	6	55
Total	**11**	**100**

Source: Survey Data (2014)

Figure 4.3: Number of Years of Usage of Online Recruitment and Selection
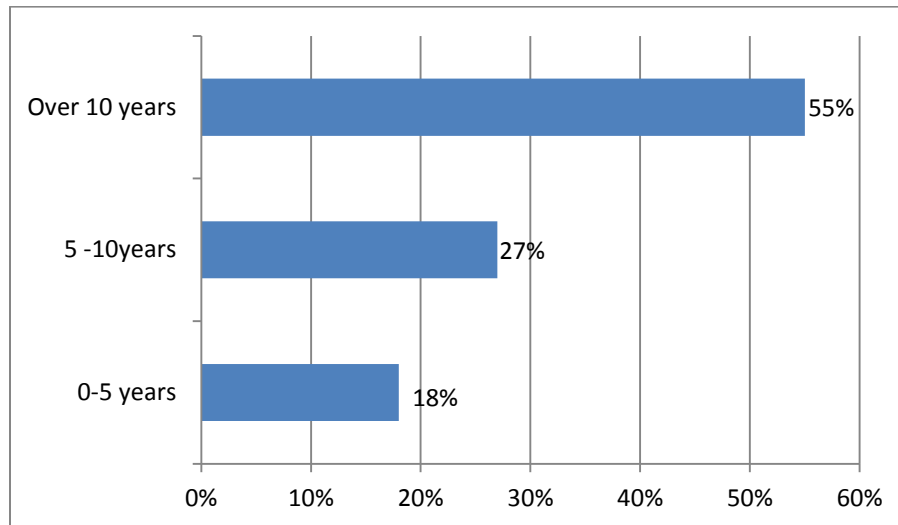
Source: Survey Data (2014)

The study sought to find out the number of years the agency had used online recruitment and selection, 55% who were the majority indicated that they had used the online recruitment for over 10 years, 27% indicated that the agency had used online recruitment for a period between 5 to 10 years whereas 18% indicated that the agency had used the online recruitment for a period between 0 to 5 years as presented in Table 4.6.

4.4.2 Recruitment Methods Used

Table 4.7 Recruitment methods used

Recruitment methods used	Frequency	Percentage
Corporate website	8	73
Recruitment agencies	2	18
Job boards	1	9
Social network site	-	-
Total	**11**	**100**

Source: Survey Data (2014)

Figure 4.4: Recruitment methods used
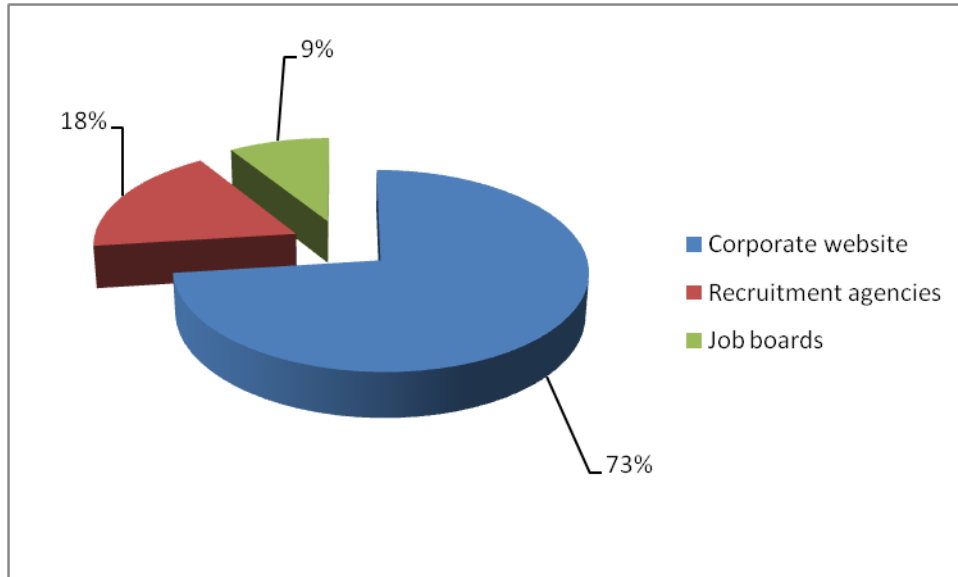
Source: Survey Data (2014)

The study sought to determine the recruitment methods used the most, 73% who were the majority indicated that corporate website was used the most, 18% indicated that they used recruitment agencies, 9% indicated that they used job boards while 0% indicated that they used social network sites as presented in Table 4.7.

4.4.3 Challenges of Recruitment Methods

4.4.3.1 Corporate Website

The study sought to investigate the challenges faced by the respondents' agency in using corporate websites while conducting online recruitment and selection. Some of the cited challenges were; poor internet connections, forgetfulness of access passwords, multiple applications, and incomplete information keyed in by the users and lack of creativity while filling the curriculum vitae.

4.4.3.2 Recruitment Agencies

The study sort to investigate some the challenges faced by the respondents' agency while using recruitment agencies. The respondents indicated that some recruitment agencies were expensive and not time cautious this is because they would delay before giving the respondents the candidate they desired. They also indicated that the person who got the job would sometimes not be what they were looking for.

4.4.3.3 Job Boards

The study sought to investigate the challenges faced by the respondents' agency in job boards while conducting online recruitment and selection, the respondents indicated that the boards were expensive and they were bureaucratic because of the time of communication back and forth between the agencies and the respondents.

4.5 Online Recruitment and Selection Challenges

4.5.1 Challenges in Conducting Online Recruitment and Selection

Figure 4.5: Challenges in conducting online recruitment and selection
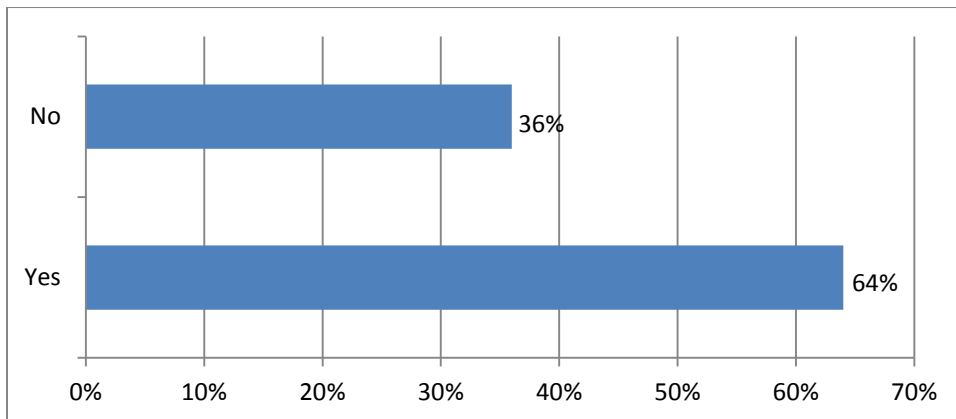
Source: Survey Data (2014)

The study aimed at ascertaining if there were challenges that respondent's agency experienced in conducting online recruitment and selection, 64% who were the majority indicated that there were challenges whereas 36% indicated that they did not face any challenges.

4.5.2 Opinion on Online Recruitment and Selection Challenges

The study aimed at evaluating statements that relate to challenges of online recruitment and selection. According to the findings, compliance with Equal Employment Opportunity (EEO)/Government Regulation, budget limitation, agency culture, strategic prioritization , the agency advertises all job levels, globalization and system over load with applications influenced online recruitment and selection as the respondents strongly agreed as shown by a mean score of 4.17, 4.11, 3.91 ,3.87 ,3.66 ,3.54 and 3.21 respectively .The respondent neither agreed nor disagreed that discrimination on racial minorities influenced online recruitment and selection shown by a mean score of 2.59 .However, they dis agreed that the following were challenges that faced online recruitment and selection ;lack of continuous technical support , software use challenges due to upgrades , competition from the private sector , lack of data protection and that online recruitment and selection affects the image of the agency as shown by the following mean score   2.49, 2.48, 2.39 ,2.29 ,2.26 respectively as presented in Table 4.8.

Table 4.8: Extent of Agreement on Online Recruitment and Selection Challenges

Statement	Mean	Std.dev
System over load with applications	3.21	.410
Online recruitment and selection is a strategic prioritization	3.87	.585
Lack of data protection	2.29	.779
Discrimination on racial minorities	2.59	.345
Software use challenges due to upgrades	2.48	.291
Compliance with Equal Employment Opportunity (EEO)/Government Regulation	4.17	.921
The agency advertises all job levels	3.66	.282
Online recruitment and selection affects the image of the agency	2.26	.380
Competition from the private sector	2.39	.362
Budget limitation affects online recruitment and selection	4.11	.528
Globalization	3.54	.251
Agency culture affects online recruitment and selection	3.91	.410
Lack of continuous technical support	2.49	.585
Total	**40.97**	**6.129**
Average	**3.15**	**0.471**

Source: Survey Data (2014)

4.5.3 Human Factors that Affect Online Recruitment and Selection

The study sought to determine the extent to which the following human resource factors affect online recruitment and selection, timelines and deadline given for the process affected online recruitment and selection to a great extent as shown by a mean score of 4.39, training on online recruitment and selection affected online recruitment and selection to a great extent as shown by a mean score of 4.10, technology adoption level by the organization affected online recruitment and selection to a great extent as shown by a mean score of 3.94 , management instructions and preference affected online recruitment and selection to a great extent as shown by a mean of 3.82, lack of motivation

affected online recruitment and selection to a moderate extent as shown by a mean score of 3.55, language barrier affected online recruitment and selection to a moderate extent as shown by a mean score of 3.29, technology hitches affected online recruitment and selection to a moderate extent as shown by a mean score of 2.99, employment conditions affected online recruitment and selection to a moderate extent as shown by a mean score of 2.86, lack of neutrality affected online recruitment and selection to a less extent as shown by a mean score of 2.44, racial discrimination and ethnicity affected online recruitment and selection to a less extent as shown by a mean score of 2.19 and lack of transparency affected online recruitment and selection to a less extent as shown by a mean of 2.10 as presented in Table 4.9.

Table 4.9: Human Resource Factors on Online Recruitment and Selection

Statement	Mean	Std.dev
Training on online recruitment and selection	4.10	.585
Technology adoption level by the organization	3.94	.779
Management instructions and preference	3.82	.345
Timelines and deadlines given for the process	4.39	.410
Technology hitches	2.99	.282
Language Barrier	3.29	.921
Lack of neutrality	2.44	.362
Racial discrimination and ethnicity	2.19	.528
Lack of motivation	3.55	.291
Employment conditions	2.86	.380
Lack of transparency	2.10	.251
Total	**35.67**	**5.134**
Average	**3.242**	**0.4667**

Source: Survey Data (2014)

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, conclusion, recommendations, and limitations of the study and suggestions for further studies.

5.2 Summary

Corporate website was the most commonly used method of recruitment with 73% of the agencies using it while social network had the least representation Recruitment agencies and job boards had seven and two percent respectively .With regards to how long the agency has been using online recruitment and selection, it showed that all agencies have been using online recruitment and selection for more than 5 years. This showed that online recruitment and selection had benefits as most agencies embraced it. Some of the challenges of online recruitment and selection highlighted while using the corporate website, recruitment agencies and job boards included, incomplete information keyed in by the users ,late response by potential candidates ,forgetfulness' of access passwords, multiple applications and lack of creativity while filling the curriculum vitae.

The respondents agreed that, Compliance with Equal Employment Opportunity (EEO)/Government Regulation, budget limitation, strategic prioritization, globalization, system overload with application and agency culture affected online recruitment and selection. The respondents neither agreed nor disagreed that discrimination on racial minorities influenced online recruitment and selection. However, they dis agreed that lack of continuous technical support, software challenges due to upgrades ,competition

from the private sector, lack of data protection and image of the agency affected online recruitment and selection as challenges.

Finally, the study collected and analyzed data on human factors that affected online recruitment and selection. According the research findings there are several human factors which include: timelines and deadlines given for the process training on online recruitment and selection, technology adoption level by the agency, management instruction and preference, Lack of motivation and language barrier that affected online recruitment and selection. However, the respondents dis agreed that lack of transparency, racial discrimination and ethnicity affected online recruitment and selection.

5.3 Conclusion

Based on the finding from the study, it can be concluded that most United Nations agencies in Nairobi use online recruitment and selection as a way of acquiring manpower from within and without the agencies.

Based on the finding it can also be concluded that corporate website is the most used method of online recruitment and selection in the agencies and that other methods of online recruitment and selection such as recruitment agencies, job boards and social networks were not used. Agencies indicated that they faced challenges while they conducted online recruitment and selection. Although they did not indicate these problems fully, it can be concluded that the agencies did in fact face challenges. Human factors were also found to be a major contributing factor to the challenges that affect the smooth running of online recruitment and selection.

5.4 Recommendations

UN agencies should embrace the use of social network sites as a method of recruitment and selection. This will help increase the pool of applicants especially among the youth and most talented. Networks such as LinkedIn will help pull applicants who are experts in their respective fields which will ensure that the best candidate is selected, with a good knowledge of his or her individual background since it easy to link with his peers for background checks.

The researcher recommends that the UN agencies should review their policy and allocate more resources to ensure effective and continuous training is given to the human resource personnel. They should also increase their budgetary allocation to ensure the funds are sufficient to ensure up-to-date recruitment software is procured on time as technology keeps on evolving.

The researcher recommends that the recruiting agency should make a phone call follow up to those candidates who do not respond fast enough to email communications. They should also encourage the applicant to include a day time phone number through which they can be easily reached in case they cannot access internet connections easily. This will ensure that they get their candidate of choice instead of picking another from the data base due to delayed communication.

5.5 Limitations of the Study

One of the major limitation of the study was that most of the open ended questions were left unanswered especially question 3 in section B which was to find out first hand

challenges that the agencies' faced as they carried out online recruitment and selection challenges while conducting online recruitment and selection.

Another limitation was that the surveyed agencies were too few because the study only focused on humanitarian agencies in Nairobi. The study would have however focused on all the United Nation agencies as this would have added more weight and more accurate the finding that were made.

5.6 Suggestions for Further Studies

The researcher recommends that future research should be undertaken in the following areas; effectiveness of social network site as recruitment methods, how recruitment procedures in the private sector vary from those in the not-for profit organizations.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

SECTION A. DEMOGRAPHIC DATA

1. What is the name of the international agency (Optional)……………………
……………..

2. Kindly indicate your gender

   Male   [ ]   Female   [ ]

3. Kindly indicate your academic qualifications

   Certificate   [ ]

   Diploma   [ ]

   Bachelor's degree   [ ]

   Master's Degree   [ ]

4. How long has the agency been operating in Kenya?

   0 to 5 years   [ ]

   6 to 10 years   [ ]

   Over 10 years   [ ]

5. Where is the headquarters of the agency………………

6. What is the size of staff members in the agency

   Less than 20   [ ]

   20 – 40 employees   [ ]

   41 – 60 employees   [ ]

   61 – 80 employees   [ ]

   81- 100 employees   [ ]

   Over 100 employees   [ ]

SECTION B: ONLINE RECRUITMENT AND SELECTION

1. For how long has your agency used online recruitment and selection to recruit new employees into the organization?

    0 to 5 years   [ ]

    5 to 10 years   [ ]

    Over 10 years   [ ]

2. For each of the following put a tick (√) to the one you use the most.

    Corporate website   [ ]

    Job boards   [ ]

    Recruitment agencies   [ ]

    Social network sites   [ ]

3. Kindly indicate the challenges you face while conducting online recruitment and selection while using the following method?

    I. Corporate website

    ……………………………………………………………………………………

    ……………………………………………………………………………………

    ……………………………………………………………………………………

    ……………………………………………………………………………………

    ……………………………………………………………………………………

    II. Job boards

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III.   Recruitment agencies

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IV.   Social network sites

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SECTION C: ONLINE RECRUITMENT AND SECLECTION CHALLENGES

4. Do you experience any challenges while conducting online recruitment and selection?

   Yes [ ]   No   [ ]

Please explain.

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5. Rate the extent to which you agree/disagree with each of the following statements as challenges facing your agency while conducting online recruitment and selection. Please tick the appropriate item.

	Strongly agree	Agree	Neither agree/ nor disagree	Disagree	Strongly disagree
System overload with applications					
Online recruitment and selection is a strategic prioritization					
Lack of data protection					
Discrimination on Racial minorities					
Software use challenges due to upgrades					
Compliance with Equal Employment Opportunity(EEO) /Government Regulation					
The agency advertises all job levels					
Online recruitment and selection affects the image of the agency					
Competition from the private sector					
Budget limitation affects online recruitment and selection					

Globalization					
Agency culture affects online recruitment and selection					
Lack of continuous technical support					

6. To what extent do the following human resource factors affect online recruitment and selection process? Use a scale of 1-5 where; 1 not at all, 2 to a less extent, 3 to a moderate extent, 4 To a great extent and 5 To a very great extent

	1	2	3	4	5
Training on online recruitment and selection					
Technology adoption level by the organization					
Management instructions and preference					
Timelines and deadlines given for the process					
Technology hitches					
Language Barrier					
Lack of neutrality					
Lack of transparency					
Racial discrimination and ethnicity					
Lack of motivation					
Employment conditions					

THANK YOU FOR YOUR TIME AND PARTICIPATION

APPENDIX II: LIST OF RESPONDENT AGENCIES

No.		
1	UNHCR	www.unhcr.org
2	UNIDOC	www.unidoc.org
3	UNEP	www.unep.org
4	UNHABITAT	**ww**w.unhabitat.org
5	WFP	www.wfp.org
6	UNWOMEN	www.unwomen.org
7	UNAIDS	www.unaids.org
8	FAO	www.fao.org
9	UNOCHA	www.unocha.org
10	IFAD	www.ifad.org
11	UNAIDS	www.unaids.org
12	UNIFEM	www.unifem.org
13	UNV	www.unv.org
14	UNICEF	www.unicef.org