

Influence of E-Recruitment and Selection on Organizational Effectiveness among Selected Universities in Western Kenya

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Abstract: The contemporary Human Resource strategy of an organization in relation to HR information is concerned with the use of computerized information system for strategic decision making, the range of applications to be included in the system and the provision to line managers of the facility to have direct access to any personnel data they need to manage their own teams in a devolved organization. Globally, organizations strive to gain competitive advantage; many firms have put their effort to improving their performance, productivity, quality, profitability and mostly effectiveness. One of the ways of attaining this is through Human Resource Information System which comprises of both the manual and Computerized Information Systems (CHRIS). The purpose of this study was to establish the influence of e-recruitment on Organizational effectiveness among the selected Universities in Western Kenya. Specifically, the study sought to evaluate the influence of e-recruitment and selection and adopted descriptive survey design.

Keywords: e-recruitment, selection, CHRIS, organizational effectiveness.

1. INTRODUCTION

The purpose of this study was to establish the influence of CHRIS, specifically e-recruitment and selection on organizational effectiveness among the selected universities in Western Kenya. The study adopted descriptive survey design and used questionnaires as a data collection tool. The study results are expected to be of benefit to the members of the university management especially in decision making, policy makers, researchers and scholars who will benefit from literature and find the gap reported through further research.

2. LITERATURE REVIEW

Ramaabaanu and Saranya (2014) posit that, e-recruitment which is also referred to as online recruitment, cyber recruiting or internet recruiting involves various activities resulting in a complete process, the activities include an online advertisement of jobs on corporate website and internet job boards, online receiving and analysing CVs, forms of electronic applications, applicant management system and establishing a HR database with Candidates and Incumbents (Ramaabaanu & Saranya, 2014; Midiwo, Mukulu, & Waititu, 2015)

Traditional method of recruitment which is mostly used by the selected universities in the study involve use of Recruitment agencies, newspaper, advertisements and head hunting was used by many organizations before the online recruitment was realised for the first time in the mid-1990s when the revolution of online recruitment started (Boydell, 2002). Online recruitment involves embracing technology by using internet and electronic mail in the process of recruitment. It is considered to be a critical function because through it, the organization can hire the right people at the right time and for the right purpose thus promote quality practices and success in the organization (Midiwo, Mukulu, & Waititu, 2015) The universities selected for the study partly use online recruitment, by advertising various jobs through their websites.

Recruitment is embraced by all organizations whether large, medium or small. Midiwo, Mukulu, and Waititu (2015) asserts that e-recruitment is embraced by some organizations because it makes the process of recruitment easier. Further, Dhamija (2012) affirms that it also involves using technology and technological methods and website resources in the process of recruitment of staff which involves activities like finding, attracting, assessing, interviewing and hiring personnel in that order. E-Recruitment is meant to bring efficiency and effectiveness to the organizations embracing it and even make it more affordable. (Stone, Stone-Romero, & Lukaszewski, 2006)

E-recruitment can be designed in a way that only the qualified candidates are able to apply helping the HR practitioners to save time and energy in selection process, which comes out when intensive recruitment has been performed, because when a larger number of potential candidates are reached, the companies remains with the task of getting the best and fit candidate for the work advertised (Midiwo, Mukulu, & Waititu). Ramaabaanu and Saranya (2014) in the article on importance of e-recruitment highlighted the importance and shortcoming of e-recruitment to both employers and candidates. One of his suggestions was to come up with an online recruitment software that would help in facilitation of fast and accurate selection through portals for qualified staff.

Online recruitment reduces the cost of hiring as compared to the traditional method which was a lot more expensive, online recruitment helps the company reduce up to 90% expenses lower than the traditional method (Ramaabaanu & Saranya, 2014) like using a newspaper which is more expensive, as it is done in KIBU, Mseno, MMUST, Alupe and JOOUST. The applicants can submit the applications online thus keeping the hiring process more organized. They also keep track records of money spent on the recruitment process to help in future budgeting process (Midiwo, Mukulu & Waititu, 2015). The companies doing online recruitment can take advantage of that to make their brand, increasing chances of gaining competitive advantage, it does so by providing an extensive information as well as link the companies websites for further information for both the job and the organization (Ramaabaanu & Saranya, 2014)

When a company uses traditional methods they suffer restriction of career level, geographical boundaries and other issues associated with physical recruitment (Dhamija, 2012). Online recruitment is all about sourcing of jobs online (Galanaki, 2002). The online method of recruitment has updated databases covering different career levels, industries and regions. It also offers updated brief background information about the organization, job description and personnel specification when preparing an advertisement to help the applicant know what exactly they are applying for and the organization they are looking forward to work with (Midiwo, Mukulu, & Waititu 2015).

Dhamija (2012) in her article. E-recruitment a road map towards e-HRM, explains that unlike the traditional method of recruitment, e-recruitment has a way of finding candidates who are looking for jobs in organizations not necessarily the currently advertised but also for future consideration when the right opportunity and time comes. She explained two categories of jobseekers; the active job seekers, being the ones who are searching for jobs daily and frequently whether online or traditionally, this could be due to unemployment, personal or professional reasons. The passive job seekers are the category of job seekers who don't look for jobs so actively like the active ones, they are mostly involved in other activities that keep them busy, in most occasions they search for jobs through the internet and may come across a job that suits their interest when they surf through the internet which will require them to drop a CV online, this is well supported by the cooperate websites.

Another Player in recruitment exercise is the recruitment market where it is divided into three categories. First category is the Traditional Method. The second category is the use of online newspapers, online headhunting and online recruitment agencies which Dhamija (2012) terms as "old wine in new bottle" method it involves commercial job boards/portals corporate website and emails. The third and last player is the employer who play as the estimation of all the job seekers. The qualified job seekers who are proven to be capable are the one that reach this point.

Gutmacher, (2000) asserts that Commercial Job Boards are the mostly used online recruiting method. They are similar to the newspaper advertisements. They allow a larger reach of potential candidates and job seekers because of their global nature which makes them receive up to 5 million resume.

Organization benefit from CHRIS Recruitment, through formatting of the profile of all staff including details like their strength and weaknesses so that the managers are able to tell the type of personnel they have (Midiwo, Mukulu, & Waititu 2015). Job Seekers are intended to come from different places in the world. Meaning physical movement for people seeking for jobs in western Kenya universities can be hectic and time consuming. It is easier for the candidate to access recruiting firms through portals in online recruiting companies and organizations which is just a click away than the physical movement that is quite cumbersome as experienced in traditional method. (Galanaki, 2002)

In relation to the study, e-recruitment will benefit the selected public universities, for it will form basis for SCA and CA over their counterparts, because by embracing the online recruitment and even marketing the organizations through portals on the websites, by giving brief information about the organizations on their websites to be seen by large number of job seekers, they will save on time and costs which is associated with the traditional method. They will also create a brand name which is an Intangible asset that cannot be copied by the competitors.

3. RESULTS

To measure e-Recruitment and Selection, a set of seven statements were formulated. The respondents were asked to indicate the extent of agreement with each of the E-Recruitment statements. The pertinent results are presented in Table 1

Table 1: Descriptive Statistics-Electronic Recruitment and Selection Processes

E-Recruitment and selection process	1(SD)	2(D)	3(U)	4(A)	5(SA)	Mean	STD
Our university advertises available vacancies on our websites	0(0%)	2(4.5%)	0(0%)	17(38.6%)	25(56.8%)	4.4773	0.73100
Our university through the university website, provides for online application of available vacancies	4(9.1%)	5(11.4%)	5(11.4%)	11(25%)	19(43.2%)	3.8182	1.35153
Applicants for advertised positions are obligated to send their applications in soft copy	1(2.3%)	4(9.1%)	6(13.6%)	14(31.8%)	19(43.2%)	4.0455	1.07735
Our university receives applications electronically	1(2.3%)	7(15.9%)	2(4.5%)	20(45.5%)	14(31.8%)	3.8864	1.10424
Applicants are able to track the progress of applications	8(18.2%)	15(34.1%)	10(22.7%)	5(11.4%)	6(13.6%)	2.6818	1.28990
Utilization of E-Recruitment has made easy the short listing exercise	5(11.4%)	13(29.5%)	8(18.2%)	10(22.7%)	8(18.2%)	3.0682	1.31887
E-Recruitment has enhanced organizational effectiveness	5(11.4%)	11(25.0%)	8(18.2%)	11(25.0%)	9(20.5%)	3.1818	1.33421

Note: 1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree, 5=Strongly Agree, Mean, S.D. =Standard Deviation

Source: Field Data (2018)

More than half of the respondents confirmed that their university advertises available vacancies on their websites as shown by 25 (56.8%) and 17 (38.6%) who strongly agreed and agreed respectively. The results also revealed that 14 (31.8%) of the respondent agreed and 19 (43.2%) of the respondents strongly agreed that their university through the university website provides for online application of available vacancies. A majority of the respondents agreed that applicants for advertised positions were obligated to send their applications in softcopy as is represented by 14 (31.8%) who agreed and 19 (43.2%) who strongly agreed respectively. Similarly, 20(45.5%) and 14(31.8%) of the respondents agreed and strongly agreed respectively that their university receives applications electronically. The results further revealed that 15(34.1%) disagreed that applicants are able to track the progress of applications and an additional 8(18.2%) of the respondents strongly disagreeing.

Regarding e-Recruitment enhancing the short listing exercise, 10(22.7%) and 8(18.2%) agreed and strongly agreed. Similarly, concerning E-Recruitment enhancing organizational effectiveness 11(25.0%) agreeing and 9(20.5%) strongly agreeing.

Influence of e-Recruitment and selection on Organizational Effectiveness:

The objective of the study was to examine the influence of e-Recruitment and selection on organizational effectiveness in selected universities in Western Kenya. The objective sought to test the hypothesis:

H₀₁: e-Recruitment and selection has no significant relationship on organizational effectiveness of selected universities in Western Kenya.

This was accomplished by use of Pearson product correlation test to establish existence of relationship between the variables and simple regression to establish effect of the independent variable and the dependent variable.

Correlation between E-Recruitment and Selection Process:

The Pearson correlation analysis was used to investigate the relationship between e-Recruitment on organizational effectiveness in selected universities in Western Kenya. The study established a coefficient of correlation (r) as 0.570**, $P < 0.01$ at 99.0% confidence level. This shows that there exist a moderate and significant positive relationship between e-Recruitment and selection on organizational effectiveness of selected universities in Western Kenya. This implies that the effectiveness in universities increases with an increase in adoption of e-Recruitment and selection and a decrease in adoption of e-Recruitment and selection leads to a decrease in their effectiveness. The results are as shown in Table 2:

Table 2: Correlation between E-Recruitment and selection on organizational effectiveness

		Organizational effectiveness
e-Recruitment	Pearson Correlation	.570**
	Sig. (2-tailed)	.000
	N	44

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Field Data (2018)

Regression Results of E-Recruitment and Organizational Effectiveness:

Regression analysis was used to tell the amount of variance accounted for by one variable in predicting another variable. Regression analysis was conducted to find the proportion in the dependent variable (Organizational effectiveness) which can be predicted by the independent variable (E-Recruitment and selection). Table 3 shows the analysis results.

Table 3: Model Summary of e-Recruitment and Organizational effectiveness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.570 ^a	.325	.308	4.50785	.325	19.699	1	41	.000

Predictors: (Constant), e-Recruitment

Source: Field Data (2018)

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	400.292	1	400.292	19.699	.000 ^b
	Residual	833.150	41	20.321		
	Total	1233.442	42			

a. Dependent Variable: Organizational effectiveness

b. Predictors: (Constant), e-Recruitment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.374	3.295		2.238	.031
	e-Recruitment	.565	.127	.570	4.438	.000

a. Dependent Variable: Organizational effectiveness

Source: Field Data (2018)

The results revealed a coefficient of determination (r^2) of 0.325. This illustrates that E-Recruitment and selection could explain the 32.5 % of the variance in organizational effectiveness in selected universities in Western Kenya. The adjusted r square attempts to produce a more honest value to estimate r square for the population. The F test gave a value of $(1, 41) = 19.699, P < 0.01$, which supports the goodness of fit of the model in explaining the variation in the dependent variable. It also means that e-Recruitment and Selection is a useful predictor of organizational effectiveness in selected universities in Western Kenya. The regression equation to estimate the organizational effectiveness in selected universities in western Kenya as a result of e-Recruitment and selection was stated as:

$$\text{Organizational Effectiveness} = 7.374 + 0.565 \text{ e-Recruitment and Selection} + e$$

The research hypotheses were tested using the significance level of both the R and R^2 ; the research aimed to test the hypothesis with an aim of accepting whether there was any effect by E-Recruitment and selection on organizational effectiveness. The first research hypothesis posted H_{01} : There is no significant relationship between e-Recruitment and selection and organizational effectiveness in selected universities in western Kenya. From the results, e-Recruitment and organizational effectiveness had $P < 0.01$ and it accounted for 32.5% variance in Organizational effectiveness of selected universities in Western Kenya. Therefore the null hypothesis is rejected as e-Recruitment and selection has significant effect on organizational effectiveness in universities in western Kenya.

The findings here are in corroboration with Ramaabaanu and Saranya (2014), who highlighted a number of benefits that accrue with adoption of e-recruitment, one being facilitation of fast and accurate selection through portals. This enhances organizational effectiveness and efficiency. Holm (2012) primarily argues that the basis for any firm to be able to retain its employees is through the possession of a career portal on its company website hence e-recruitment.

4. SUMMARY AND CONCLUSION

The study established a coefficient of correlation (r) as 0.570**, $P < 0.01$ at 99.0% confidence level. This shows that there exist a moderate and significant positive relationship between E-Recruitment and selection on organizational effectiveness of selected universities in Western Kenya. The results also revealed a coefficient of determination (r^2) of 0.325. This illustrates that E-Recruitment and selection could explain 32.5% of the variance in organizational effectiveness in selected universities in Western Kenya. This implies that the effectiveness in universities increases with an increase in adoption of E-Recruitment and selection and a decrease in adoption of E-Recruitment and selection leads to a decrease in their effectiveness.

Basing on the objective of this study, it was concluded that there was a significant and positive relationship between E-Recruitment and selection processes on organizational effectiveness among selected universities in Western Kenya. The adoption of e-recruitment and selection enhances effectiveness and efficiency among the various selected universities in Western Kenya. For universities to realize effectiveness and efficiency in their operations, the study recommends full adoption of E-Recruitment and selection processes since it has been confirmed to be a big contributor towards effectiveness.

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