

**PERCEPTIONS OF HUMAN RESOURCE MANAGERS ON COSTS AND  
BENEFITS ASSOCIATED WITH APPLICATION OF E-RECRUITMENT  
STRATEGY BY KENYAN STATE CORPORATIONS**

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## DECLARATION

I, the undersigned declare that this research paper is my original work and has not been presented for any award in any other institute, college or university.

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## **DEDICATION**

**I dedicate all this work to my family.**

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## **ABSTRACT**

This study sought to look at the perceptions of human resource managers on costs and benefits associated with e-recruitment strategy among state corporations in Kenya. The costs of e-recruitment were addressed as well as the benefits of e-recruitment and finally looked at which of the two components outweighs the other. Many researches especially those done in Kenya touching on e-recruitment have only looked at the application of e-recruitment however this study sought to look at perceived costs and benefits associated with e-recruitment a gap which had not been addressed before. The research study was a case study involving state corporations in Kenya. This study used systematic sampling where the researcher chooses every third corporation from the list of 166 state corporations in Kenya. The questionnaire was administered to the human resource managers in the sampled corporations. Data obtained was then analyzed using SPSS and presented using descriptive statistics. These findings will imply that state corporations in Kenya will save the taxpayer a lot money associated with other forms of recruitment in addition to enabling the state corporations benchmark level of service delivery and efficiency in the private sector.

Equally the findings will assist in dealing with e-recruitment as a standalone component linked to other aspects of recruitment. The study concluded that e-recruitment strategy is steadfastly becoming embraced by the Human resource component within organisations particularly the state corporations, while at the same time it will save costs and benefit taxpayer in efficiency and service delivery. The research came up with recommendations that there is need for the e-recruitment strategy to be treated not only as a stand-alone human resource tool but should be integrated into overall recruiting and selection strategy that includes, among other things, sophisticated behavioral and skills assessment, interviewing, research, and additional means of identifying needs and sourcing candidates.

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background of the study**

Effective recruitment and selection are critical to organizational success. They enable companies to have high-performing employees who are also satisfied with their jobs, thus contributing positively to the firm's bottom line. On the contrary, poor recruitment and selection often result in mismatches which can have negative consequences for an organization; Piotrowski & Armstrong (2009). Effective recruitment and selection are therefore not only the first step towards organizational excellence, but are important cost control mechanisms as well.

Since the late 1990s, many countries and organizations continue to adopt web-based technologies in the process of attracting, selecting and retaining prospective new employees. Leading countries in the use of e-technology such as USA, Denmark, Sweden, UK, Taiwan, India, Malaysia, and Singapore have managed to achieve major transformations in the last decades by leading the way in the adoption of web-based online recruitment and selection computerized processes in terms of applicability, functionality and affordability; UN, 2004; Van-Biesen (2006).

In 2001 the Kenya Government came up with the Poverty Reduction Strategy Paper (PRSP) and identified it as a one of the priorities in growth and poverty reduction and a strategic tool for the global digital economy. This was the starting point in establishment of e- services in public sector. Therefore the role of e-Government in delivery of service in the public sector cannot be over emphasized. Long before the introduction of e-

Government, services in the public sector were characterized by duplication, uneconomic use of resources through manual and paper based systems that lacked transparency, accountability and good governance. All these led to inefficiency and ineffectiveness in delivery of service. In realization of these, the Government in the year 2004 came up with a framework dubbed the “e-Government strategy” to address these shortcomings. The strategy was meant to provide a strategic framework, administrative structure, training requirements and standardization framework aimed at realizing the national goals and objectives for Economic Recovery Strategy for Wealth and Employment Creation (GOK; ERS, 2003-2007). It was also aimed at encouraging participation of citizens in Government and empowering all Kenyans in line with the national development goals as envisaged in the vision 2030 (GOK;-Sector Plan for Public Sector Reforms, 2008-2012).

The goal of e-Government strategy was to enhance accuracy of information, consolidate Government services by developing systems that would minimize duplication of processes, reduction of costs by creating a paperless culture, foster integrity and ensure timely delivery of outputs. On the same threshold e-recruitment is part of a wider move in HR away from transactional activities, which are increasingly automated or outsourced, towards strategic activities supporting organizational goals. E-recruitment can produce cashable savings, such as reduced advertising spending or postage costs and non-cashable productivity gains as HR staff are freed up to carry out higher value tasks. The Internet as a recruitment and selection medium has enabled the widespread adoption of computer-based assessment and is predicted to replace pen and paper as the default medium before very long; Anderson *et al.* (2004).

### **1.1.1 The Concept of Perception**

Perception can mean a view or views held by a person or a group of persons in a given aspect with intention of having a proper understanding and insight into the object. Perception also refers to practical and inherent understanding of a concept which a researcher is investigating with a view of getting more thoughts on the subject. In research perception sometimes means the basis prompting an investigation as to why a particular segment in society perceives a given aspect in a particular way.

There are a few studies which have been done in the world touching on E-Recruitment and perception. However Sylva (2009) in a research done in Amsterdam University on E-Recruitment: A Study into Applicant Perceptions of an Online Application System it was found that features of the website, perceived efficiency and user-friendliness, were by far the most important determinants of applicant satisfaction.

### **1.1.2 Background of E-Government**

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The goal of e-Government strategy was to enhance accuracy of information, consolidate Government services by developing systems that would minimize duplication of processes, reduction of costs by creating a paperless culture, foster integrity and ensure timely delivery of outputs (Kandiri, 2006). On the same threshold e-recruitment is part of a wider move in HR away from transactional activities, which are increasingly automated or outsourced, towards strategic activities supporting organizational goals. E-recruitment can produce cashable savings, such as reduced advertising spending or postage costs and non-cashable productivity gains as HR staff are freed up to carry out higher value tasks. The Internet as a recruitment and selection medium has enabled the widespread adoption of computer-based assessment and is predicted to replace pen and paper as the default medium before very long; Anderson *et al.* (2004).

### **1.1.3 E- Government**

E-Government is basically a digital bridge linking people and/or businesses to government and vice versa. It optimizes government working procedures without time and space restriction (Yung, Lu and Yu, 2005). E-Government strategy is meant to be a tool for enhancing transparency, accountability and good governance by making the Government more result oriented, efficient and citizen centered, by enabling citizens and other customers to access Government services and information efficiently and as effectively as possible through the use of internet, websites, e-procurement, e-pay and e-recruitment among others. Human Resource departments are required to be simultaneously strategic, flexible, and efficient and customer focused. To achieve this, some authors have suggested the use of technology (e-recruitment) (Lepak & Snell, 1998; and Ruël, Looise, & Bondarouk, 2004).

### **1.1.4 E-Recruitment Strategy**

The term e-recruitment is one of the e-government strategies which mean using information technology (IT) to speed up or enhance parts of the recruitment process. It ranges from the applicant interface for advertising vacancies and making job applications, to the back office processes, which allow a liaison between human resources (HR) and line managers to set up a talent pool or database of potential recruits Slyva, (2009).

The e-government strategy in public service therefore includes the e-recruitment strategy. E- Recruitment strategy is the integration and utilization of internet technology to improve on efficiency and effectiveness of recruitment process. Most corporations and companies understood this and have integrated e-recruitment into their hiring process,

indeed Bussler & Davis (2002) assert that internet has made considerable impact on the human resource field especially in e- recruitment. As usage of the internet became widespread, the first wave of e recruitment innovation was the creation of career sections on corporate web sites which achieved worldwide adoption in major corporations in the world by 2002. Borck (2000) and Caggiano (1999) argue that internet based recruiting will not replace traditional practices, but will make e-recruitment strategy more successful.

### **1.1.5 Costs and Benefits of E-Recruitment Strategy**

There are potentially significant savings in agency fees and advertising costs that can be achieved by adopting e- recruitment strategy. Streamlining of administration procedures through online application facilities will deliver still further cost savings. According to Sylva (2009) the e-recruitment costs can be typically achieved by reducing the size of advertisement in conventional print media the print advertisement only needs limited information, directing applicant to the e-recruitment system to view a much richer range of information and the opportunity to apply online immediately.

In addition, the cost is achieved through gaining occasional candidates for free by ensuring the e-recruitment website is easily found from the front page of the corporate website, interested applicants have the opportunity to apply for specific vacancies which are available now or registering a speculative application for the future and building a Talent Pool of candidates retaining speculative and star candidates for the future, and then contacting them when an appropriate vacancy is advertised effectively generating applicants for free. Moreover, reduced Administration as all applicants are held on a

single e-recruitment system they can be contacted individually or collectively with ease at the click of a mouse, reducing the time, effort and cost of the administration staff (Borck, 2000).

Pre-filtering candidates the use of job specific (killer) questions and selection techniques allows the employer to focus quickly on the most appropriate applicants and efficiently communicate with them very important in a candidate short market where good candidates have many options and expect instant response to their applications. Using e-recruitment rather than conventional print media or agencies - offering considerable cost savings (90% or more) and extensive candidate reach for most roles (Borck, 2000).

Additionally, applicants received a much higher quality of service, ranging from prompt and timely communications through to the ability to select their own interview time through an online interview zone all of which enhances the employer's brand making it easier in the long term to attract staff; reduced time to hire all major employers using e-recruitment systems report reduced time to hire which can have a major economic impact for the employers, getting productive employees in role quicker as well as management reporting giving the employer the knowledge to evolve the e-recruitment process. But these are not the only significant benefits that will accrue to an organization. Importantly, such an approach to your recruitment and retention challenges will also provide an opportunity for developing an insight into jobseeker behaviours that will enhance and sustain the effectiveness of an HR programme (Borck, 2000).



### 1.1.6 Kenyan State Corporations

A state corporation is a government business enterprise or a government owned corporation or a government entity or state owned company. A State corporation is an elected body with an internal hierarchy their purpose being to exert control over the social and economic life of their respective areas. According to the state corporations Act chapter 446 of the laws of Kenya a state corporation is a body Corporate established by or under an act of parliament or other written law (GOK, 1987).

The Kenya government forms state corporations to meet both commercial and social goals. They exist for various reasons including: to correct market failure, to exploit social and political objectives, provide education, health, redistribute income or develop marginal areas. At independence in 1963 parastatals were retooled by Sessional Paper No. 10 of 1965 into vehicles for the indigenization of the economy. Thus majority of key parastatals that exist today were established in the 1960s and 1970s. By 1995 there were 240 parastatals. The main economic activities of parastatals are as follows;

**Table 1: Distribution of Parastatals by type of Economic Activity or sector, 1994**

<b>Economic activity/sector</b>	<b>Percentage of parastatals in the different sectors</b>
Manufacturing	60 %
Distribution	18%
Finance	15%
Transport electricity & other services	7%

Source; Swamy Gurushri (1994), population and development / World Bank Working Papers

After privatization of non performing state corporations there are only 166 state corporations in Kenya today as per report from state corporations advisory committee, which are spread all over the country. State Corporations in Kenya have been revamped and revitalized to make them more competitive in service delivery to match the private sector experiencing a myriad of problems, including corruption, inefficiency, nepotism, and mismanagement (Daily Nation, March 12, 2003).

## **1.2 Research Problem**

Studies on E-recruitment have touched on recruitment and selection processes and other strategies in human resource management. However, literature which addresses e-recruitment as a strategy on its own is scanty. Cullen (2001) also supports the argument that e-recruitment is not treated as a stand-alone human resource tool but is integrated into overall recruiting and selection strategy that includes, among other things, sophisticated behavioral and skills assessment, interviewing, and additional means of identifying needs and sourcing candidates. More than 75% of HR professionals are now using Internet job boards in addition to traditional recruiting methods (HR Portal, 2003). This emphasizes the importance of e-recruitment.

Since independence, the performance of the Kenyan Public sector had been less impressive due to overemphasis on compliance with processes than results. This has been compounded by problems such as corruption, duplication, lengthy procedures, and wastage of resources through manual and paper based system which is laborious in nature, repetitive, time consuming, bulky, and costly (Kamar and Ong'ondo (2007); Siambi (2008). Overtime, the government started implementing strategies such as

structural adjustments, privatization and eventually e-government and e-recruitment to address these challenges. Since the year 2006 various state corporations have embraced e-recruitment with a view to enhancing efficiency and effectiveness. Although this has achieved several benefits, it also has inherent costs.

What is not clear, however, is the extent to which this goal has been achieved. Past studies have generally looked on the application of e-recruitment without looking into the perceived benefits and costs of the same. For example, Chunguli (2003) did a survey on e-recruitment services among commercial banks in Kenya. Lagat (2006) investigated the extent of use of electronic recruitment by state corporations in Kenya. Other researchers did not narrow down to e-recruitment including Mugao (2004) who investigated recruitment & selection practices of pilots among commercial aviation firms in Kenya. For this reason this paper seeks to fill this gap. This research project will look at perceived costs and benefits associated with application of e-recruitment strategy by state corporations in Kenya. In the literature search done in Kenya no research has been conducted touching on e-recruitment costs and benefits associated on its application by state corporations in Kenya. Specifically, the paper will seek to answer the question: what are the costs and benefits associated with application of e-recruitment strategy by state corporations in Kenya?

### **1.3 Research Objectives**

The objective of the study was to:

- i) Establish human resource managers' perceptions of costs and benefits associated with e-recruitment strategy in Kenyan State Corporations

## **1.4 Value of the study**

The study was important because it gave information on ways of a changed face of human resource recruitment process and the ways organizations think about the recruiting function; the findings of the study will assist in recruitment process by including and placing job advertisements costs and benefits, receiving resume and building human resource data base with candidates and incumbents, the study will also provide a knowledge base on e-recruitment for scholars and researchers alike. The study therefore will assist to assess the extent to which the e-recruitment strategy has been applied by the public corporations in Kenya.

The findings will help in advising the Government inadequacies in service delivery and areas they will need to improve on so as to enable the citizens to spend fewer resources to receive information and services pertaining to e-recruitment. Also, it will help in increasing availability of and access to services and information so as to empower the citizens and create value for money. The information will further enable the state corporations benchmark the standards of service delivery and information, which will play an important role in assisting the public to measure the departments services, which will in turn enhance service improvement plans as per the vision 2030 development framework.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter deals with the literature review and areas to be covered in the review are E-government, e- recruitment strategy, costs of e-recruitment, benefits of e-recruitment, concept of perception and the Kenyan state corporations. In reviewing the literature there will be always need to bring out the gap which has necessitated the study.

### **2.2 E- Government**

In Malaysia E-government has been defined as a multimedia networked paperless administration linking government agencies within Putrajaya with government centres around the country to facilitate a collaborative government environment and efficient service to businesses and citizens (Afrika-Asia, 2002).

E-Government is also defined as basically a digital bridge linking people and/or businesses to government and vice versa. It optimizes government working procedures without time and space restriction Yung, Lu and Yu (2005). E-Government strategy is meant to be a tool of enhancing transparency, accountability and good governance by making the Government more result oriented, efficient and citizen centered by enabling citizens and other customers to access Government services and information, efficiently and as effectively as possible through the use of internet, websites, e-procurement, e-pay and e- recruitment among others. Human Resource departments are required to be simultaneously strategic, flexible, efficient and customer focused to achieve this some

authors have suggested that the use of technology may enable them achieve these goals (Lepak & Snell (1998); and Ruël, Looise, & Bondarouk (2004).

To oversee and coordinate the implementation of the e-Government Strategy in Kenya, an institutional framework and structure has been put in place called the Directorate of e-Government. The Directorate is under the Head of Public Service charged with the responsibility of coordinating the e-Government strategy including the implementation plan and monitoring and evaluation of the process (Lepak & Snell, 1998; and Ruël, Looise, & Bondarouk, 2004).

### **2.3 E-Recruitment Strategy**

Recruitment may be conducted internally through the promotion and transfer of existing personnel or through referrals, by current staff members, of friends and family members. Where internal recruitment is the chosen method of filling vacancies, job openings can be advertised by job posting, that is, a strategy of placing notices on manual and electronic bulletin boards, in company newsletters and through office memoranda. Referrals are usually word-of-mouth advertisements that are a low-cost-per-hire way of recruiting (Kandiri, 2006).

Internal recruitment does not always produce the number or quality of personnel needed; in such an instance, the organization needs to recruit from external sources, either by encouraging walk-in applicants; advertising vacancies in newspapers, magazines and journals, and the visual and/or audio media; using employment agencies to “head hunt”; advertising on-line via the Internet; or through job fairs and the use of college

recruitment. Public service agencies enjoy greater exposure to scrutiny than most private sector organizations; therefore, openness and transparency in recruitment and selection practices are crucial. The discussion that follows will identify some of the options available for attracting applicants to the public service job market and discuss strategies for managing the process.

Since the late 1990s, many countries and organizations continue to adopt web-based technologies in the process of attracting, selecting and retaining prospective new employees. Leading countries in the use of e-technology such as USA, Denmark, Sweden, UK, Taiwan, India, Malaysia, and Singapore have managed to achieve major transformations in the last decades by leading the way in the adoption of web-based online recruitment and selection computerized processes in terms of applicability, functionality and affordability; UN, 2004; Van-Biesen (2006).

Online recruitment and selection despite its touted benefits has come to Kenya only recently. A number of reputable private organizations in Kenya such as Kenya Airways, Google (K) Ltd, Shell (K) Limited, Price Water House and Coopers list their vacancies online and some no longer accept paper applications; Gakiria (2004); Kandiri (2006). E-recruitment and selection helps these organizations to attract, test, recruit, employ and retain quality staff with a minimal amount of administration.

The term e-recruitment is one of the e-government strategies which utilise information technology (IT) to speed up or enhance parts of the recruitment process. It ranges from the applicant interface for advertising vacancies and making job applications, to the back

office processes, which allow a liaison between human resources (HR) and line managers to set up a talent pool or database of potential recruits.

The e-government strategy in public service therefore includes the e-recruitment strategy. E-recruitment strategy is the integration and utilization of internet technology to improve on efficiency and effectiveness of recruitment process. Most corporations and companies understood this and have integrated e-recruitment into their hiring process, indeed (Bussler & Davis 2002) aver that internet has made considerable impact on the human resource field especially in e-recruitment. As usage of the internet became widespread the first wave of e-recruitment innovation was the creation of career sections on corporate web sites, this reached adoption in major corporations in the world by 2002.

Borck (2000) and Caggiano (1999) argue that internet based recruiting will not replace traditional practices, but will make e-recruitment strategy more successful. The Public Service Commission of Kenya has embraced this facility by processing recruitment online, selection and short listing of candidates is done online this is applicable to serving civil servants, however not much has been accounted for on the same in state corporations recruitment process. This paper will look at perceived costs and benefits associated with application of e-recruitment strategy by state corporations in Kenya. In the literature search done in Kenya, Gakiria,(2004), Kamal & Ong'ondo 2007, Langat 2006, have not mentioned costs and benefits associated with its implementation though they have highlighted advantages and impact of ICT and E-recruitment therefore no



research has been done touching on the same hence this research project will address that gap.

### **E-Recruitment Methods**

There are quite a number of e-recruitment methods which are in use, key among them are;

**1 Job boards:** These are the places where the employers post jobs and search for candidates. Candidates become aware of the vacancies. One of the disadvantages is, it is generic in nature. Special skill candidates to be searched by certain job boards.

**2 Employer web sites:** These sites can be of the company owned sites, or a site developed by various employers. For example, Directemployers.com is the first cooperative, employer-owned e-recruiting consortium formed by Direct Employers Association. It is a non profit organization formed by the executives from leading U.S corporations.

**3 Professional websites:** These are for specific professions, skills and not general in nature. For example, for HR jobs Human Resource Management sites to be visited like [www.shrm.org](http://www.shrm.org). The professional associations will have their own site or society

## **2.4 Benefits of E-Recruitment Strategy**

Kullik (2004) observes that the Internet offers an inexpensive way to let wider pool of potential applicants know about the available position in the company. This is because the organization advertises on sites that appeal to general or specialized audiences and

anyone who visits the global corporate web site has the ability to utilize this facility. One of the pros of e-recruitment is that e-recruitment facilitates the organisation to reach the large target and bring the qualified candidates. Millman (1998) cited in Rozelle & Landis (2002) suggested that online recruitment offers an efficient way to identify and classify a virtually unlimited number of job seekers.

Similarly, e-recruitment allows employers to broaden the scope of their search, as a result significantly increasing the likelihood that high-quality candidates will be found Markevieius, (2000). It has been sustained that e-recruitment can bring the qualified candidates to the employers. Caggiano (1999) contends that besides e-recruiting being cheaper than conventional recruiting methods, it improves the recruiter's ability to handle job applications and job postings by minimizing paper-work and automating key recruiting activities. Indeed, in e-recruitment certain predetermined parameters can be used to automatically sift through various CV applications and narrow down to the desired candidates. Online recruitment and selection despite its touted benefits has come to Kenya only recently. A number of reputable private organizations in Kenya such as Kenya Airways, Google (K) Ltd, Shell (K) Limited, Price WaterHouse and Coopers list their vacancies online and some no longer accept paper applications; Gakiria (2004); Kandiri (2006). E-recruitment and selection helps these organizations to attract, test, recruit, employ and retain quality staff with a minimal amount of administration.

## **2.5 Costs of E-Recruitment Strategy**

E-recruitment, on the other hand, has costs related to its application. The first issue that relates to drawback of e-recruitment and that is the discrimination issue forwarded to Internet non-user (Flynn, 2000; Hogler, Henle & Bemus, 1998). It is claimed that e-recruitment may have a disparate impact on certain groups of particularly ethnic minorities. People may lack access to computers or do not have the skills necessary to use online recruitment.

Therefore, employers need to remember that although the Internet has increased the geographic scope of recruitment, at the moment, it remains limited in its demographic scope (Hogler *et al*, 1998). Moreover, organizations find it difficult to recruit executive level talent on the Internet. Arkin and Crabb (1999) conclude that executive job applicants still prefer personal contact. Similarly, a point from Seminerio (2001) is that, many companies will want to continue to use more traditional recruitment services for hiring certain employees, such as executive level staff. Arboledas, Ferrero and Vidal (2001) similarly argued that using e-recruitment tends to use only looking for junior positions and from recent university graduates. It is not suitable for recruiting top management. Also, there are some positions that are usually better resourced by using a newspaper or using both newspaper and website advertisement.

An organizational economic framework suggests that electronic recruiting will make up an important dimension of human resource management activity in the future. The technology, however, may have a disparate impact on certain groups of particularly ethnic minorities. People may lack access to computers or do not have the skills

necessary to use online recruitment. They suggest that such a drawback could make it difficult for a company to achieve diversity goals and could represent a potential legal threat (Hogler *et al*, 1998). The use of the Internet to hire can create discrimination issues (Flynn, 2000). Employers need to remember that although the Internet has increased the geographic scope of recruitment, at the moment, it remains limited in its demographic scope.

## **2.6 The Concept of Perception**

Perception can be an attitude or understanding based on what is observed or thought. According to the dictionary dot.com perception is mental grasp of objects qualities etc by means of senses, awareness, comprehension, insight or intuition or understanding about something (Siambi, 2008). Perception can mean a view or views held by a person or a group of persons in a given aspect with intention of knowing more information. There are a few studies which have been done in the world touching on E-Recruitment and perception for instance Slyva (2009) did an experiment in Amsterdam University on applicants' perceptions of web based recruitment and selection Procedures. This study examined applicants' perceptions of web as per field study among 1360 applicants to a multinational financial services organization applying for jobs in Britain, Netherlands and Belgium where it was found that features of websites perceived efficiency and user - friendliness were by far the most important determinants of applicant satisfaction. In Kenya there is hardly any literature touching on perceived or perceptions of costs and benefits associated with application of e-recruitment strategy (Kandiri, 2006).

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter covers the research design, target population, data collection procedures, data analysis and presentation.

### **3.2 Research Design**

The research design to be used in this study will be a survey involving state corporations in Kenya. This design will be used because it keeps in mind the budget constraints and availability of staff and also the researcher wants to determine a method which elicits the most responses from a sample of individuals presumed to have experienced the phenomenon of interest Nachimias, & Nachimias (2003). In addition, descriptive survey often provides concrete facts describing the situation on the basis of reasonable definite plans that may be made for further action.

### **3.3 Target Population**

The study population will comprise 166 state corporations in Kenya as per 2011 state corporations advisory committee (SCAC, 2011).

### **3.4 Sample design**

Out of the 166 state corporations a survey sample of at 30% of state corporations in the country was done. Sampling was done on random basis by selecting 50 corporations from the existing list, which was the 30% of the 166 corporations. This was done by selecting

every third corporation in the list until all 50 corporations were selected. This systematic method of sampling is preferred because it gives each element an equal chance to be selected and thus minimizes bias.

### **3.5 Data Collection**

Questionnaires were administered by the researchers as a means of data collection and the data was mainly primary data. The respondents were the human resource managers drawn from the selected state corporations. The questionnaire used for data collection was structured into two sections, section A looked at biodata information and section B was questions as per the research objective. The sampled managers were those who use the e-recruitment portals in performing their recruitment work regularly and hence better informed in all human resource activities which employ the e-recruitment procedure.

### **3.6 Data Analysis and Presentation**

The data was analyzed using measures of central tendency namely means, standard deviations, frequencies and percentages and through factor analysis. The findings were then presented by means of tables, bar graphs and pie charts.

## CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

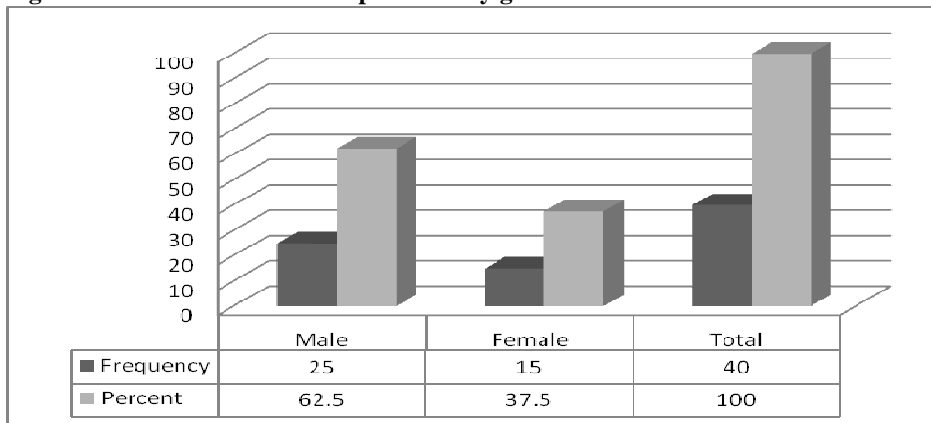
### 4.0 Introduction

This chapter focuses on descriptive statistics and also presents the results of factor analysis of the respondents.

### 4.1 Demographic background of the respondents

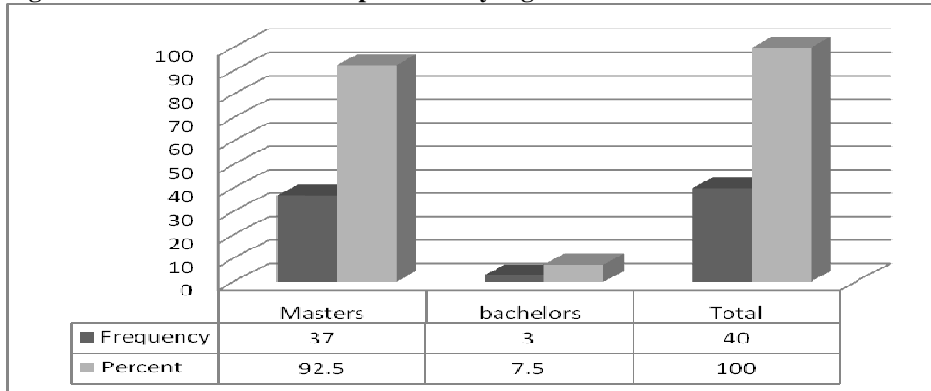
The demographic profile of the surveyed respondents is presented in the following tables and figures.

**Figure 1: Distribution of the respondents by gender**



As shown in figure 1, majority of the respondents were male (62.5 %) while the minority were female (37.5%).

**Figure 2: Distribution of the respondents by highest level of education**



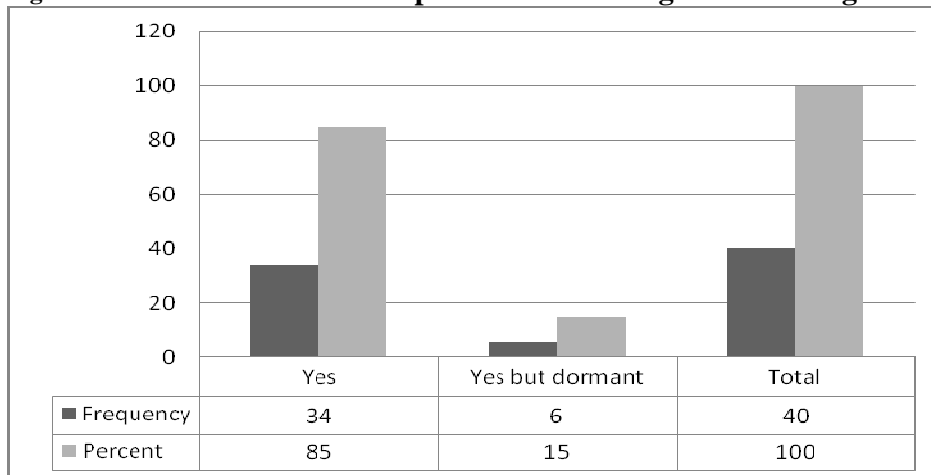
As shown in figure 2, majority of the respondents (92.7%) were masters degree holders while the minority (7.5%) were bachelor holders. This shows that most of the Human resource managers are highly trained professionals who can adopt and use latest technology in their day to day activities.

Majority of the respondents (62.5%) had work experience of 16-22 years, while the minority (5%) had work experience of 2-7 years. This shows that Human resource managers worked for a reasonable period, which suggests that their experiences are a resource to the Management of Organizations.



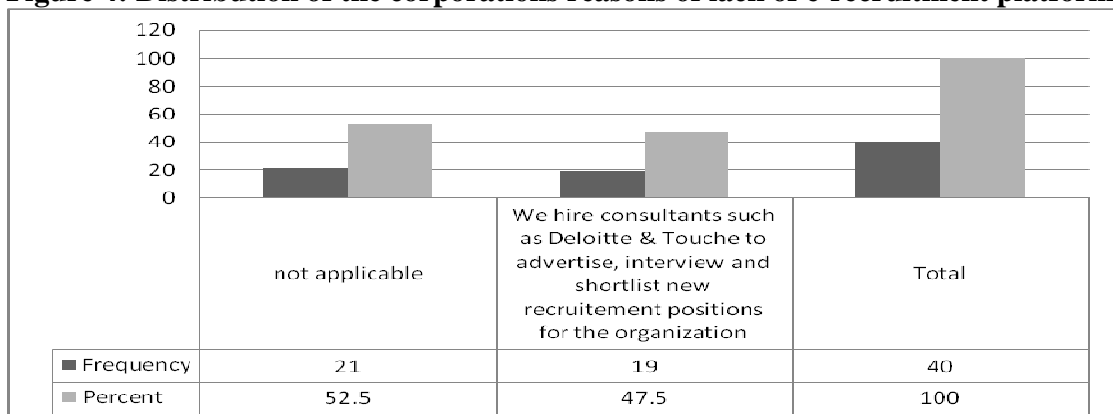
## 4.2 E-recruitment strategy of the respondents' organizations

**Figure 3: Distribution of the corporation for having a functioning website**



As shown in figure 3, majority of the respondents (85%) reported that their respective organisations had a functioning website. This means that e-recruitment activity is potentially possible in most of the state corporations. Majority of the respondents (52.5%) reported that their organisations had an e-recruitment platform, while the minority (47.5%) reported that their organisations lacked an e-recruitment platform.

**Figure 4: Distribution of the corporations reasons of lack of e-recruitment platform**



As shown in figure 4, the minority (47.5%) reported that in the absence of having an e-recruitment platform in their organisations, they sought the consultative services of consultants such as Deloitte & Touche, among others, to advertise, interview and shortlist new recruitment positions for the respondents' organisations.

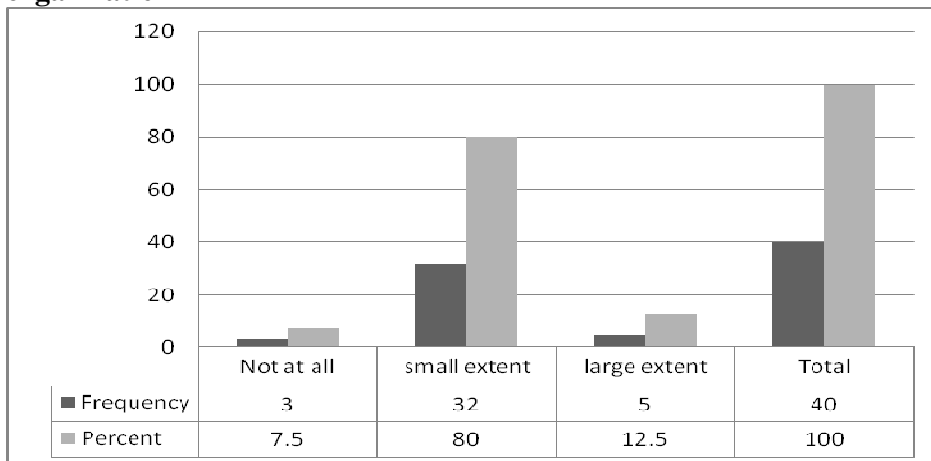
**Table 2: Main uses of the e-recruitment platform in the respondent's organization**

<b>Main uses of the corporations' e-recruitment platform</b>	<b>Frequency</b>	<b>Percentage</b>
as a cost effective way to build a talent bank for future vacancies	7	17.5
By use of IT systems to reach a wide pool of applicants & help handle high volume job applications in a consistent way	18	45
Not applicable	2	5
Not applicable	3	7.5
Reinforcing employer branding and giving an indication of organization culture	4	10
To make internal vacancies widely known across multiple sites and separate divisions providing the image of an up-to-date organization	1	2.5
To make use of IT systems to manage vacancies more effectively and coordinate recruitment processes	2	5
To reach a wide pool of applicants & help handle high volume job applications in a consistent way	3	7.5
<b>Total</b>	<b>40</b>	<b>100</b>

As shown in table 2, majority of the respondents (45%) reported that the main uses of the e-recruitment platform in their organisations was to reach a wide pool of applicants and

help handle high volume job applications in a consistent way. This shows that e-recruitment has wide audience that can be reached thus making it open, accessible and competitive. Majority of the respondents (47.5%) reported that the e-recruitment system in their organisations had been in use for a period of 1 – 3 years. Majority of the respondents (55%) reported that they had employed between 1 – 50 employees using the e-recruitment strategy. This shows that e-recruitment is popular and is used by key institutions and corporations and therefore is a platform for saving on costs incurred in recruitment of staff into organizations.

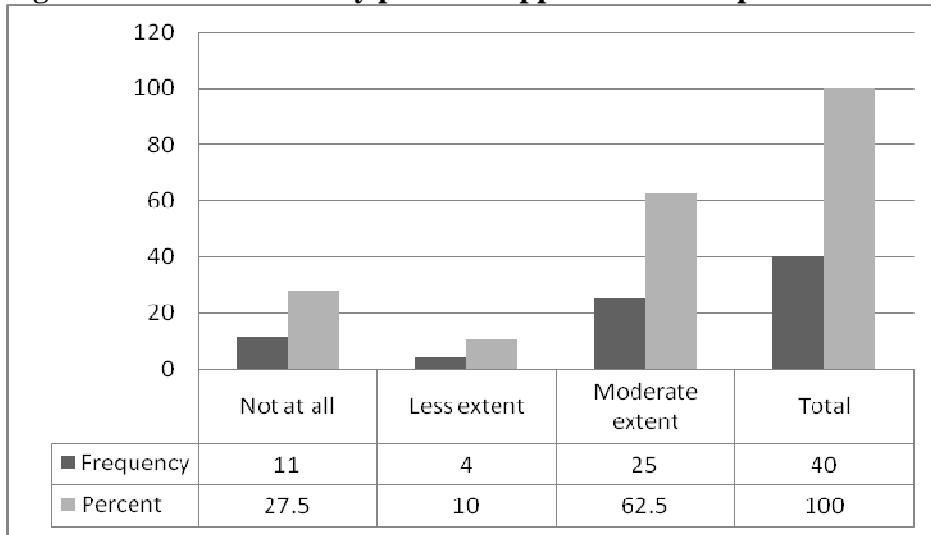
**Figure 5: Awareness by the staff of use of e-recruitment strategy in their organization**



As evident in figure 5 concerning the extent of use of e-recruitment strategy, majority of the respondents (80%) reported that all the staff were aware to a small extent of the use of the e-recruitment strategy in their organisations. There were almost 8% of the respondents who were not aware completely about e-recruitment. This shows that there are people still in organisations who do not know how e-recruitment works.

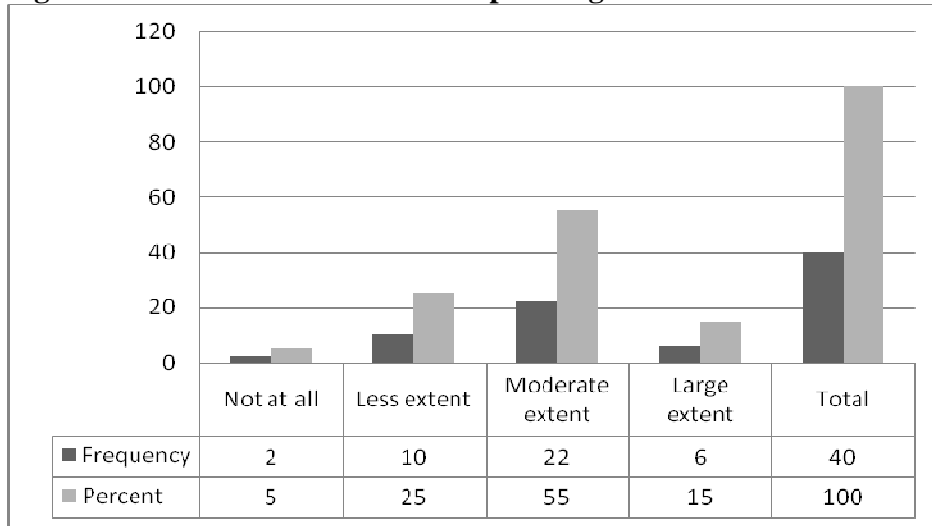
### 4.3 Costs of E-Recruitment Strategy

**Figure 6: Limited access by potential applicants to computers**



As shown in figure 6 concerning the extent of access, majority of the respondents (62.5%) reported that limited access by some potential applicants to online advertisements was a cost for e-recruitment in their organizations. From the 40 respondents in the study, majority (55%) reported that limited access to computers to a moderate extent was a cost for e-recruitment in their organizations.

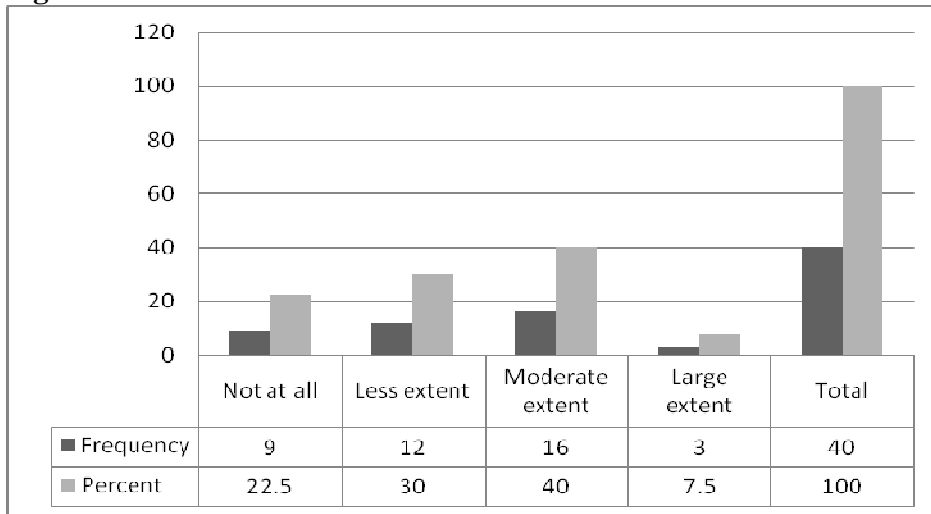
**Figure 7: Cost of e-recruitment of top managers**



Extent

As shown in figure 7, majority of the respondents (55%) reported that recruitment of top management only to a moderate extent, was a cost for e-recruitment in their organisations. Majority of the respondents (80%) reported that recruiting for junior positions and from recent university graduates was done to a moderate extent. Respondents were asked to indicate which positions were better sourced using e-recruitment and majority (35%) reported that to a large extent, some positions.

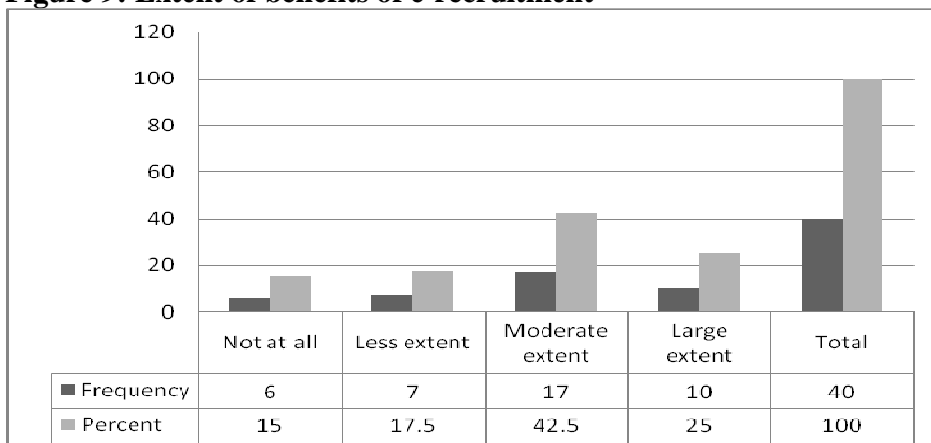
**Figure 8: Discrimination inherent as a cost of e-recruitment**



Respondents were asked to indicate the extent to which discrimination inherent in internet mode of recruitment was a cost to their organization. The results are presented in figure 8. As shown in the figure, 40% of the respondents answered the question positively, thus accepted that such an indirect discrimination in e-recruitment was a cost to organisations.

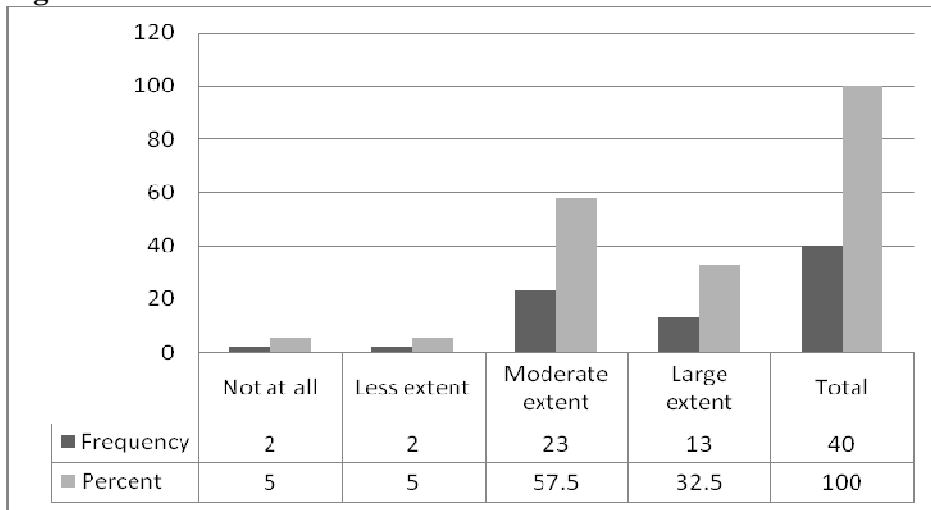
#### 4.4 Benefits of E-Recruitment Strategy

**Figure 9: Extent of benefits of e-recruitment**



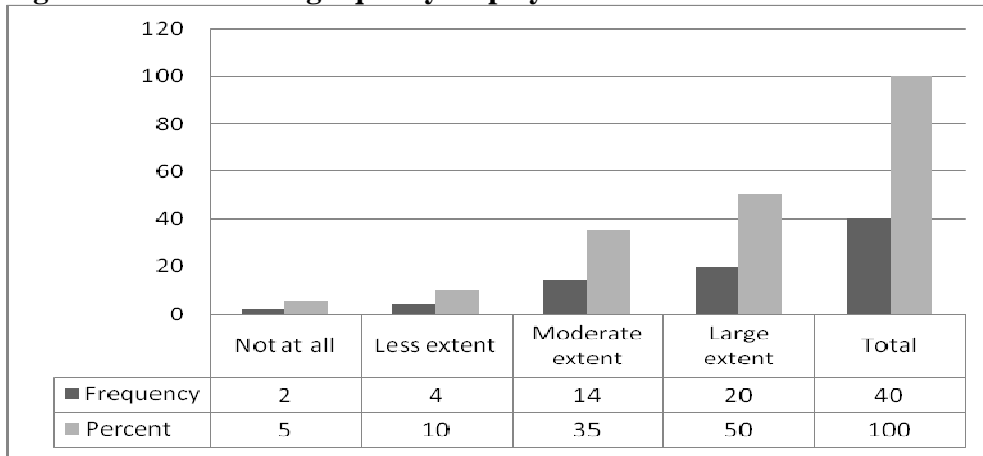
As shown in figure 9, majority of the respondents (42.5%) reported that there were moderate cheap recruitment process from the internet. Majority of the respondents (60%) also reported that reaching a large audience to a moderate extent, through e-recruitment enabled their organizations incur only modest costs and this was a benefit.

**Figure 10: Search for benefits of e-recruitment**



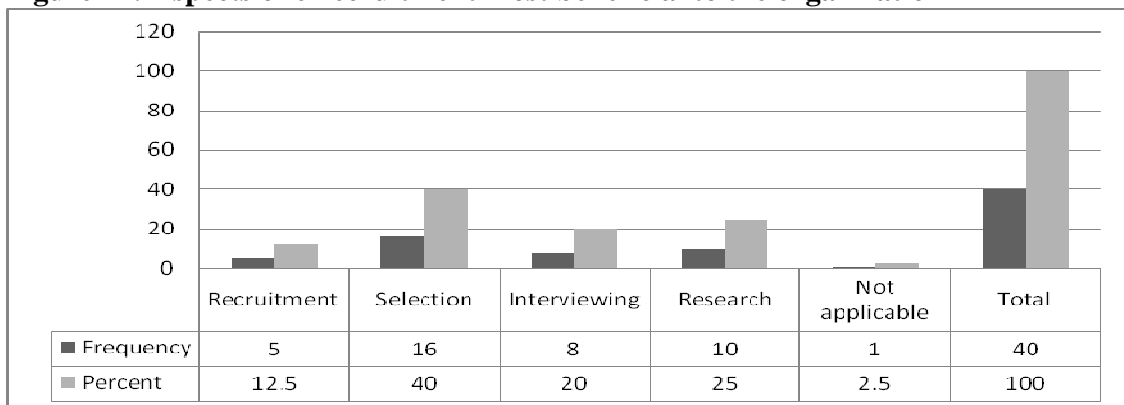
The respondents were asked to rate the extent to which allowing employees broaden the scope of search for a job constituted a benefit of e-recruitment. The results are captured in figure 10. The figure reveals that majority of the respondents (57.5%) reported allowing employers broaden their scope of search to a moderate extent. They further suggested that this was a benefit for e-recruitment in their organizations. In addition, majority of the respondents (37.5%) reported that minimising paperwork and automating key recruiting activities were practiced in the organizations. They argued that this represented a benefit of e-recruitment to their organization.

**Figure 11: Extent of high quality employees as benefits of e-recruitment**



The respondents were asked to rate the extent to which high quality employees constituted a benefit of e-recruitment. The results are captured in figure 11. The figure reveals that, majority of the respondents (50%) reported to a large extent, that high quality employees were found to be a benefit for e-recruitment in their organisations.

**Figure 12: Aspects of e-recruitment most beneficial to the organization**





From the 40 respondents represented in table 22, majority of the respondents (37.5%) tied in their response that both to a moderate and large extent, improving efficiency in selection and recruitment was a benefit for e-recruitment in their organisations

From the 40 respondents represented in table 25, majority of the respondents (40%) reported that selection was the main aspect of e-recruitment that was most beneficial to their organisations. This implies that e-recruitment is not treated as a stand-alone human resource tool but is integrated into overall recruiting and selection strategy that includes, among other things, sophisticated behavioral and skills assessment, interviewing, research, and additional means of identifying needs and sourcing candidates.

#### **4.5 Factor Analysis for Costs and Benefits of E-recruitment**

##### **4.5.1 Factor Loadings for Exploratory Factor Analysis with Varimax**

###### **Rotation for the Cost Dimension / Factor**

**Table 3: Factor Analysis for Costs and Benefits of E-recruitment**

<b>Costs Dimension / Factor</b>	<b>Factor Loadings</b>
To what extent is demographic limitation a cost for e-recruitment in your organization?	.87
To what extent is limited access to computers a cost for e-recruitment in your organization?	.82
To what extent is recruitment of top management only a cost for e-recruitment in your organization?	.76
To what extent is recruiting junior positions and from recent university graduates a cost for e-recruitment in your organization?	.58
To what extent is some positions better sourced through newspapers and website advertisement a cost for e-recruitment in your organization?	.84
To what extent is use of internet causing discriminating issues a cost for e-recruitment in your organization?	.87

**Note: Factor loadings are significant at 0.6 level of confidence and above**

A factor analysis for the cost dimension/factor of the questionnaire was performed to indicate the significant factor loadings of the actual endorsed items by the subjects. Any item that scored less than zero point six ( $<0.6$ ) was not significant to the factor (dimension). The results in table 26, revealed that 5 items (demographic limitation, limited access to computers, recruitment of top management, some positions better sourced through newspapers and website advertisement , and internet causing discriminating issues ) from the costs dimension of the questionnaire scored significant factor loadings as they were greater than zero point six ( $>0.6$ ), while one item (recruiting junior positions and from recent university graduates ) was not significant(.58) to the factor. This insignificance could be due to the lack of clarity, redundancy, or irrelevance of the item as interpreted by the subject(s). These findings among the research subjects can then be generalized to the total population of HR personnel within their respective state corporations in that, there is a significant perception of the costs associated with the application of the e-recruitment strategy in Kenya.

## 4.5.2 Factor Loadings for Exploratory Factor Analysis With Varimax

### Rotation for the Benefit Dimension / Factor

**Table 4: Factor Loadings for Exploratory Factor Analysis With Varimax Rotation for the Benefit Dimension / Factor**

Benefits Dimension / Factor	Factor Loadings
To what extent is cheap recruitment process a benefit for e-recruitment in your organization?	.61
To what extent is reaching a large audience a benefit for e-recruitment in your organization?	.72
To what extent is allowing employers broaden their scope of search a benefit for e-recruitment in your organization?	.87
To what extent is minimizing paperwork and automating key recruiting activities a benefit for e-recruitment in your organization?	.83
To what extent is high quality employees are found a benefit for e-recruitment in your organization?	.78
To what extent is improving efficiency in selection and recruitment a benefit for e-recruitment in your organization?	.94
To what extent is prompt and timely response to hire a benefit for e-recruitment in your organization?	.79
To what extent is providing insight into jobseekers behavior that enhances and sustains effectiveness a benefit for e-recruitment in your organization?	.64

**Note: Factor loadings are significant at 0.6 level of confidence and above**

A factor analysis of the benefits dimension/factor of the questionnaire was performed to indicate the significant factor loadings of the actual endorsed items by the subjects. Any item that scored less than zero point six ( $<0.6$ ) was not significant to the factor (dimension). The results in table 3 above, revealed that all 8 items (cheap recruitment process, reaching a large audience, allowing employers broaden their scope, minimizing paperwork and automating key recruiting activities, high quality employees, improving efficiency in selection and recruitment, prompt and timely response to hire and providing insight into jobseekers behavior that enhances and sustains effectiveness ) from the benefits dimension of the questionnaire scored significant factor loadings as they were greater than zero point six ( $>0.6$ ). These findings among the research subjects can then be generalized to the total population of HR personnel within their respective state corporations in that, there is a significant perception of the benefits associated with the application of the e-recruitment strategy in Kenya.

## **CHAPTER FIVE**

### **DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the discussions findings and conclusions as well as the recommendations made from the study and the way forward.

#### **5.2 Discussion**

The purpose of this study was to establish human resource managers' perceptions of costs and benefits associated with e-recruitment strategy in Kenyan state corporations. From the study's findings, (52.5%) of the respondents reported that their organisations had an e-recruitment platform, whose main aspect of selection was found to be beneficial, while (47.5%) reported that in the absence of having an e-recruitment platform in their organisations, they sought the consultative services of consultants such as Deloitte & Touche among others, to advertise, interview and shortlist new recruitment positions for the respondents' organisations.

Of the 52.5% who had the e-recruitment platform, the other beneficial aspects of the e-recruitment strategy following selection included research (25%) and interviewing (20%). This implies that e-recruitment is not treated as a stand-alone human resource tool but is integrated into overall recruiting and selection strategy that includes, among other things, sophisticated behavioral and skills assessment, interviewing, and additional

means of identifying needs and sourcing candidates. This finding therefore corroborates well with studies done by Sylva (2009), Borck (2000) and Caggiano (1999).

The costs of e-recruitment that were majorly identified by the respondents included the aspect of demographic limitation to a moderate extent (62.5%), limited access to computers to a moderate extent,(55%), recruitment of top management only to a moderate extent (55%), recruiting junior positions and from recent university graduates to a moderate extent (80%), and to a large extent, some positions better sourced through newspapers and website advertisement (35%).

The benefits of e-recruitment majorly identified were that it was a cheap recruiting process reaching a large audience to a moderate extent (60%), allowing employers to broaden their scope of search to a moderate extent large extent (50%), that high quality employees were found providing insight into jobseekers behaviour that enhances and sustains effectiveness to a large extent (47.5%), minimising paperwork and automating key recruiting activities to a moderate extent (37.5%). prompt and timely response to hire to a moderate extent (42.5%) and both to a moderate (37.5%) and large extent (37.5%), improving efficiency in selection and recruitment. These findings are in consonant with results of previous studies done by Sylva (2009), Borck (2000) and Caggiano (1999).

These findings will imply that state corporations in Kenya will save the taxpayer a lot money associated with other forms of recruitment in addition to enabling the state corporations benchmark level of service delivery and efficiency.

### **5.3 Conclusion**

The major conclusions drawn from this study include the fact that the e-recruitment strategy is steadfastly becoming embraced by the Human resource component within organisations particularly the state corporations. This study's findings have noted that the benefits of the strategy far outweigh the costs. The study results also do indicate that as a transformation to improved service delivery, efficiency, cost saving and quality services coupled with low administration costs will make realization of vision 2030 a reality for Kenya as e-recruitment will inform a move towards a green economy.

### **5.4 Recommendations**

There is need for the e-recruitment strategy to be treated not only as a stand-alone human resource tool but should be integrated into overall recruiting and selection strategy that includes, among other things, sophisticated behavioral and skills assessment, interviewing, research, and additional means of identifying needs and sourcing candidates.

All state corporations and government agencies should be able to adopt modern technology and more so e-recruitment to realize benefits of information communication technology in service delivery.

### **5.5 Limitations of the study**

The researcher was limited by finances which could have enabled him to conduct an indepth study of all the state corporations.

The study was also limited to time.

## **5.6 Suggestion for Further Research.**

The research would recommend that another research is done covering perceptions of human resource managers in the private sector in Kenya to compare and corroborate the findings. There is also need to look at the perceptions of employees of state corporations so that their points of view are considered in order to have a comprehensive study on costs and benefits associated with e-recruitment. The fact that the study covered the areas of e-recruitment means that there is need to look at emerging behaviors which compliment e-recruitment like level of knowledge of human resource managers in application of information technology soft and hardware which facilitate service delivery. Finally need to look at other components of recruitment like shortlisting, interviewing and selection as part of the wider e-recruitment process.



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## **APPENDIX 1: LIST OF STATE CORPORATIONS IN KENYA**

A sample of 40 participants from 40 state corporations was selected via strategic sampling where each participant was selected after every fourth (4<sup>th</sup>) count. The sample consisted of the following state corporations:

- 1 National Housing Corporation
2. National Social Security Fund
3. Kenya Copyright Board
4. National Crime Research Centre
5. National Aids Control Council
6. Rural Electrification Authority
7. National Oil Corporation of Kenya
8. Kenya Power & Lighting Company
9. Energy Regulatory Commission
10. KENGEN
11. Kenya Pipeline Company Ltd.
12. National Campaign Against Drug Abuse Authority
13. National Commission on Gender & Development.
14. Kenya National Trading Corporation
15. Industrial & Commercial Development Corporation
16. Export Process Zones Authority
17. Kenya Wine Agencies Limited
18. Export Promotion Council
19. Local Authorities Provident Fund
20. National Irrigation Board

21. Water Resources Management Authority
22. Tana Water Services Board
23. Kenya Water Institute
24. Athi Water Services Board
25. Rift Valley Water Services Board
26. Lake Victoria North Water Services
27. National Water Conservation & Pipeline Corporation
28. Tanathi Water Services Board
29. Northern Water Services Board
30. Water Services Regulatory Board
31. Lake Victoria South Water Services Board
32. Coast Water Services
33. Catering and Tourism Development Levy Trustee
34. Hotels & Restaurant Authority
35. Kenya Utalii College
36. Bomas of Kenya
37. Kenya Safari Lodges & Hotels
38. Kenya Tourist Development Corporation
39. Kenyatta International Conference Centre
40. Kenya Tourist Board
41. Numerical Machining Complex
42. IDB (Capital) Ltd
43. Kenya Industrial Estates

44. East African Portland Cement
45. Kenya Bureau of Standards
46. Kenya Industrial Property Institute
47. KIRDI
48. Kenya National Bureau of Statistics
49. Kenya Institute for Public Policy Research Analysis
50. National Coordinating Agency for Population and Development
51. Cooperative College of Kenya
52. New Kenya Co-op. Creameries
53. Kenya Institute of Administration
54. Kenya Marine & Fisheries Research Institute
55. National Hospital Insurance Fund
56. Kenya Medical Supplies Agency
57. Kenyatta National Hospital
58. Moi Teaching & Referral Hospital
59. Kenya Ordnance Factories Corporation
60. Kenya Wildlife Service
61. Kenya Forest Service
62. Kenya Forest Research Institute
63. National Environment Management Authority
64. Kenya Institute of Special Education
65. Jomo Kenyatta Foundation
66. Kenya Literature Bureau
67. Kenya Education Staff Institute

68. School Equipment Production Unit
69. Teachers Service Commission
70. Kenya National Examination Council
71. Kenya Institute of Education
72. Youth Enterprise Development Fund
73. Sport Stadia Management Board
74. Council of Legal Education
75. Kenya Medical Research Institute
76. Kenya Civil Aviation Authority
77. Kenya Airports Authority
78. Kenya Ferry Services Ltd.
79. Kenya Ports Authority
80. Kenya Maritime Authority
81. Kenya Railways Corporation
82. Kenya National Shipping Line
83. Kenya Meat Commission
84. Kenya Dairy Board
85. Coast Development Authority
86. Ewaso Ngiro North Dev. Authority
87. Ewaso Ngiro South Dev. Authority
88. Kerio Valley Dev. Authority
89. Lake Basin Dev. Authority
90. Tana & Athi Rivers Dev. Authority



91. National Council for Persons with Disabilities
92. National Museums of Kenya
93. Kenya National Library Service
94. NGO Coordination Board
95. Kenya Roads Board
96. Kenya Urban Roads Authority
97. Kenya Rural Roads Authority
98. Kenya National Highways Authority
99. Kenya Engineers Registration Board
100. University of Nairobi
101. Moi University
102. Maseno University
103. Masinde Muliro University
104. Kenyatta University
105. Commission for Higher Education
106. Jomo Kenyatta University of Agriculture and Technology
107. Egerton University
108. Higher Education Loans Board
109. Kenya Broadcasting Corporation
110. Kenya Film Commission
111. Multimedia University College of Kenya (formerly Kenya College of Communications Technology)
112. Brand Kenya Board

113. Kenya Information Communication Technology Board
114. Communication Commission of Kenya
115. Postal Corporation of Kenya
116. Kenya Year Book Editorial Board
117. Gilgil Telcoms Ltd
118. Agricultural Development Corporation
119. Agricultural Finance Corporation
120. Agro-Chemical & Food Company Limited
121. Chemelil Sugar Company
122. Coffee Board of Kenya
123. Coffee Development Fund
124. Coffee Research Foundation
125. Cotton Development Authority
126. Horticultural Crops Development Authority
127. Kenya Agricultural Research Institute
128. Kenya Plant Health Inspectorate Services
129. Kenya Sisal Board
130. Kenya Sugar Board
131. Kenya Sugar Research Foundation
132. Muhoroni Sugar Company Ltd (under receivership)
133. National Cereals and Produce Board
134. Nyayo Tea Zones Development Corporation
135. Nzoia Sugar Company

136. Pyrethrum Board of Kenya
137. South Nyanza Sugar Company
138. Tea Board of Kenya
139. Tea Research Foundation of Kenya
140. Sugar Arbitration Tribunal
141. Central Agricultural Board
142. Pest Control Produce Board
143. Agricultural Information Resource Centre
144. Bukura Agricultural College
145. Kenya Coconut Development Authority
146. Kenya Seed Company
147. Kenya Reinsurance Corporation Ltd
148. Insurance Regulatory Authority
149. Kenya Revenue Authority
150. Retirement Benefits Authority
151. Capital Markets Authority
152. Consolidated Bank of Kenya Ltd
153. Kenya Post office Savings Bank
154. Retirement Benefits Appeals Tribunal
155. Capital Markets Appeals Tribunal
156. State Corporations Appeals Tribunal
157. Policyholders Compensation Fund
158. Privatization Commission

159. Kenya Accounts Secretaries National Examinations Board
160. Kenya Investment Authority
161. Registration of Certified Public Secretaries Board
162. Public Procurement Administrative Review Board
163. Public Procurement Oversight Advisory Board
164. Registration of Accountants Board
165. Kenya anti-counterfeit oversight authority
166. Geothermal Development Corporation

## APPENDIX II: QUESTIONNAIRE

You are requested to fill this questionnaire by ticking your appropriate answer; the questionnaire seeks to gather information on the extent of application of e-recruitment strategy on state corporations in Kenya. It also aims to gather information that will facilitate efficient and sustainable human resource management on state corporations. Confidentiality will be guaranteed and the generated information will not be used for any other purpose;

### SECTION A: PROFILE OF THE RESPONDENTS

Name of Corporation.....

General information				
1	Sex	Male <input type="checkbox"/>	Number of years worked	
		Female <input type="checkbox"/>	a)2-7years <input type="checkbox"/>	
			b)8-15years <input type="checkbox"/>	
			c)16-22years <input type="checkbox"/>	
			d)23 + years <input type="checkbox"/>	
2	<b>Education and professional Information of human resource manager</b>			
	Highest educational level achieved	Field /Discipline of Study	From Year	To Year
	Diploma/higher diploma			
	Degree			
	Masters degree			
	Doctorate degree			
	Others			

2) Does your organization have a functioning website?

- a) Yes
- b) Yes but dormant
- c) Not at all

3) Do you have e-recruitment platform in your organization? Yes  No

4) If yes what are the main uses for the platform in your organization

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ii) How long has the system been in use?

- a) 1-3years
- b) 4-6years
- c) 7-10 years
- d) 10+ years

5) How many employees have you recruited using e-recruitment strategy?

- a) 1-50
- b) 51-100
- c) 101-300
- d) 301-500
- e) 500+

**SECTION B: COST OF THE E-RECRUITMENT**

6) Are all staff aware of the use of e-recruitment strategy in your organization?

- a) Not at all     b) Small extent     c) Large extent

7) To what extent are the following factors a cost for e-recruitment in your organization?

Use the following scale

Not at all - 1    Less extent - 2    Moderate extent - 3    Large extent - 4    Very large extent - 5

	Not at all	Less extent	Moderate extent	Large extent	Very large extent
a) Demographic limitation					
b) Limited Access to computers					
c) Recruitment of top management only					
d) Only useful to recruit junior positions & from recent university graduates					
e) Some positions are better sourced through newspapers and website advertisement					
f) Use of internet can cause discrimination issues					

8) List any other benefit that can be associated with e-recruitment

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**SECTION C: BENEFITS OF THE E-RECRUITMENT**

9) To what extent are the following factors a benefit for e-recruitment in your organization? Use the following scale

Not at all - 1    Less extent - 2    Moderate extent - 3    Large extent - 4    Very large extent - 5

	Not at all	Less extent	Moderate extent	Large extent	Very large extent
a) Cheap recruitment process					
b) Reach a large audience					
c) Allows employers broaden their scope of search					
d) Minimizes paperwork and automates key					



recruiting activities					
e)High quality employees are found					
F) Improves efficiency in selection and recruitment					
g) Prompt and timely response to hire					
h) Provides insight into jobseekers behavior that enhances and sustains effectiveness					

10) List any other benefit that can be associated with e-recruitment

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11) What main aspects of e-recruitment are most beneficial to your organization?

- a) Recruitment  b) selection  c) interviewing  d) research