

**PERCEIVED EFFECTIVENESS OF E- RECRUITMENT IN TALENT
ACQUISITION IN THE KENYAN PUBLIC SERVICE**

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DECLARATION

This research project is a result of my own original work and that no part of the project has been presented for another degree in this university or elsewhere.

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D61/67810/2013

This research project has been submitted for presentation with my approval as the university supervisor.

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DEDICATION

I dedicate this project to Mercy, Caldwell, Ann and Yussuf for unfailing love, encouragement and support that enabled me complete this project. God bless you all.

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I wish to thank most sincerely all those whose contributions have made this project a success. To my supervisor Dr. Munjuri for her assistance and advice. To my supervisor Mrs. Ndegwa for understanding, encouragement and never got tired when I constantly requested time to be away to work on the project, to my colleague Amwayi for putting up with me during the extra hours I worked from office and to my wonderful family for their support both morally, financially and all those hours I was away working. Most of all I thank Almighty God for giving me strength to complete this project.

ABSTRACT

In the rapidly changing global world economy, it's important to keep pace with the competition and succeed. Today, one of the most crucial sources of competitive advantage is based on human resource efforts through attracting and retaining talented individuals. Automating the recruitment processes helps companies in implementing the best practices of recruitment and hiring the best talent available in the market. E-recruitment allows for better targeting of candidates than advertising in general newspapers, resulting in a greater availability of qualified applicants. The objective of the study was to establish the perceived effectiveness of e-recruitment in talent acquisition in the Kenyan Public Service. The research design used was cross sectional descriptive survey. The study used primary data which was collected using a semi structured questionnaire. Data was analyzed using statistical package for social sciences based and presented using mean scores, standard deviations, percentages and frequency distribution. The study found out that online recruitment has made work easier as compared to the traditional recruitment practices of receiving hard copy applications; social media has facilitated communication of vacancies and prompt response from suitable applicants. The study recommends that each ministry must be aware of other factors that can influence the effectiveness of e-recruitment system in the ministries, such as poor internet connection in all parts of the country so that there is equal opportunity for all the citizens to apply for the vacancies and stand a chance to be selected. The limitations of the research are that the researcher used questionnaires with closed ended questions to collect data which have the disadvantage of limiting the responses according to the researchers' choice and the focus was on human resources practitioners only. It is suggested that a similar study be done at Teachers Service Commission which has a more advanced e-recruitment system to establish its effectiveness in acquiring the right people for vacancies at the Commission.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Many organizations have recognized that human resources is the most valued asset the organization has and therefore getting the right hire is at the heart of most Human Resource Managers (Girard and Fallery, 2010). Recent research on recruitment shows that the web is increasing in use both as a source of applicants for organizations and as a job search tool for individuals seeking employment (Pfieffelman, Wagner & Libkuman, 2010). For employers, online recruiting allows for better targeting of candidates than advertising in general newspapers, resulting in a greater availability of qualified applicants (Kar and Bhacharya, 2009). Jobs vacancies posted on Company's website can reach millions of job seekers in real time; as soon as the job is posted on the website (Torrington, Hall and Taylor, 2008). Today, attracting good candidates towards your company is just a click away and can produce cost savings and higher applicant yields. (Tyagi, 2012, Pfieffelman et al., 2010).

E-recruitment is the use of internet enabled technologies to attract and select candidates for a live vacancy existing in an organization (Fayyazi and Afshar, 2014). Talent is an inherent potentiality of all of us; it is scarce, and organizations, across the world, have to compete for talent (Bhattacharyya, 2014). Given the global recession and the talent imbalances in the world, organizations today are getting innovative in the way they are engaging with talent. There is increasing realization that being more innovative in sourcing and recruiting can give them a sustainable competitive advantage by enabling

one to find and hire more of the right people who can drive innovation throughout the entire organization (Sahay, 2014.)

According to the Resource Based View, sustained competitive advantage derives from the resources and capabilities a firm controls that are valuable, rare, imperfectly imitable and not substitutable. Talent, like resources is scarce, and organizations, across the world, have to compete for talent (Bhattacharyya, 2014). Individual human resource management practices may be imitable but HRM systems and routines, which develop over time, may be unique to a particular firm and contribute to the creation of specific capital skills or resources for the organization (Barney et al., 2001). According to diffusion of Innovation theory, an idea or product gains momentum and diffuses (or spreads) through a specific population or social system over time. The key to adoption is that the person must perceive the idea, behaviour, or product as new or innovative. It is through this that diffusion is possible (Rogers, 1995). Internet first emerged as a recruiting tool in the mid-1990s and was hailed as the driver behind a 'recruiting revolution' because of the benefits it could bring to recruiters and has grown rapidly over the more than past 10 years (Parry and Tyson, 2008).

Until recently, Public Service Commission of Kenya held the mandate to advertise, shortlist, interview and select candidates for professional posts that is from job group J and above when it was devolved to Ministries. All local advertisement in respect of vacancies falling within the scope of Commission are issued and published by the Secretary to the Commission and can therefore not be issued by any Ministry or department without the authority of the commission (Section B12 of Code of

Regulations, 2006). E- Recruitment in Public Service is limited in its use and application to online forms which have been pre-loaded on the Commission's website where candidates can either download or fill online (www.pscjobs.go.ke). The electronic forms are received in a central point from where they can be sorted.

The Public Service Commission two form is indifferent Section; section one and two asks candidates to fill in the personal details and details of the vacancy applied for, section three and four is to be filled by applicants in Public Service and those in the Private or Non- Governmental Organizations or other Sectors; section five seeks important details to the Public Service such as the languages one is proficient in, if they suffer from physical disability or they have ever been convicted of any crime. Section six and seven requires academic and professional qualifications, other relevant courses or training in relation to the post applied/ membership to professional bodies or institutions. Section eight asks for employment details where the applicant had been engaged for meaningful pay before this application. Section nine and ten asks applicants to provide details of their current duties, responsibilities, assignments, skills and achievements that the applicant considers relevant to the position applied for. Section eleven seeks details of two personal references and a declaration that the information given on the form is correct and sign off; Public Service Commission form 2 revised (2007).

1.1.1 E-Recruitment

E- Recruitment is the use of internet enabled technologies to attract and select candidates for a live vacancy existing in an organization. It includes the possibility to conduct

remote interviews and assessments like Psychometric and aptitude tests online and using banner advertisements and smart agents to search the web. E-recruitment can be divided into two types of uses that is the Corporate (Company's own) web site for recruitment and Commercial Job Boards for posting jobs advertisements (Fayyazi and Afshar, 2014).

According to Kar and Bhattacharya (2009) organizations that wish to recruit over a wide geographical area, those which recruit often or at short notice, those looking for internet-savvy employees, those who are concerned with recruitment costs and time and those who are comfortable with working in an online environment are finding value in e-recruitment expenses and facilities. The digital era is upon us; with roots that extend back to the mid-20th century and a future that extends as far as anyone can imagine with ongoing advances and changes that seem to occur at warp speed regularly remind us that the most profound changes in technology are yet to come (Hunt, 2014). Internet enabled applications and technologies have revolutionized the recruitment process making it effective and efficient. The effectiveness however depends on the type of software in use and the level of operationalization employed (Pfieffermann et al., 2010).

The cost of setting up a good website is roughly equivalent to that associated with advertising a single high profile job in a national newspaper. Jobs vacancies posted on Company's website can reach millions of job seekers in real time; as soon as the job is posted on the website. Responses from such job postings can be enormous more than the company have the capacity to sieve through all the individual applications received and this is where online recruitment technologies such as use of resume scanners can be used to separate those with the required skills the company is seeking for (Torrington et al.,

2008). The level of implementation of E- recruitment practices is faster than the empirical research conducted. Given the increased use of e-recruitment as a medium for job seekers to complete application forms worldwide, researcher – practitioner collaboration can make important contributions with the potential to help bridge science- practitioner gap (Garcia-Izquierdo, Aquinis and Ramos- Villagrasa, 2010) Many organizations he notes are not keen on the information available on their websites and some are discriminatory or intrude the privacy of the applicants leading to serious litigation.

1.1.2 Talent Acquisition

Talent Acquisition is the process of identifying, attracting, engaging and retaining highly qualified and talented individuals (Tyagi, 2012).According to Dutta (2014) talent acquisition leaders would be required to think like marketers while developing media and sourcing strategies as competencies traditionally considered as marketing and sales skills are increasingly becoming a part of the required talent acquisition skill set in Human Resource management. Although talent may be inborn, recent studies according to Bhattacharyya (2014) indicate that inborn talent cannot achieve results on organizations. Organizations must identify, deploy and continuously develop while pacing with the changing business needs and strategies. Sahay (2014) notes that the real importance of talent acquisition, and the door-opener for talent management at the proverbial seat at the boardroom table, is the recognition that a business cannot grow without the right talent.

According to Srivastava and Bhatnagar (2008) to meet the demands for talent with a specific skill set in a given timeline, organizations are adopting innovative recruitment practices to find the correct skills set and competencies. With globalization and uneven

development of talent around the globe, strategic investments in talent are a question not only of who but of where. As companies compete on the basis of talent, their success will largely hinge on not only where the talent is now, but where it will be in the future. Developed economies continue to lead in providing a much better environment for nurturing and developing talent (Heid and Murphy, 2007). With the current trends of globalization, demographic and economic changes, coupled with cultural, generational, gender and working modes there is need to have dynamic changes in the organizations; through talent solution of creating creative response to global mindset, learning agility, develop deep and broad talent; new and adaptive systems and diversity leverage (Sahay, 2014).

1.1.3 Perceived Effectiveness of E –Recruitment in Talent Acquisition

E-recruitment has proved to be boon for the job seekers for over the past ten years. The internet is a medium which connects the job seeker and the employer for the recruitment purpose virtually (Tyagi, 2012). E-recruitment is a real revolution spreading over the world of job hunting and hiring(Sharma, 2010).The real importance of talent acquisition, and the door-opener for talent management is the recognition that a business cannot grow without the right talent (Sahay, 2014).The increased competitiveness in the recruitment market for talent has led to organizations spending more time, effort and resources on developing their recruitment strategy (Tyagi, 2012).Talent acquisition is a human resources risk and considered to have the greatest impact on the organization and the most likely to occur since the competitive position of organizations for decades will depend on the talent that was engaged in the first place (Sahay, 2014).

Better talent is worth fighting for (Chambers, Foulon, Handfield- Jones, Hankin and Michaels III,2007).Attracting good talent to your organization is just a click away and internet based recruitment facilitates just in time hiring (Tyagi, 2012).Using corporate websites as a recruitment source provides a medium through which the company can present highly detailed job and organizational information to attract relevant job seekers who are a good fit for the organization (Pfieffermann et al., 2010).The nurturing of good talent attracts more of it, allowing organizations to build quickly on the initial foundation to secure a stable of digital leaders (Chambers et al., 2007).When we think of it, employers ultimately do not want employees. Instead, they want the correct and timely mix of talent who can either supply products and services customers value immediately or in the long term (Sahay, 2014).Modern e -recruitment provides the right system for both job seekers and recruiters to meet (Holm, 2012).

1.1.4 Kenyan Public Service

The Civil Service Commission of Kenyan was established in 1954 after the Holmes Commission report of 1998. It was advisory body to the Governor on matters appointment. At independence, it was renamed to Public Service Commission. Over the years, the Public Service has undergone numerous reforms aimed at performance improvement and employee rationalization to enhance efficiency and effectiveness. It was radically transformed following August 2010 promulgation of the new constitution and was anchored on article 233. Under article 234 (5), Public Service Commission may delegate in writing with or without conditions any of its functions and powers to any one or more of its members or to any public officer or authority in the public service. This act

of delegation gives ministries and departments the powers to function. The powers to the ministries and departments were delegated to Principal Secretaries until recently when the powers were given to Cabinet Secretaries who are now the Chief Executive Officers of these ministries (www.publicservice.go.ke).

Section B. 11 of the Revised Code of Regulations (2006), states that vacancies declared to Public Service Commission for filling should include full particulars of the post such as budgetary estimates of the cost of such vacancies, the approved grading of the post and also the designation. It should also be stated whether such vacant post is pensionable or non-pensionable and whether it is proposed that the post should be filled on a pensionable or contract basis. Section B.12 gives guidelines when reporting vacancies that Authorized Officers should enclose a statement of the qualifications required for the posts in question and the duties/ responsibilities which the successful candidates will be expected to perform.

The applications are received both in hard copies and online; hard copies are received and given a code while online applications are coded as they are received. They are then sorted according to the guidelines of the advertisement or the minimum academic and professional qualifications required for appointment. A shortlisting panel is then constituted to go through the documents and obtain names and details of all candidates who meet minimum qualifications required. Those shortlisted are then informed of the decision through text message or the information is updated on the website. The Constitution of Kenya 2010 Article 27 (8) stipulates that appointed candidates should not

be more than two thirds of either gender and taking into account regional and ethnic balances at all times.

1.2 Research Problem

Automating the Recruitment Processes helps companies in implementing the Best Practices of recruitment and hiring the best talent available in the market (Tyagi, 2012). E-Recruitment allows for better targeting of candidates than advertising in general newspapers, resulting in a greater availability of qualified applicants (Kar and Bhacharya, 2009). Websites provides a medium through which company can present highly detailed job and organizational information to attract relevant job seekers who are a good fit for the organization. Whether organizations make a poor attempt at recruiting through their web sites or they neglect it altogether, they can be certain that there will be missed opportunities to literally 'connect' with many talented individuals (Pfieffelman et al., 2010).

The use of e- recruitment technologies in Kenya Public Service is limited to filling in online application form which allows candidates to work on the form, come back later to finish it off and submit before the deadline of the advert expires. The candidates may also track the status of their application online. With devolution of recruitment practices to the Ministries, it is hoped that individual Ministries advance the online recruitment system and even encompass the lower cadre employees, those in job group A- H to use the system and conduct other advanced recruitment practices online. The government is in the process of automating most of its processes to ensure transparency and accountability

in recruitment and selection processes. Auditors or citizens can be able to follow the proceedings or status of their application online at the comfort of their homes or offices.

Several studies that have been done in regard to e-recruitment and talent acquisition such as Parry and Tyson (2008) who conducted a longitudinal survey of online recruitment activity to investigate the usage and perceived success of both corporate and commercial web sites by employers in the United Kingdom found that the ability to use online recruitment methods successfully may be related more to the extent and understanding of functionality and support than to the nature of the organisation itself with a change in the wider recruitment process rather than just the advertising medium. Sylva and Mol (2009) in their study to examine applicant perceptions of web-based recruitment, based on a field study among 1360 applicants to a multinational financial services organization applying for jobs in the United Kingdom, the Netherlands, and Belgium found that external candidate's with higher levels of Internet experience reported a more positive image of companies that use the Internet to conduct their selection process compared to those with limited knowhow. Fayyazi and Afshar (2013) in their study on e-recruitment in Iran concluded that e-recruitment is about cultural and behavioral change, both within recruitment and at management level because for e-recruitment to deliver, human resource must view staffing as end- to- end process with updated advertisement and networks. Kar and Bhattacharya (2009) in their study e-recruitment and customer satisfaction found that online Job portals have now become an efficient medium for applying for jobs for candidates of different age groups, work experience; and that if job

related chat facility, on-line test and help desk/call center facility are introduced, the respondents will be more satisfied.

Locally, Njuguna (2014) looked at Challenges of online recruitment and selection at United Nations Humanitarian agencies in Nairobi and found that majority of the agencies used online recruitment and selection as a form of acquiring man power to the agencies. Chunguli (2010) surveyed e- recruitment practices among commercial banks in Kenya and found that the extent of use of e- recruitment practices in the commercial banking sector in Kenya was almost insignificant with perhaps use of email to contact candidates the only extensively utilized mode of e-recruitment. Langat (2006) surveyed the extent of use of electronic recruitment by state corporations in Kenya. The findings were that most corporations in Kenya are now starting to computerize their departments and therefore it was established that the extent of use of electronic recruitment in this sector was at very insignificant levels. None of the studies that the researcher knows about has been conducted on e-recruitment and its effectiveness in talent acquisition in the Kenyan Public Service and this research therefore seeks to fill the gap in knowledge. The study attempts to answer the question, what is the perceived effectiveness of e-recruitment in talent acquisition in the Kenyan Public Service?

1.3 Research Objective

The objective of the research was to determine the perceived effectiveness of e-recruitment in talent acquisition in the Kenyan Public Service.

1.4 Value of the Study

The findings from this study will contribute to additional knowledge to the existing literature on electronic recruitment and how best it can be used to obtain top talent by organizations and more so by the public service. The study will give reference material for future researchers on studies related to e- recruitment and talent acquisition.

To the policy makers in the Public Service, the findings of the research will help them to formulate policies in the area of online recruitment and how best they can acquire and nurture the already procured talent to the benefit of the organization. The research findings may also encourage the top management to fully operationalize the e-recruitment process to save on money and time costs.

The study will be useful to Human Resource Management and Professionals who spend many hours and days retrieving shortlisting information from numerous applications received for an advertised vacancy in their organizations. The study will help them evaluate the most effective methods to recruit and retain employees in their organization.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter looked into theoretical underpinnings of the research, types of E-recruitment, talent acquisition, empirical studies on e-recruitment and talent acquisition and effectiveness of online recruitment.

2.2 Theoretical Underpinnings of the Study

This study is grounded on the resource based view of the firm and the diffusion of innovation theory.

2.2.1 Resource Based View of the Firm

According to the Resource Based View of the Firm, sustained competitive advantage of Organizations derives from the resources and capabilities a firm controls that are valuable, rare, imperfectly imitable and not substitutable. The resources and capabilities can be viewed as bundles of tangible and intangible assets, including a firm's management skills, its organizational processes and routines and the information and knowledge it controls (Barney, wright and Ketchen, 2001).The theory provides an economic foundation for examining the role of HR in firm competitive advantage (Barney and Wright, 1997). Resource based view holds that firms can earn sustainable supra-normal returns if and only if they have superior resources and those resources are protected by some form of isolating mechanisms preventing their diffusion throughout

industry (Girard and Fallery, 2010). These ‘intangible assets’ play a major role in the competitiveness of organizations (Malinowski, Keim and Weitzel, 2005).

According to Girard and Fallery (2010) Organizations should not be seen only on their business portfolio but should be defined as a unique set of tangible and intangible resources, a portfolio of core competencies and distinct resources. Barney (1991) argues that three basic types of resources can provide competitive advantage. These includes Physical capital resources things such as the firm's plant, equipment, and finances; Organizational capital resources such things as the firm's structure, planning, controlling, coordinating and human resource systems and finally, human capital resources things such as the skills, judgment, and intelligence of the firm's employees. Barney and Wright (1997) argues that human resource researchers and managers have long maintained that the human resource function plays an important role in firm performance; that people are the primary link in the value chain and thus value is created only when an organization focuses on the employees first.

The success of an organization will be realized when all aspects of an organization are working as a coherent whole. It is the team work and not individual efforts that will enable an organization to have competitive advantage. Sustained competitive advantage derives from an organized organization that is committed to exploit the rare characteristics of the talented individuals (Barney and Wright, 1997).

2.2.2 Diffusion of Innovation Theory

According to diffusion of Innovation theory, an idea or product gains momentum and diffuses (or spreads) through a specific population or social system over time. In this case, diffusion is the spontaneous and planned spread of new ideas. It is the process by which an innovation is communicated through certain channels over time among the members of a social system. The end result of this diffusion is that people, as part of a social system, adopt a new idea, behaviour, or product. The key to adoption is that the person must perceive the idea, behaviour, or product as new or innovative. It is through this that diffusion is possible (Rogers, 1995).

Internet first emerged as a recruiting tool in the mid-1990s and was hailed as the driver behind a ‘recruiting revolution’ because of the benefits it could bring to recruiters and has grown rapidly over the past 10 years (Parry and Tyson, 2008). New practices and issues are emerging; Web 1.0 brought tools giving access to important databases of competencies while Web 2.0 reveals the shift from exchange-based recruitment practices to relationship-based approaches (Girard and Fallery, 2013). Internet has caused the largest change in the e-recruitment landscape in the past decade acting as a conduit between employers and jobseekers enabling sophisticated interaction and global connectivity 24 hours a day, 7 days a week (Barber, 2006).

2.3 Types of E- Recruitment

E-recruitment can be carried out at various sites such as corporate websites, social network site and e-recruitment agencies sites depending on the employers' choice, finances and convenience.

2.3.1 Corporate Website

Corporate web sites are an employer's own web site. Most organizations use corporate website due to the need to reduce recruitment costs and to improve the efficiency of the recruitment process (Parry and Tyson, 2008). Employers use corporate website to promote their brand, themselves and provide a better service to candidates. Larger organisations are more likely to find this method successful compared to small organizations (Barber, 2006). It was clear that corporate web sites cannot successfully be used to recruit employees in organisations that are not already very well-known unless a company adopts other advertising channels such as jobs boards or print media to drive people to the site (Parry and Tyson, 2008). The advantage is that jobs are advertised alongside information about the products and services offered by the organization (Torrington et al., 2008).

2.3.2 Social Network sites

These sites facilitate development of personal relationships for networking, hiring and employee referrals. They include sites like Linked In, Facebook, WhatsApp, twitter, Monster networking among others. Other sites are capitalizing on the popularity of social networks to provide recruiting assistance (Dessler, 2008). Hunt (2010) argues that with millions of people on the social media sites, the large segment available for talent

acquisition is too attractive for any human resource department to ignore. The information about when and how the applicant receives information about the organization and the role can influence the applicant's behaviour after joining the organization. The power of social media is a rich interactive channel for contextualizing and personalizing the communication at an individual level (Dutta, 2014).

2.3.3 E-Recruitment Agencies

According to Dessler (2008) recruitment agencies can fall under three categories; public agencies operated by state governments, those operated by the nonprofit organizations and privately owned agencies. According to Armstrong (1999) recruitment agencies generally advertise, interview and produce a short list of applicants who match an organization's profile. The agencies provide expertise and reduce workload and most charge a fee based on a percentage of the basic salary for the job.

2.3.4 Commercial Job Boards

Include jobs boards where organisations can pay to advertise a position. Organizations result to use Commercial job boards to move with the times or to keep up with other organisations (Parry and Tyson, 2008). Many job boards according to Dessler (2008) do little to assure the legitimacy of the recruiters who they let access their site and many applicants fill out personal information like social security numbers not realizing that such sites are run by applicants tracking systems and not the employer they are applying to.

2.4 Talent Acquisition

Acquiring and retaining the best talent acts as competitive advantage, but its equally important and difficult to find the right person for the right job. The increased competitiveness in the recruitment market has led to organizations spending more time, effort and resources on developing their recruitment strategy (Tyagi, 2012). Bhattacharyya (2014) argues that Organizations invests in Human Capital to get incremental change in their business results. Heid and Murphy (2007) noted that jobs across all industries are becoming more complex, demanding ever higher skills levels and pushing up the demand for skilled labour. Therefore it is up to the organization to recruit, train and retain top talent in their organization at every level to ensure sustained high performance and results. This process will highly depend on the quality of hire the organization engaged in the first place. In India and indeed the whole world, talent has become the key differentiator for performance management and for leveraging competitive advantage especially in knowledge-based organizations (Bhatnagar, 2007). Chambers et al., (2007) argues that better talent is worth fighting for especially for senior executive talent that will remain a defining characteristic of companies' competitive landscapes for decades to come; yet most companies are ill prepared and even the best are vulnerable. Everybody has among a wide range of talents, a special gift, something this person can do or be better than anybody else in the world. Everybody is special, even divine in his/ her core talent. It is upon the recruiters to identify the combination of talent potential that is strategic to their organization (Ventegodt, Anderson and Merrick, 2003). Today, virtually every full time hire requires a search followed by careful screening and selection. Staffing takes more time because the consequences of good and bad hires are

magnified. Beyond staffing, talent has to be managed throughout the entire employee life cycle (Holm, 2012).

According to China Business review, good talent tends to have choices in China. Candidates often have several competing offers, plus a counteroffer from the existing employer since companies are recruiting from the same talent pool. Applicants exaggerate resumes or even fraud resume by exaggerating their current compensation thinking that the same would not be discovered. A study conducted to compare traditional and internet based recruitment using University students as participants showed that the students perceive internet as more realistic but also less formal compared against traditional methods for student selection (Anderson, 2003). Thoughtful development of a recruitment strategy is critical to maximizing the value of recruitment activities (Breaugh, 2009). With better talent acquisition and development, employee engagement improves and so does productivity (Bhatnagar, 2007).

2.5 Effectiveness of Online Recruitment

There are many benefits that may accrue to an organization that opts to advertise vacancies online. Though it may be perceived by some, studies show that online recruitment allows around-the-clock collection and processing of job applications (Holm, 2012) while at the same time acting as a realistic job preview and a good avenue for the Organization to market itself. Online recruitment is effective in cutting costs for recruitment, it gives access to more people and quick turnaround time among others.

2.5.1 Cost Effectiveness

Online testing offers the benefit of filtering out unsuitable candidates at an early stage in large scale recruitment (Barber, 2006). There remains a question as to whether the success of online recruitment is related to the kind of organisation using the method or if it is purely a result of the nature and implementation of the online method used (Parry and Tyson, 2008). The use of Internet technology also allows a company to promote their employer brand thus minimizing on advertisement costs. In the UK, the average job posting online costs 250 sterling pounds compared with 5,000 sterling pounds for a quarter page in a national newspaper (Barber, 2006).

2.5.2 Access to More People

The internet provides access 24 hours a day, 7 days a week and reaches a global audience (Barber, 2006). You open the floodgates when you advertise on the web, so you get applications in from everywhere. No matter what you put in the advertisement about having a work permit, you will get applications from everywhere in the world, and that is a challenge sometimes to deal with (Parry and Tyson, 2008). People can respond within seconds of reading about an opportunity by emailing their CV to the employer and shortlisting can be undertaken quickly with the use of CV- matching software or online application forms (Torrington et al., 2008)

2.5.3 Ability to Target the People Needed

Data about candidates can be captured automatically which can then be kept by the organisation as a kind of 'talent pool' and searched at a later date should another vacancy arise (Parry and Tyson, 2008). The ability to attract a large and more qualified talent pool

to its doors depends on how the organization will establish a favourable image in the mind of the applicants (Dutta, 2014).

2.5.4 Quicker Response and Turnaround Times

Internet speeds up the front end of the recruitment process. Time to hire is reduced through immediate posting of jobs online and the ease of completing online application forms and attaching CVs to emails (Barber, 2006). Use of back-office functionality where advances in Internet technology have meant that a system can be designed that posts an advertisement to several jobs boards simultaneously, acknowledges applications and forwards them to line managers automatically and performs a number of initial screening activities which removes some of the administrative burden from the human resource function and makes the process less resource intensive (Parry and Tyson, 2008).

2.5.5 Economy

Successful organisations have minimised the number of unsuitable applications by taking advantage of the ability to include vast amounts of information in different formats on their corporate recruitment web sites. Potential employees can therefore learn more about the company and job role by reading text, watching videos and listening to audio files. This allows candidates to self-select as to whether they are suitable for any particular role (Parry and Tyson, 2008). A typical newspaper advertisement has a lifespan of 10 days while online advertisement may have 30 or more days attracting applicants. This helps advertisers/ employers average around nine times as many applications via the internet at less cost (Dessler, 2008).

2.6 E-Recruitment and Talent Acquisition

Cober, Brown, Keeping and Levy, (2004) conducted a study on how Organizational website characteristics influence applicant attraction and concluded that presentational design of a web site is critical to attracting and maintaining web surfers' attention, just as the outward design of a building is critical in architecture. The appearance and presentation design of the website are important determinants of the initial reactions and subsequent attitudes and behaviours towards the web site and the organization it represents. Musa, Junaini and Bujang, (2006) did a study on improving usability of E-recruitment website on Sarawak Government WebsiteMalaysia, and observed that the page length of the website and the indication status of the user is important. Users must be able to trace back where they have been on the web and must be able to answer questions such as where am I, Where have I been and where can I go.

Holm (2012) in her study on E-recruitment argues that e-recruitment is more than just a human resource tool, but it represents a change in the culture of how to get hired. The environment of e- recruitment is the corporation or the agency hosting the system while that of the talent or an individual is the locality where they live in. If this is true, then companies without an e recruitment-enabled process of hiring will have to review their strategies and practices to conform to the norms of the society in which they operate. Tyagi, (2012) did a study on effective talent acquisition through E-recruitment and noted that internet based recruitment facilitates just-in-time hiring. Earlier, the pools of candidates from which companies could choose were limited. That company could only hire the active job seekers, those who were unhappy with their previous jobs, or those

looking for the entry-level positions but with online recruitment, companies can target even the passive job seekers.

Musa et al., (2006) in their study on improving usability of E- recruitment website defined usability as the extent to which product can be used by specified users to achieve goals with effectiveness, efficiency and satisfaction in a specified context of use. Job applications that can be processed and delivered within minutes save job seekers and employers' time. Pfeffelmann et al., (2010) did a study on recruitment on corporate websites looking at the perceptions of fit and attraction noted that enhanced understanding how job seekers are differentially attracted to organizations via corporate recruitment websites could help organizations design more effective tools for generating and retaining superior applicants. This stems from the fact that some applicants are internet savvy while others are not.

Bauer, Truxillo, Tucker, Weathers, Bertolino, Erdogan and Campion, (2006) conducted a study on Selection in the Information Age: The impact of privacy concerns and computer experience on applicant reactions; noted that the level of applicant's experience with computers determines if they view e-recruitment practices as being fair as opposed to those with little or limited experience with computers who may not find the process being fair and may feel they will be less successful. Pfeffelmann et al., (2010) argues that the use of own websites as a recruitment source provides a medium through which the company can present highly detailed job and organizational information to attract relevant job seekers who are a good fit for the organization.

Torrington et al., 2008 argues that although the significance of online recruitment is growing, it has to be remembered that the medium is not appropriate for all jobs or for all candidates. Ultimately, many employers may seek to combine online and traditional approaches to maximize their chances of securing the best candidate. According to Holm (2012) the whole of e-recruitment process is time- and space-independent. Tyagi (2012) in her study on effective talent acquisition through E-recruitment noted that today, attracting good candidates towards your company is just a click away and Internet based recruitment facilitates just-in-time hiring. By simply logging onto the Internet, recruiters can access the database of job portals and find thousands of resumes of the qualified candidates for jobs at every level regardless of the location of the candidate or the company.

Sylva and Mol, (2009) conducted a study on recruitment studying applicant perceptions of an online application system noted that perceived efficiency and user-friendliness of a website are two most important determinants of applicant satisfaction with the online application procedure, irrespective of applicant characteristics. Integral to this is undoubtedly the likelihood that applicants appreciate the possibility of being able to log-on from home to an organization's web site to download information directly (Anderson, 2003). Human resources strategies on the Internet might therefore unintentionally lead to differences in applicant reactions, satisfaction, and organizational attraction; but this does not mean that online application systems be generalized to all target groups (Sylva and Mol, 2009).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter consists of the research design that was used in the study, the target population, data collection instrument and data analysis that was used.

3.2 Research Design

The researcher used cross sectional descriptive survey. Cross sectional descriptive research designs are used when collecting data one point in time or over a short period of time. Data can also be collected on individual characteristics thus provide a 'snapshot' of the outcome and the characteristics associated with it, at a specific point in time (Saunders, Lewis and Thornhill, 2007).

3.3 Population of the Study

The study focused on 18 Ministries which together makes the Public Service of Kenya. There are around 70,000 employees engaged in the ministries and since recruitments are normally done at the ministries headquarters, only employees at the headquarters were engaged for the purpose of data collection. The study was based on a human resource function and therefore the target respondents comprised of human resource practitioners and clerical cadre deployed to perform human resource related functions in each Ministry. A census study was conducted targeting human resource management officers in all the 18 ministries given the small size of the population.

3.4 Data Collection

The study used primary data. The data was collected through the use of a semi structured questionnaire which consisted of both open and closed ended questions which were administered through a drop and pick later method. The questionnaires were given to the head of human resource and the head of section(s) in each Ministry and since it a function of human resource practitioners they were mostly involved.

3.5 Data Analysis

The data was coded and analyzed using descriptive statistics. Percentages and frequencies were used to analyze questions on the effectiveness of e- recruitment. Data was analyzed using statistical package for social sciences based on the questionnaires. In particular mean scores, standard deviations, percentages and frequency distribution was used to summarize the responses and to show the magnitude of similarities and differences. Results were presented in tables and charts.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis, findings and discussion. The findings are presented in percentages and frequency distributions, mean and standard deviations.

4.2 Response Rate

A total of 74 questionnaires were issued out and only 58 were returned. This represented a response rate of 81%. This response rate was adequate for data analysis and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 70% and over was adequate.

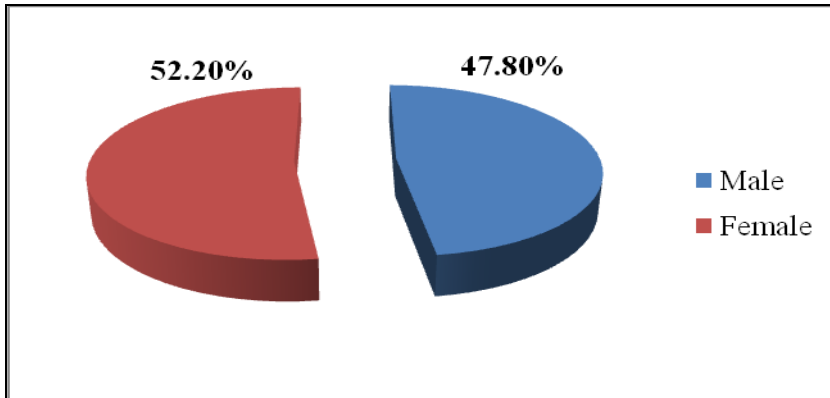
4.3 Bio-data Information

The demographic information considered in this study included the respondents' gender, level of education, respondents' age bracket and duration working in the current ministry.

4.3.1 Respondents Gender

The respondents were asked to indicate their gender in order to ensure that the results obtained captures the views of both gender. The results were presented in Figure 4.1.

Figure 4.1: Respondents Gender



Source: Author (2015)

The results indicate that 52.2% of the respondents were female while 47.8% of the respondents were male. The respondents were slightly made up of more female than male. The findings indicate that the male and female difference was not significant and therefore this implies that the study was not influenced by gender imbalance.

4.3.2 Highest level of education

The level of education was important as it enabled the respondents to answer the questions appropriately on the perceived effectiveness of e-recruitment. The results are presented in Table 4.1.

Table 4.1: Highest level of education

Level of education	Frequency	Percent	Cumulative Percent
Diploma	17	29.3	29.3
Bachelor degree	26	44.8	74.1
Master degree	15	25.9	100.0
Total	58	100.0	

Source: Author (2015)

The results indicate that 44.8% of the respondents had attained degree level, 29.3% of the respondents indicated that they have attained diploma while 25.9% of the respondents said that masters degree was their highest level of education. The results indicate that majority of the respondents have attained university level education. The results indicate that the respondents were aware of the existence of online recruitment platform and its perceived effectiveness.

4.3.3 Respondents Age Bracket

The respondents were asked to indicate their age bracket and this was important for the study in order to establish the influence of respondents' age on e-recruitment and talent acquisition. The results were presented in Table 4.2.

Table 4.2: Respondents Age Bracket

Years	Frequency	Percent	Cumulative Percent
25 – 29	4	6.9	6.9
30 – 34	7	12.1	19.0
35 – 39	5	8.6	27.6
40 – 44	7	12.1	39.7
45 – 49	16	27.6	67.2
Above 50	19	32.8	100.0
Total	58	100.0	

Source: Author (2015)

The results on the respondents' age bracket indicate that 32.8% of the respondents' age bracket was over 50 years; 27.6% of the respondents indicated their age bracket to be between 45 and 49 years; 12.1% of the respondents said that their age bracket was between 40 and 44 years; another 12.1% of the respondents indicated their age bracket to be 30 to 34; 8.6% of the respondents age was between 35 and 39 years while 6.9% of the respondents said that their age was between 25 and 29 years. The results indicate that majority of the respondents were above 30 years and therefore they have participated in the recruitment of employees physically and online thus understands the effectiveness of e-recruitment in talent acquisition.

4.3.4 Duration Working in the Ministry

The length of service that a respondent have worked in an organization determines their understanding of recruitment policy of the ministry including effectiveness and ineffectiveness of online recruitment in sourcing the right candidates for vacancies occurring in the organization.

Table 4.3: Duration Working in the Ministry

Years	Frequency	Percent	Cumulative Percent
0 – 5	8	13.8	13.8
6 – 9	10	17.2	31.0
Above 10	40	69.0	100.0
Total	58	100.0	

Source: Author (2015)

The results show that 69% of the respondents have worked in their respective Ministry for a period of over 10 years; 17.2% of the respondents indicated that they have worked in the current ministry for between 6 and 9 years while 13.8% of the respondents said that they have worked in the current ministry for less than 5 years. The results indicate that majority of the respondents have been working in the current Ministry for more than 10 years and therefore they understand the recruitment policy of the ministry and how it is done in order to ensure that they recruit the type of employees required.

4.4 Perceived Effectiveness of Online Recruitment

The increased competitiveness in the recruitment market for talent has led to organizations spending more time, effort and resources on developing their recruitment strategy. Talent acquisition is a human resources risk and considered to have the greatest impact on the organization and the most likely to occur since the competitive position of organizations depends on the talent that was engaged in the first place. The respondents were requested to indicate perceived effectiveness of e-recruitment in talent acquisition in a four point Likert scale. The range was ‘strongly disagree (1)’ to ‘strongly agree’ (4). The scores of strongly disagree and disagree have been taken to represent a variable which had a mean score of less than 2.5. The scores of both agree and strongly agree have been taken to represent a variable which had a mean score of above 2.5 on a continuous Likert scale. A standard deviation of >0.9 implies a significant difference on the impact of the variable among respondents. The results are shown in Table 4.4.

4.4.1 Perceived Effectiveness of Online Recruitment

The respondents were requested to indicate perceived effectiveness of online recruitment in the Ministries as this ensures that online recruitment achieves the desired objectives.

Table 4.4: Perceived Effectiveness of Online Recruitment

Perceived effectiveness of online recruitment	Mean	Std. Deviation
The online recruitment portal has made work easier as compared to the traditional recruitment practices of receiving hard copy applications	2.9483	.9257
The search facility effectively helps applicants find jobs easily	2.7931	.8534
The online form is easy to fill and takes only a short time	2.7586	.9789
The online software in use is able to sort out applications as they are received according to the advertisement	2.7414	.8493
The job portal is attractive to look at	2.7241	.8333
The information sought on the online form is not intrusive in applicants privacy	2.7069	.8378
The online job portal is easily accessible 24 hours 7 days in a week	2.7069	1.0597
The messages contained on the job portal is clear and easy to understand	2.6897	.8420
All the information required for successful short listing and interviewing is available on the online form/ software.	2.6897	.8209

The ministry's career portal gives applicants all the information they need to know about the job and the ministry at large	2.6897	.8827
Information on the career web portal is promptly updated to ensure applicants are updated on all that is happening regarding their applications	2.4483	.8820
The online portal is barrier free that is, it does not require passwords and username.	2.4138	.9557
The navigation facilities are enabled and working properly on the online recruitment form/ software	2.2931	.8378
Applicants are informed online of the decision regarding their applications and interview	2.2414	.9235
The website contains too many words on its face and it is not easy to understand	2.2069	.9130
Online recruitment is the only way for Ministries/ departments to carry out recruitment	1.8621	.7362
Interviews can or are held online smoothly	1.7931	.7436

Source: Author (2015)

The results show that the respondents were in agreement that online recruitment having made work easier as compared to the traditional recruitment practices of receiving hard copy applications (M=2.9483). The respondents further noted that search facility effectively helps applicants find jobs easily (M=2.7931); online form is easy to fill and takes only a short time (M=2.7586) and that online software in use is able to sort out

applications as they are received according to the advertisement (M=2.7414). The low standard deviation variations indicate that there was a greater consensus among the respondents.

On the other hand, the respondents disagreed that the applicants are informed online of the decision regarding their applications and interview (M=2.2414) and that the website contains too many words on its face and it is not easy to understand (M=2.2069). They further disagreed that online recruitment was the only way for Ministries/departments to carry out recruitment (M=1.8621) and that interviews can or are held online smoothly (M=1.7931). The results show that the use of online job advertisement and recruitment has been embraced by the government ministries and this has helped job seekers, apply jobs at the comfort of their homes or cyber café and save on transport and money they could have incurred moving from one office to another looking for jobs as they can find them easily.

4.4.2 E-Recruitment and Talent Acquisition

The respondents were requested to indicate the effect of e-recruitment on talent acquisition. This was important for the study as online recruitment give an opportunity to all the job seekers to put forward their application thus enabling the Ministry to source for the required employees from all over the globe.

Table 4.5: E-Recruitment and Talent Acquisition

E-Recruitment and Talent Acquisition	Mean	Std. Deviation
Social media has facilitated communication of vacancies and prompt response from suitable applicants	2.8276	.8194
Technology has improved the talent pool of your ministry	2.7586	.9608
Applicants know the existence of online application form and frequently use it to submit their applications	2.7414	.9283
The recruited talented people are inducted in their job and join a pool of top talent in your Ministry	2.7241	.9695
People in the diaspora also apply for jobs through the online system and are shortlisted	2.6034	.9165
Online recruitment gives the best channel to attract talented applicants	2.4138	1.0265
Only talented people are shortlisted and interviewed for vacant jobs	2.3621	.9309
E-recruitment has facilitated the creation of a talent pool in your ministry	2.3793	.8548
Recruitment practices follow an already created internal talent pool in readiness to occupy identified or vacant positions	2.3448	1.0182
Managers at all levels are involved in the recruitment process to help identify the best applicants	2.3448	1.0353

The Ministry develops innovative recruitment strategies to find the best people, example, having close ties with leading universities to attract top talent	2.0517	.8465
The Ministry has online recruitment practices that attracts the best talent	2.0351	.9733

Source: Author (2015)

The findings as presented above show that the respondents were in agreement that social media has facilitated communication of vacancies and prompt response from suitable applicants (M=2.8276); Technology has improved the talent pool of various ministries (M=2.7586); applicants know the existence of online application form and frequently use it to submit their applications (M=2.7414) and that recruited talented people are inducted in their job and join a pool of top talent in the Ministry. These practices were found to have played a major role in employee recruitment among government ministries.

The results further show that the respondents disagreed that recruitment practices follow an already created internal talent pool in readiness to occupy identified or vacant positions (M=2.3448); that managers at all levels are involved in the recruitment process to help identify the best applicants (M=2.3448); that the Ministry develops innovative recruitment strategies to find the best people, example, having close ties with leading universities to attract top talent (M=2.0517) and that the Ministry has online recruitment practices that attracts the best talent (M=2.0351). The high standard deviation variation indicates that the respondent's opinion on the factors varied to a great extent. The results show that online recruitment did not result in all the managers being involved in

recruitment, only talented people being shortlisted and existence of online practices that attract the best talent.

4.5 Discussion of Results

The global economy is fast becoming a reality where organizations will need to find ways to become more productive, more efficient and more competitive. Firms should entail themselves to prepare for the big global game and become more efficient and competitive to deliver high performance. A high-performance business starts with a high-performance workforce. Therefore, organizations should substantially focus on increasing their productivity, market share and shareholder value by ensuring that they have the right people, with the right skills in the right roles. With this significant focus becoming an area of concern, there is a need for due diligence in recruitment practices. Recruitment provides the first contact for an organization with its potential employees. An organization must have an effective recruitment policy and process to inform candidates about the job openings and persuade them to apply for the available positions. Internet recruitment or e-recruitment is quickly becoming a prevalent human resource management practice worldwide and many organizations have witnessed the transformation of conventional recruitment methods to online recruitment,

Today, one of the most crucial sources of competitive advantage is based on human resource efforts through attracting and retaining talented individuals. The internet has helped in attracting potential candidates to an organization from the recruitment process. The study found out that online recruitment having made work easier as compared to the traditional recruitment practices of receiving hard copy applications; search facility

effectively helping applicants find jobs easily; online form being easy to fill and taking only a short time and that online software in use is able to sort out applications as they are received according to the advertisement. These findings were found to be consistent with Verhoeven and Williams (2008) results that a quarter of human resource managers' internet recruitment was effective in delivering suitable candidates. Furthermore, one out of every five human resource Managers perceived the tool to be efficient, and only a slightly higher percentage of human resource Managers indicating cost-saving and acknowledging that internet recruitment tools as relatively cheap in comparison with more traditional tools. Kumar, Sareen and Barquissau (2012) found out that e-recruitment allows candidates to access a richer source of information via the Internet on the company career websites. They further found out that e-recruitment enables job seekers view the status of their applications, edit and update their profiles as necessary; view all information in addition to an historical activity log; customize all the information and how it is displayed on each window and enable organizations to reach appropriate job seekers in wider geographical locations at any time.

Acquiring and retaining high-quality talent is critical to an organization's success. As the job market becomes increasingly competitive and the available skills grow more diverse, recruiters need to be more selective in their choices, since poor recruiting decisions can produce long-term negative effects arising from a high employee turnover. Pfeiffelmann et al., (2010) noted that enhanced understanding how job seekers are differentially attracted to organizations via corporate recruitment websites could help organizations design more effective tools for generating and retaining superior applicants. This was found to be consistent with the findings of the study which established that social media

has facilitated communication of vacancies and prompt response from suitable applicants; improve the talent pool of various ministries; applicants know the existence of online application form and frequently use it to submit their applications and that recruited talented people are inducted in their job and join a pool of top talent in the Ministry.

Usage of online recruitment remains more prevalent in large organizations and in the services sector suggests that the perception that the internet is more suitable for particular types of roles or organizations is common place and may be affecting the adoption of these methods. Similarly, larger and public sector organizations may be more likely to fill a large number of vacancies and this means that they can cope with a large candidate pool. However, based on the survey on analysis of the use and success of online recruitment methods in the United Kingdom by Parry and Tyson (2008) result suggested that the successful use of commercial jobs boards was not related to industry, sector or organization size and the perceived success of corporate websites was related only to organization size. These findings strongly refute the suggestion that online recruitment can only be successful for some organizations in acquiring the right people and are therefore an important finding of this research. It may be that any organization can find success with online methods if they adopt an appropriate strategy for their use and implementation.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter outlines the study's findings in summary, draws out conclusions from the study's findings and outlines recommendations for policy and practice and suggestions for further study.

5.2 Summary of Findings

The study found out that majority of the respondents has attained university level and therefore were knowledgeable on the perceived effectiveness of e-recruitment in acquiring the talent for their organizations. The results on age bracket were that all the age brackets were represented and therefore they understand effectiveness of recruiting employees through traditional methods and online. The duration the respondents have worked in the current Ministry differed and therefore they understand the recruitment policy of the ministry and how it is done in order to ensure that they recruit the type of employees required. The study found out that e- recruitment though limited in its use in public sector was important to the public service as it results in making work easier compared to the traditional recruitment practices of receiving hard copy applications. E-recruitment was found further to have helped the applicants find jobs easily and fill the online form easily in a short time. Advertisements online reaches a large applicants pool worldwide from which suitable candidates can apply for a job and the applications received through well designed websites.

Acquiring and retaining the best talent acts as competitive advantage, but it equally important and difficult to find the right person for the right job. The increased competitiveness in the recruitment market has led to organizations spending more time, effort and resources on developing their recruitment strategy. So, to win this competition for talents among organizations, it is important to have in place a system which does not only assist in attracting and building a database of high quality candidates, but also provides the flexibility to manage the entire Recruitment process smoothly and efficiently. The study found out that e-recruitment enabled the Ministries to communicate vacancies to the applicants and receive prompt response from suitable applicants, improve talent pool of Ministries though this pool is maintained for a period of 6months after which vacancies occurring in the same positions have to be re-advertised again to give all people an equal opportunity to try their luck again at the job.

5.3 Conclusion

Acquiring the best talent involves planning, sourcing, assessing, hiring and on-boarding of top talent. Automating the recruitment processes helps ministries in implementing the best practices of recruitment and hiring the best talent available in the market. This leads to efficient and effective recruiting tools for selecting suitable candidates. E-recruitment method ensures efficient recruitment functions and helps busy line managers fill their vacancies in the best manner. E-recruitment has brought a radical cultural and behavioral change, both within functioning of the human resource department and the potential candidates. Implementing the e-recruitment system for the job vacancy notification and the new employees' registering, interview and entry test processes, the management

parties from observed ministries, especially the human resources department, has become more effective in sourcing the right individuals for the job while reducing time and saving on costs.

The study concludes that automating the recruitment and selection process by integrating e-recruitment software with the existing recruiting activities provides more competent, cost-effective procedures for human resource hiring managers and line managers. Implementing the following best practices with the support of e-recruitment software ensure that organizations are efficient in identifying and retaining talented individuals. The ministry career websites serve to advertise the ministry as an employer of choice to prospective employees as well as offer a platform to applicants to send online applications. So it is vital for all government institutions to design a website that provides easy access with all relevant information and clear instructions on how to apply online.

5.4 Limitations of the Study

The respondents in the study were the human resource practitioners in the ministries and they may not have given the true position on the effectiveness of e-recruitment in acquiring the right talent as they are the ones charged with the duties of advertisement and selecting successful applicants. The researcher used questionnaires with closed ended questions to collect data. These types of questions have the disadvantage of limiting the responses whereby the respondent is compelled to answer questions according to the researchers' choice.

5.5 Recommendations

The study found out that e-recruitment form or software is being used or has been used in the past though not exclusively to fill vacancies in the public sector. It is recommended that top management for each ministry be aware of other mitigating factors that can influence the success of e-recruitment system in the ministries, such as limited and poor internet connectivity in certain parts of the country be considered so that there is equal opportunity for all the citizens to apply for the vacancies occurring and have an equal chance of being selected.

The study established that e-recruitment was efficient in filling vacant positions in the organizations. Thus it is recommended that the acquired talent be nurtured and developed to ensure that ministries and organizations maintain a pool of well-grounded employees who have the ability to deliver sustained competitive advantage to the organization.

5.6 Suggestions for Further Research

The study was undertaken to establish the perceived effectiveness of e-recruitment in talent acquisition in Kenyan public service and it is suggested that a similar study be carried out at Teachers Service Commission to establish the effectiveness of the commission's online recruitment system in sourcing for suitable applicants for vacancies occurring there.

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APPENDIX I: INTRODUCTION LETTER

Rachael Kihara,
P.O Box 30197- 00100,
Nairobi.

The Cabinet Secretary
Ministry of
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NAIROBI

Dear Sir/ Madam,

PERMISSION TO CARRY OUT RESEARCH IN YOUR MINISTRY

I am a student at the University of Nairobi, School of Business pursuing Master of Business Administration. As part of the requirement for the course, I am required to carry out a research project on a real management issue. My topic is Effectiveness of E-recruitment in Talent Acquisition in Kenyan Public Service.

The purpose of this letter, therefore, is to request for permission to collect data in your organization. This research is solely for academic purposes only and information contained thereof will be treated with the confidentiality it deserves. I have attached a copy of introductory letter from the University as well as a copy of the questionnaire.

Thanking you in advance

Yours Faithfully,

Rachael Kihara

Student Reg. No D61/67810/2013

Mobile No. +254788187168

APPENDIX II: QUESTIONNAIRE

PART A- BIODATA

1. Your name (Optional)

2. Gender: Male () Female ()

3. Ministry/ Department

4. Position held

5. What is your highest level of education (**Please indicate by ticking**)

- a. Diploma ()
- b. Bachelor's degree ()
- c. Master's degree ()
- d. PHD degree ()
- e. Others (Please specify)

6. Age

25- 29 years ()

30-34 years ()

35-39 years ()

40-44 years ()

45- 49 years ()

Above 50 years ()

7. How long have you worked in the current Ministry?

0- 5 years ()

6-9years ()

10 years and above ()

PART B: Perceived Effectiveness of Online Recruitment

The statements below refer to the features available on the online recruitment website.

Please rate them according to the extent you agree or disagree with them.

[1] – Strongly Disagree [2] –Disagree [3] – Agree [4] –Strongly Agree

	1	2	3	4
Online recruitment is the only way for Ministries/ departments to carry out recruitment				
The navigation facilities are enabled and working properly on the online recruitment form/ software				
The job portal is attractive to look at.				
The messages contained on the job portal is clear and easy to understand				
The search facility effectively helps applicants find jobs easily				

Information on the career web portal is promptly updated to ensure applicants are updated on all that is happening regarding their applications				
Interviews can or are held online smoothly				
Applicants are informed online of the decision regarding their applications and interview				
The online recruitment portal has made work easier as compared to the traditional recruitment practices of receiving hard copy applications				
All the information required for successful shortlisting and interviewing is available on the online form/ software.				
The online software in use is able to sort out applications as they are received according to the advertisement				
The information sought on the online form is not intrusive in applicants privacy				
The online form is easy to fill and takes only a short time				
The ministry's career portal gives applicants all the information they need to know about the job and the ministry at large				
The website contains too many words on its face and it is not easy to understand				
The online portal is barrier free that is, it does not require passwords and username.				
The online job portal is easily accessible 24 hours 7 days in a week				

E-Recruitment and Talent Acquisition

Rate the extent to which you agree/disagree with each of the following statements concerning effectiveness of e-recruitment in talent acquisition. Please tick the appropriate item.

[1] – Strongly disagree [2] – Disagree [3]– agree [4] – strongly agree

	1	2	3	4
Your Ministry has online recruitment practices that attracts the best talent				
Recruitment practices follow an already created internal talent pool in readiness to occupy identified or vacant positions				
Managers at all levels are involved in the recruitment process to help identify the best applicants?				
Your Ministry develops innovative recruitment strategies to find the best people, example, having close ties with leading universities to attract top talent				
Only talented people are shortlisted and interviewed for vacant jobs				
Online recruitment gives the best channel to attract talented applicants				
People in the diaspora also apply for jobs through the online system and are shortlisted				
The recruited talented people are inducted in their job and join a pool of top talent in your Ministry				
Technology has improved the talent pool of your ministry				
E-recruitment has facilitated the creation of a talent pool in your				

ministry				
Social media has facilitated communication of vacancies and prompt response from suitable applicants				
Applicants know the existence of online application form and frequently use it to submit their applications				

In your own opinion, what aspects of the online application forms or software should be changed completely or amended to improve efficiency of the online job application portal?

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