

A SURVEY OF THE EXTENT OF USE OF ELECTRONIC RECRUITMENT
BY STATE CORPORATIONS IN KENYA

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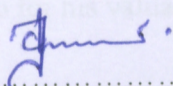
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DECLARATION

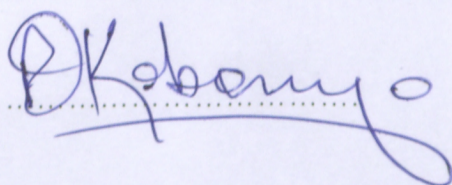
This research project is my original work and has not been presented for a degree in any other institution, college or university other than the University of Nairobi for academic credit.

Signed.....

Date.....04/11/2006.

Lagat Catherine

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

Signed.....

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DEDICATION

To Borwo and Borus for the love, support and understanding throughout the study.

ABSTRACT

Electronic recruitment is the formal sourcing of job information using the Internet. Also referred to by other names such as e-recruiting, Cyber recruiting, online recruiting or internet recruiting, it is fast replacing the traditional methods of recruitment especially in the developed world (Cappelli, 2001). In Kenya however little seems to be known about the subject.

This study surveyed the extent to which state corporations in Kenya have adopted electronic recruitment as a means of recruiting their staff. This study had one objective which was; To determine the extent to which state corporations in Kenya have adopted electronic recruitment.

Data was collected in Nairobi and its environs in August 2006. A sample of 50 organizations was used out of the 141 state corporations. However only thirty-three state corporations responded.

The results were analyzed using descriptive statistics and presented in tables.

Most of the state 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. Lack of resources, high costs of installation and lack of trained personnel were some of the challenges facing these organizations in trying to adopt e-recruitment

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(Galeman, 2002).

Online recruitment is one of the newest recruitment tools at the disposal of employers. The term online recruitment was referred to as e-recruiting, cyber recruiting or Internet recruiting. implies Internet searching of job information online. Increasingly, the employers are recognizing the value of Internet as a means of communicating with potential applicants. Some private and public employers now offer applicants the chance of applying online (Foster, 2004).

The number of online agencies is growing fast, offering services to employers and prospective applicants. Efficient online services can substantially speed up the early stages of the recruitment process.

Changing recruitment and selection strategies require spending on technology. Capital expenditure that with the advent of online (e-recruitment) in the Internet through powerful search engines, the labor market has become a marketplace dominated by individual companies and organizations progressively with thousands of resumes being posted daily by job seekers in search of jobs.

CHAPTER ONE

INTRODUCTION

1.1 Background

As global competition persists and industries become more skill intensive, the demand for talent or knowledge based workers with the capacity to be creative and innovative is escalating. In the light of this fact, it has become essential for the companies to adopt sophisticated recruitment and selection strategies to get the right employee at the right time (Tong 2005). The traditional recruitment procedures are not coping up with the industry requirements especially in selecting the right candidate quicker. Eventually e-recruitment emerged as handy and advantageous method over the traditional methods.

The choice of the recruitment method requires that the organization goes through an elaborate procedure considering the cost of reaching the target group, the time scales involved, the fit with the organizational culture and the opportunity presented to enhance the organizations public relations (Galanaki, 2002).

Online recruitment is one of the newest recruitment tools at the disposal of employers. The term online recruitment also referred to as e-cruiting, cyber recruiting or Internet recruiting, implies the formal sourcing of job information online. Increasingly the employers are recognizing the value of Internet as a means of communicating with potential applicants. Some print-based advertisements now offer applicants the choice of applying online (Taylor 2001).

The number of online agencies is growing fast, offering services to employers and prospective applicants. Efficient online services will undoubtedly speed up the early stages of the recruitment process.

Changing recruitment and selection strategies require capitalizing on technology. Cappelli (2001) states that with the presence of online (e-recruitment) in the Internet through powerful search engines, the labor market has become a true market, uncontrolled by individual companies, and unconstrained geographically with thousands of resumes being posted daily by job seekers to online hiring sites.

1.1.1 E-recruitment

This is referred to in other several other names such as online recruitment, e recruiting, cyber recruiting or Internet recruiting. It implies the formal sourcing of job information online. This concept is fairly new. The first references to on-line recruitment appear in articles of the mid-1980s (Gentner, 1984; Casper, 1985), while systematic references to the OR in the HR journals begin almost a decade later in the mid 1990s when IT companies and universities begin to use the internet extensively and since then the OR industry has been developing (Taylor, 2001). According to CIPD 1999, the most common ways to recruit online are:

1. To add recruitment pages to the existing organization site
2. To use web sites specialized in recruiting employees
3. To use a media site where electronic advertisements appear similarly and simultaneously with traditional printed adverts.

The scope of OR may also involve providing the possibility to conduct remote interviews and assessments, such as psychometric or aptitude tests online (Taylor, 2001).

1.1.2 State Corporations

State corporations also known as Parastatals are organizations that are partly or completely controlled or owned by the government. (Macmillan English dictionary)

The establishment of state corporations in Kenya was driven by a national desire to accelerate economic social development, redress economic imbalances, increase Kenyan citizens' participation in the economy, promote indigenous entrepreneurship and promote foreign investments (Sessional paper no. 10, 1965).

The state corporations operate under direct control of the parent ministry and therefore most of the decisions made have to be done by the authority of the minister in charge of the particular ministry. However with the privatization of some of the state corporations they have found some sort of autonomy in the running of their activities.

The government of Kenya has adopted as a policy, the application of performance contracts in the management of the public service. The process of performance contracting commenced with

the establishment of a performance contracts steering committee in August 2003 and the issue of Legal Notice No. 93, the state corporations (performance contracting) Regulations 2004. The performance contracts in the public service have their origins in the general perception that the performance of the public sector in general and government agencies in particular has consistently fallen below public expectations. The contract organizes and defines tasks so that management can perform them systematically, purposefully and with reasonable probability of accomplishment. The government has therefore adopted performance contracting in the public service in order to ensure that there is reduction or altogether elimination of reliance on exchequer funding for government agencies which are expected to generate revenue or make profits and that the process will ensure that the government ministries/departments improve service delivery to the public. To do this organizations require qualified and well-informed personnel who should be available readily.

The labour market has become a true market: wide open, uncontrolled by individual companies, and unconstrained by geography. Executives need to treat it like a market. No longer can recruiting be viewed as a reactive, largely clerical function buried in the human resources department (Cappelli, 2001). Job candidates need to be approached in much the same way as prospective customers: carefully identified and targeted, attracted to the company and its brand and then sold on the job. In an environment with fierce competition for talent, companies that master the art and science of online recruiting will attract and keep the best people.

The state corporations are also adopting the competitive recruitment of CEO's, which is in line with the practices of the private sector. They have introduced competitive selection of executive officers to head the various sector for example the public universities now advertise for the posts of vice chancellor unlike in the past where they were just picked. This goes hand in hand with embracing the competition for best talent in the wider market. The adoption of e-recruitment may also help the organizations to cut costs as research has shown that it is cheaper to recruit online for both the organization and the prospective employee. Given the financial constraints in parastatals, this may be a good tool. E-recruitment also offers a wider choice of responses, as Internet is not restrictive geographically. It may therefore offer a variety of candidates and maybe the best that there is to get. This is important especially when looking for the variety that

the labour market has to offer. Parastatals therefore may, with the adoption of e-recruitment, be able to compete easily for talent with the private sector.

1.2 Statement of the problem

Online recruitment is a new tool at the disposal of the human resource departments, which has known a phenomenal success in a very short time. The increase of global competition has led to the many organizations changing their strategies in order to cope with the changing environment (Cappelli, 2001). The need for a faster cycle of time, cheaper and more convenience for both the employers and the job seekers have led to increased use of Internet recruitment (Taylor, 2001).

When recruiting staff organizations are going out into the external environment and competing with others for suitable recruits. It is important therefore that such activities are conducted in a manner that sustains or enhances the public image of the organization (Cole, 1997).

Technological development in Kenya is slowly emerging and most organizations are starting to embrace it as a means of competitive advantage. The government is currently undertaking a project known as e-governance that aims at computerization of all the governments departments. E-government is where countries have embarked upon a programme of making public services and information about the public sector available via the Internet and other information and communication technologies. Effective use of e-recruitment requires organizations to be highly responsive to changes in the market place.

According to the state corporations Act, a state corporation may engage and employ such number of staff, including the chief executive on such terms and conditions of service as the minister may in consultation with the committee approve (Laws of Kenya Cap 446). Because recruitment to the parastatals currently involves a hiring process designed to produce decisions that are fair, equitable and transparent and which must take into account things like government bureaucracies, the organization may always have trouble competing in the labour market. However, even though they cannot match e-recruitment practices of the private sector, they cannot afford to ignore them entirely if they want to compete for talent (The Economist June 24, 2000).

Other studies have been done: Nyambura (2000) sought to identify the factors hindering internet growth in Kenya, and Njogu (2003) sought to assess the extent to which the existing state corporations utilize the ICT in their operations so as to further their productivity and also to establish the challenges/barriers to ICT adoption and application in the state corporation sector. However, Njogu did not cover e-recruitment. Chunguli (2003) did a survey of e-recruitment practices among commercial banks in Kenya and he found that the banks have not embraced e-recruitment practices to an extent worth reporting. No similar study has been done in the parastatals sector.

Following the economic reforms undertaken by the government in the last decade or so, the Kenyan parastatals are exposed to competitive pressure that threatens their survival unless they embrace best management practices. One such practice is online recruitment (e-recruitment). This system has gained immense popularity in the last few years due to its efficiency arising from its capacity to reach large numbers of people in different parts of the world in a very short period of time and at a very small fraction of what the traditional methods would cost. It is indeed the in-thing. This development leads to the question: "to what extent have Kenya's parastatals adopted e-recruitment?" This question cannot be answered due to lack of information. Therefore the proposed study has been motivated by the need to fill this void.

1.3 Research objective

To determine the extent to which state corporations in Kenya have adopted electronic recruitment

1.4 Importance of the study

Results of this study may be of benefit to the government and state corporations in particular in putting up policies concerning the adoption of e-recruitment. It may also help organizations in Kenya in assessing the use of online recruitment in relation to the traditional methods of recruitment and to be able to choose which method best suits their organization.

It may also be useful to persons who would like to set up business of online recruitment as it will show the extent of its use thus business opportunities. It may also be of interest to job search firms as it may provide insight for opportunities for investment on websites for job seekers and employers. It is also important for job seekers and members of the general public in providing some information on e-recruitment.

It is expected that the study may further generate interest regarding the topic of online recruitment and add to the existing literature concerning the subject in Kenya.

CHAPTER TWO

LITERATURE REVIEW

2.1 Recruitment

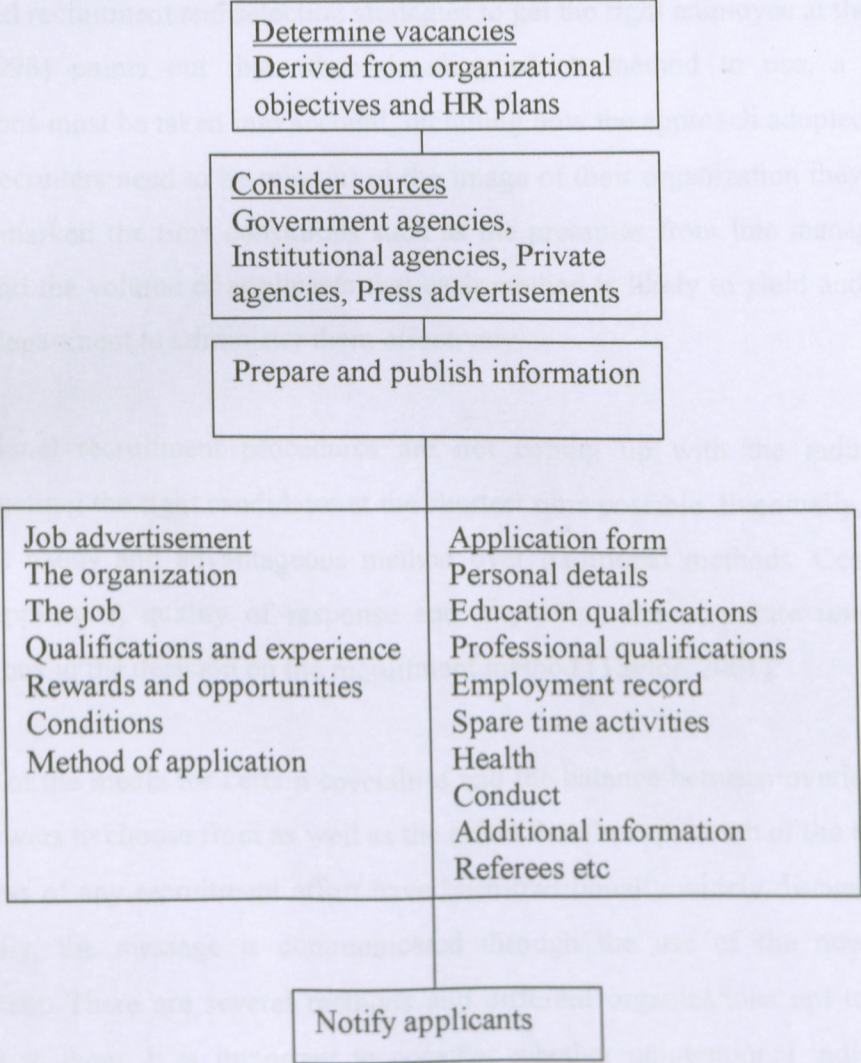
Recruitment is the first part of the process of filling a vacancy. It encompasses the array of organizational practices and decisions used to affect the number or types of individuals who are willing to apply for or to accept employment in a given vacancy (Rynes 1991). Recruitment includes the examination of the vacancy, the consideration of sources of suitable candidates, making contact with those candidates and attracting applications from them (Graham et al, 1998).

Recruitment should inform qualified individuals about employment opportunities, create a positive image of the company, provide enough information about the jobs so that applicants can make comparisons with their qualifications and interests and generate enthusiasm among the best candidates so that they will apply for available positions (Leap et al, 1993).

It is the searching for and obtaining potential job candidates in sufficient numbers and quality so that the organization can select the most appropriate people to fill its jobs needs (Dowling and Shuler, 1990).

The recruitment processes involves first determining the vacancies, then considering the sources, preparing and publishing the information. This involves the preparation of the job advertisement and the application form then notifying the applicants (Tyson et al 1997). The entire recruitment process is captured in figure 1.

Figure 1: A summary of the recruitment process



Source: Tyson S. and York A. (1997) Human resource management, 3rd edition, Butter worth-Heinemann, Oxford

2.2 Common recruitment methods

The recruitment methods most frequently used are newspaper advertising, the state employment service, private employment agencies and informal methods such as word of mouth and speculative applications (Beardwell & Holden 1994). Organizations frequently use a number of different methods depending on the type of job to be filled, but legislation and custom and practice can lead to national variations. With the increased competition and the fact that

industries have become more skill intensive it has become essential for the companies to adopt sophisticated recruitment and selection strategies to get the right employee at the right time.

Taylor (1998) points out that when deciding which method to use, a variety of other considerations must be taken into account, including how the approach adopted will hit its target audience; recruiters need to be mindful of the image of their organization they are portraying in the labour market; the time constraints such as the pressures from line managers to fill vacant positions and the volume of applicants that each method is likely to yield and the ability of the personnel department to administer them effectively.

The traditional recruitment procedures are not coping up with the industry requirements especially getting the right candidates at the shortest time possible. Eventually, e-recruitment has emerged as handy and advantageous method over traditional methods. Cost, time, coverage, reach of applicants, quality of response and impact on the corporate image are traditional considerations in the decision on the recruitment method (Taylor, 2001).

Suitability of the media for certain specialties and the balance between overload of answers and lack of answers to choose from as well as the effect that the reputation of the company has or the effectiveness of any recruitment effort have been traditionally widely discussed (Sisson, 1994). Traditionally, the message is communicated through the use of the newspaper or journal advertisement. There are several methods and different organizations opt to use whichever is convenient to them. It is important to consider whether unintentional indirect discrimination could be claimed through the sole use of any one of the many recruitment methods (Beardwell, 1994). Agency recruitment that concentrates on residents of a particular neighborhood can also be perceived to be indirectly discriminatory (Hussein vs. Saints complete House Furnishers, 1997).

Although Internet reaches people from wider geographical and social contexts than and advertisement on a single regional or national paper, it also provides for the possibility to better inform the applicant on the job description. The extended word limit of all online job postings allows the company to communicate accurate and detailed information about the job to prospective employees, allowing them to self-screen and reducing the number of unsuitable

applicants. This effect falls into the “realism hypothesis”, according to which, the realism of the job description that is provided to the candidate increases the effectiveness of the recruiting source (Griffeth et al. 1997)

2.3 Changing trends in recruitment

Technology brings with it the need to resource the organization with new skills and has often created whole new occupations and career paths. Established labour markets may thus alter, with some groups who were once hard to recruit now in plentiful supply and vice versa. This will affect recruitment and selection practices while also altering the extent to which retention of particular groups is significant (Taylor, 1998).

Recruitment has evolved through several operational modes over the past two decades. Commission-based agency solutions were welcomed in the 1980’s as an alternative to managing a predominantly paper-based and time consuming. Job boards looked like a threat to agencies in the 1990’s but were soon recognized to be a useful ally in the game, offering an effective and inexpensive way to reach a large audience of job seekers and indeed it was large. The trouble with recruiting via the Internet in the 1990’s was the tools to quickly and effectively screen masses of candidates down to a quality shortlist simply didn’t exist. Internet job adverts attracted vastly more applications, from all over the globe, but in many cases just made the job for the recruiter a bigger, more difficult task (Tong, 2005).

Cappelli (2001) points out that the e-recruitment wave of the 2000’s has addressed this volume issue, and is the reason we are seeing many companies shift yet again to a new recruiting mode. With the tools to manage recruitment drives simply and effectively, a growing number of companies are choosing to carry out their own company and job specific targeted candidate filtering. Recruitment agencies have evolved their offers along the way, also taking their business online, and looking at ways of adding value, either by personal touch, or jumping on the e-bandwagon and providing a quicker, smarter screening service for their candidates and clients (Cappelli, 2001). Organizations must systematically adapt their recruitment efforts to changes in the economic, social technological and political environments (Hall et al, 1986). The rise of

Internet as a major new method for recruitment in many parts of the world has contributed to advancement of the recruitment process with it being seen as a faster and easier way to attract potential candidates (Cappelli, 2001).

The Internet has brought radical changes to corporate recruiting (Cappelli, 2001; Weitzman, 1999). Cappelli asserts that in the past, pools of candidates from which companies would choose from were limited. A company could hire the active job seekers, many of whom might have been unhappy or incompetent at their old jobs, or could compete for entry-level workers on college campuses. To fill high-level posts, a company often had to bring in expensive headhunters. Now simply logging onto the Internet, company recruiters can find out vast numbers of qualified candidates at every level, screen them in just minutes and contact the most promising ones immediately.

The use of online recruitment has increased over the years and will continue to rise. Recruitment software has become more readily available and cost effective, a tendency that most probably will prevail in future, while the HR departments are seen as gaining high speed access to the internet at no cost, as part of the overall online adjustment of most corporations (Hansen, 1998; Taylor, 2001). On the other hand, it could be that up to now rise of online recruitment has been exaggerated, due to high labour demand for technical and professional positions around the world, which made such recruitment practice, seem successful (Rudich, 2000).

In Kenya, myjobsEye.com and high-fliers.net are some of the current innovations in connecting the job seeker and the employer. Private companies such as Safaricom and most UN agencies have a site in their company websites for the available vacancies such that anyone can log onto it and be updated with that information.

2.4 Electronic recruitment

Changing recruitment and selection strategies require capitalizing on technology. Cappelli (2001) states that with the presence of online hiring in the Internet through powerful search engines, the labour market has become a true market, uncontrolled by individual companies, and

unconstrained geographically with thousands of resumes being posted daily by job seekers to online hiring sites.

Increasingly, employers are recognizing the value of the Internet as a means of communicating with potential applicants. Some print based advertisements now offer applicants the choice of applying online. The number of online agencies is growing fast, offering services to employers and prospective applicants. Efficient online services will undoubtedly speed up the early stages of the recruitment process (Griffeth et al, 1997).

Using the Internet has the advantage of faster cycle time, cheaper and more convenient for both the employers and the job seekers. It is providing a radical change to recruiting process. The change allows the company's employment information to be displayed on the sites for 24hrs a day, seven days a week, until the advert expires. It is easily accessible and provides direct interaction with the company by the interested job seekers (Braunschweig, 2000)

Dixon (2000), pointed out that generally, e- recruiters come in two varieties: corporate recruiters and third party recruiters. Third party recruiters do not restrict types of jobs posted by the employers or select specific job seekers resumes. They function as a center for all sorts of employment. Corporate recruiters include recruitment features in their websites that allow job seekers to apply directly, without going through a "third party". The trend is for companies to integrate careers subsections into their websites so that prospective employees can either apply directly to available jobs, or simply register their interest in working for a brand.

The most common use of the Internet for recruitment purposes involves reliance upon a corporate web page to advertise job vacancies, by directing people to a corporate careers web site. Typically these sites provide an e-mail address from which the job seeker can use to post a message or send a resume (Taylor, 2001).

There are also a number of public access databases maintained by firms set up specifically for this purpose (Willis, 1990). Costs to the employer are not large and when the systems are built up to an appropriate size, they can prove to be an extremely valuable source for identifying candidates for hard to fill positions requiring unusual combination of skills (Miner et al, 1995).

Cappelli (2001) indicates that the online hiring process can be broken down into three steps: attracting, sorting and contacting candidates. In attracting candidates, Cappelli points out that in large, open, competitive markets, brands and reputations are crucial. That has always been there for the product markets and now it is there for labour markets too. All of a company's promotions, advertising and other marketing efforts influence prospective employees and consumers. Integrating recruiting efforts with overall marketing campaigns is thus the most important thing companies can do to ensure their success in online hiring. Sophisticated companies build immediately recognizable human resources brands by tying product ads to recruiting ads through the use of similar formats, colors and styles. Cappelli also points out that by capitalizing on the Internet's enormous power to spread information through informal networking, companies can promote themselves cheaply and effectively.

Secondly, in sorting out applicants, because of the ease of submission of applications, job boards tend to inundate companies with large volumes of resumes, many from unqualified applicants. Sorting these applications quickly, without screening out good candidates, becomes a crucial skill (Cappelli, 2001). Some simple sorting out is done automatically by most job boards where a wide range of tests are used to certify the applicants skills. There are some companies who have set up their own electronic screening processes for example PricewaterhouseCoopers uses online applications containing sophisticated psychometric instruments to help human resources staff assess applicants' suitability for particular jobs.

The last step is making contact and here Cappelli (2001) points out that once a good candidate has been identified, speed is essential. With so many companies competing for candidates, the first company that makes contact often gains a huge advantage. Traditionally, human resources functions have tended to reside within bureaucratic cultures-slow and methodological-which may not be effective in today's hiring climate. Recruiters therefore have to act with the speed, flexibility and creativity of marketers.

2.5 Advantages of electronic recruitment

Cappelli (2001), Weitzman (1999), HR Focus (2000) and CIPD (1999) have identified some benefits that accrue from the use of online recruitment. These advantages include: Low cost, Shorter recruiting cycle time, wider range of applicants, Better quality of response, gives the company a more up to date image, opportunity to address specific labour market niches attracts the passive job seeker, and it provides global coverage at constant basis. The advantages are elaborated here below.

Low cost

The economy achieved depends on the e-mailing approach applied. Publishing vacancies on the corporate Web site involves almost no cost at all, while the cost of putting advertisements on dedicated recruitment sites depends mainly on the coverage of the particular site. OR also achieves considerable economies of scale in terms of the number of words used because, through the Internet, there is no limit or change on this parameter.

Cappelli (2001), Weitzman (1999) and HR Focus (Mar 2000) say that it is relatively cheaper to hire someone online than it is to hire the same person through the newspaper advertisements and other traditional methods. The cost according to Weitzman depends on how many jobs a company chooses to list, but is usually less expensive than newspaper advertisements. Overall, one could claim that OR reduces all three costs generated from recruitment, namely not only job awareness, but also candidate selection costs and lost productivity because of the time it takes to fill a position (CIPD, 1999; William and Klau, 1997; Workforce, 2000).

Shorter recruiting cycle time

One of the most widely promoted assumptions on OR, which is generally calculated to free 25 to 30 per cent of HR time for strategic issues (Workforce, 2000). Cappelli (2001) and Weitzman (1999) argue that Internet recruiting is an ideal tool to manage the ever increasing number of applicants received, a task that many large corporations would clearly love to simplify because

the sorting, classifications and processing of resumes received by mail is particularly a time consuming operation.

Reaches a wider range of applicants

This is mostly based on the fact that the Internet can reach people at worldwide level, in contrast to any newspaper advertisement, which would reach a local or national group (CIPD, 1999; Workforce, 2000). The internet is not geographically restrictive. Unless indicated by the advertisement, it is likely that it will reach a wider range of applicants.

Better quality of response

Applicants through the Internet are mostly young, computer literate, educated and showing some interest in the recruiting company, especially if they apply through the corporate Web site (Baillie, 1996; Frost, 1997), not to mention “accepting of change and, therefore, more likely to help the number of older, non-IT staff using the Internet to find jobs has increased, with half of them earning more than £30,000 while 60 per cent are qualified to at least degree level (Welch, 1999).

Weitzman (1999) and HR Focus (Mar2000) argue that the quality of job applicants is much better through the Internet than if an institution goes through the newspaper. This is so because the company’s website is specifically geared toward the particular candidates. Weitzman also points out that a company that gets the best employees must do it online because the Internet appeals to an educated and more enlightened audience.

Improved company image

CIPD (1999) indicate that the use of e-recruitment tends to give the organization a more up to date image. When building a corporate recruitment site, OR is considered to attribute to the company an image of innovation and flexibility (Fister, 1999). Prospective employees may be attracted to the organization on the basis that it is an organization that embraces changes and technological advancement.

Specific labour market niches

Some profession specific sites have been created to address specific market niches within the society. Practices like posting a job opening as an e-mail to the discussion groups or electronic forums of special interest groups enhance the targeting potential of the medium (Baillie, 1996), while the existence of niche sites like christianjobs.com, bilingual-jobs.com, casinocareers.com (for casino workers), nsbe.org (for black engineers), MBAfreeagents.com, or asia-net.com (for Asian-language speakers) provides for unprecedented fragmentation of the OR labour-market-targets (Greengard, 1998; Thaler-Carter, 1998).

Attracts the passive job-seeker

OR can act as a tool to attract the interest of highly competent individuals who are not currently searching for a job. Those are considered as the most “highly prized catch” by recruiters (Shand, 2000; Hansen, 1998), with their main quality being the interest they show for the company’s activities. On the other hand, it is also sustained that scarcely would the highly qualified, already employed, people “read want ads”, or “post their résumé’s on the Internet” (Hays, 1999).

Global coverage at a constant basis

According to Cappelli (2001), the Internet has no boundaries but language barriers, which can be overcome. Some companies have already taken advantage of this aspect, to facilitate the recruiting process for their overseas operations. Instruments like online questionnaires and psychometric tests or video-conferencing for the interviews can be used at the first stages of the selection process, to ease the whole international staffing effort from a distance (Baillie, 1996).

2.6 Disadvantages of online recruitment

Much as there are advantages of online recruitment, there also are some disadvantages associated with it. CIPD (1999) and Workforce (2000) have identified a number of disadvantages. They include: OR Needs to be applied as part of an integrated process, inaccessibility of Internet for the majority of job seekers, it is sustainable for IT jobs and for young graduates, it is More effective for companies already known, it Involves higher risks of overload of answers, its implementation implies extra time and effort and it lacks personal touch and privacy of information. The disadvantages are elaborated here below;

Applied as part of an integrated process

Online recruitment needs to be applied as part of an integrated process in the organization. Many organizations lack the resources or the expertise to achieve this (CIPD, 1999). Companies needs to be ready to deal with the relevant IT tools, such as search engines, databases or CV-screening, and to undertake a whole change management effort, in order that the people get familiar with the implementation of the necessary tools (Workforce, 2000b).

Inaccessibility of Internet

For the majority of job seekers, Internet still is not the first option, Sherwin et al (1999) is critical of doing everything online. This is because not everyone has access to the Internet and those who don't have access are the majority. These people will completely miss out on any Internet based activities including recruitment while they could be the best. Given the distinctively quick raise of Internet use globally, this should normally be expected to change in short time (CIPD, 1999).

Wrong perception

Online recruitment is mainly perceived as sustainable for IT jobs and for young graduates, this reduces its effectiveness in the quest for other specialities and/or highly achieved professionals

(CIPD, 1999). This preoccupation has its roots in the beginning and mid- 1990s, when scarcely could anyone else, by lack of expertise or access to the Internet, effectively search for work online (Baillie, 1996; Starcke, 1996). Concerning the graduate recruitment, there is an assumption that e-recruitment works best for initial assessment at junior levels, where little expertise is needed in shifting candidates (People Management, 2000), and more than a quarter of the firms that have a recruitment Web site focus exclusively on their graduate intake (Lamb, 2000). In the case of professional and managerial positions, public approaches, like OR for high-level management positions are still stigmatized, as “it might give the impression that you are desperate” (Useem, 1999).

More effective for companies already known

A 1996 Austin Knight survey emphasized this effect, holding that there is a positive correlation between OR’s effectiveness and the use of advertisements to promote the corporate site (Starcke, 1996). On the other hand, OR has also been forwarded as distinctively successful for small companies, especially if they forgo managing their own Web site and apt for the aid of OR advertising companies or job boards (Hansen, 1998; Leonard, 2000).

Involves higher risks of overload of answers

The lack of barriers of time and geography and the ease in submitting information for the candidates intensifies the risk of overload (Workforce, 2000). The use of internal software tracking-resume mechanisms may help to handle the volume of answers (Workforce, 2000; Hays, 1999).

Job seekers may be tempted to send their resumes to a wide range of companies without really targeting their job searches. This will downplay the intended purpose of reduction in the number of job applications and the organization may end up not getting the people it desires. (Cappelli, 2001)

Extra time, effort and cost

Its implementation implies extra time, effort and cost. Indicatively, some large organizations have already found it necessary to officially dedicate one or more recruiters to focus all of their time exclusively to Internet recruitment (Thaler-Carter, 1998).

Sherwin et al (1999) and HR Focus (2000) tend to agree that Internet recruiting itself brings new costs. Job boards generally have subscription fees and establishing and or expanding corporate website costs money as do staff or companies outsourced to monitor and manage such sites. Management software packages for the recruitment process also add costs. Keeping an Internet presence operational and up to date and keeping abreast of Internet technologies and business trends is a significant on going experience.

Lack of personal touch and privacy of information

Cappelli (2001) insists that one of the biggest challenges presented by online recruitment is the establishment and maintenance of a proximity relationship between the company and the applicants. He says that candidates feel that they have no interface between themselves and the company, which may be an area of competitive disadvantage especially in this era of humane treatment of employees.

Online recruitment also poses a problem when it comes to privacy of information. Cappelli (2001) warns that the proliferation of online information about pay and benefits is a key reason that employees leave their jobs. Using resources like salary surveys posted on some websites, people can quickly compare their own salaries against those offered elsewhere. Online job services give workers unprecedented access to free information and that information has shifted some of the power to employees in the employee-employer relationship.

2.7 The future of e-recruitment

Cappelli (2001) asserts that the revolution in recruiting has just begun. He says that the advancing technology will allow companies to further shorten the hiring cycle by becoming efficient at hunting for new people and sorting applicants. The expected development of

standards for describing applicant characteristics and job requirements will help companies get better at matching applicants to jobs. If the economic and or demographic pressures perpetuate the current tight labour market, HR professionals will be forced to continually develop new Internet based recruitment strategies, as the value of more traditional methods wanes (Useem, 2001).

To date the Internet has mainly affected the initial effort to build an applicant pool and the screening of applicants, however the results derived from the automation of the first two stages have allowed employers to focus more attention on selection. In future the Internet will also revolutionize the selection process (Useem, 2001). As online recruiting expands, job boards will become larger and more influential and in addition, as job seekers grow increasingly reliant on the Internet, they may develop strong attachments to particular job boards and other employment sites, especially those that have helped them find work (Cappelli, 2001).

In the short term the Internet will not eliminate the more traditional methods used by workers and managers to make a match in the labour market. Newspaper ads, job fairs, networking with family and friends will continue to be important parts of a job search for some people. But even those methods of job search are now increasingly dependent on the Internet (Peters, 2001).

However Cappelli (2001) points out that recruiting for top executives is expected to increasingly go on-line and that companies will have to work even harder in the future to establish trusting relationship with an increasingly well informed and restless applicant pool and workforce. He says that at the rate the online recruitment culture is growing soon there will be a new crop of workers who will come to see the internet as the only way to find a job. And companies that stay on top of these changes will get the cream of that crop.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research design

The study was a survey using descriptive research design aimed at determining the extent to which state corporations in Kenya have adopted electronic recruitment.

3.2 Population and sample of the study

The population consisted of 141 state corporations in existence as at 30th November 2005 (Ministry of Finance, state corporations reforms department). A list of state corporations is shown in appendix II. Given the size of the population, Stratified random sampling was done based on the sector in which the parastatals operate and a sample of 50 state corporations was used.

The rationale behind choosing the state corporations was that with the ongoing public sector reforms government controlled organizations are likely to try to adopt best management practices online recruitment being one of them.

3.3 Data collection

This study used primary data collected using a structured questionnaire (see appendix 1). The questionnaire comprised of both closed and open-ended questions. The questionnaires were administered to the head of human resource section/department by drop and pick later method. This method was considered appropriate in view of time constraints and also to ensure a high response rate. The questionnaire was composed of three sections; A, B and C. Section A intended to gather general information about state corporations under study, section B covered general aspects of the HR department and level of interconnection within the state corporations and section C gathered information on the extent of use of e-recruitment practices in the organizations under study.

3.4 Data analysis

Descriptive statistics were used to summarize the data. Frequencies and percentages were used to establish the number and proportions of firms using e-recruitment. Simple tables were used to present relationships between state corporations’ characteristics and online recruitment practices. Content analysis was also used for tabulating the results of the open ended questions.

The primary data were obtained as follows. Questionnaires were sent to the respondents by a prepaid post box. The data were then analysed using SPSS version 16.0 and Microsoft Excel. The secondary data were obtained from the following sources: the Ministry of Labour, the Ministry of Education, the Ministry of Health, the Ministry of Agriculture, the Ministry of Industry and Commerce, the Ministry of Transport, the Ministry of Tourism, the Ministry of Culture and the Ministry of Information and Communication Technology.

Table 4.1 Summary of questionnaires returned by Ministry of Transport

Section	Frequency	Percentage (%)
Development and research activities	2	27.3
Regulatory	2	27.3
Research methods	1	13.6
Educational and training	1	13.6
Workplace and occupational systems	1	13.6
Cultural and social services	1	13.6
Service evaluation	1	13.6
Total	7	100

The results Table 4.1 shows that most of the respondents were from organizations in the development and research sector as well as the regulatory organizations.

4.2 Size of the organizations

The size of the State Corporations covered in this study was based on the size of their workforce. The number of employees in state corporations varied significantly among themselves. Table 4.2 shows a summary of the frequency distribution of the organizations by size.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

This chapter analyses the data collected. It also presents and discusses the findings of the study. The findings have been summarized in percentages and have been presented in tables.

4.1 Responses to questionnaires

The questionnaires were administered to Human Resources Managers of the state corporations on a drop and pick later basis. Thirty-three of the fifty questionnaires were completed and returned. This represented a response rate of 66%. Since the respondents cut across the various sectors, it was considered adequate representation of the population to make conclusions.

Table 4.1 Summary of Questionnaires returned by Sector of Operation

Sector	Number of Questionnaires returned	Percentage (%)
Development and financial institutions	9	27.3
Regulatory	8	24.2
Research institutes	5	15.2
Educational /professional	3	9.1
Development /promotional agencies	3	9.1
Cultural and social service	4	12.1
Revenue collection	1	3
Total	33	100

The results table 4.1 shows that most of the respondents were from organizations in the development and financial sectors as well as the regulatory organizations.

4.2 Size of the organizations

The size of the State Corporations covered in this study was based on the size of their workforce. The number of employees in state corporations varied significantly among those surveyed. Table 4.2 shows a summary of the frequency distribution of the organizations by size.

Table 4.2: Distribution of the State corporations by size

Number of employees (size)	Number of state Corporations	Percentage (%)
1-200	0	0
201-400	10	30.3
401-600	6	18.2
601-800	3	9.1
800-1000	2	6.1
Over 1000	12	36.3
Total	33	100

From the information given in table 4.2, there are no State Corporations with less than 200 employees. Those with more than 200 but less than 400 employees were 10, constituting 30.3% of the respondents, those falling between 401 and 600 were 6, constituting 18.2% of the respondents. 3 organizations (9.1%) had between 601 and 800 employees while only 2 representing 6.1%, had between 801 and 1000. the majority 12 State Corporations representing 36.3% of the respondents, had over 1000 employees. The variety in size cut across all the sectors.

4.3 Structure of the Human Resource function

All the respondents had Human Resource Departments. The question sought to establish the structure of the human resource function of the organizations that in most cases is responsible for the recruitment of personnel. The study sought to establish how independent the human resources departments were in these organizations. Table 4.3 below shows the structures of the human resource departments.

Table 4.3: Structure of the Human Resource Departments of respondent State Corporations

Structure of human resource Department	Number of state corporations	Percentage (%)
Under other department	9	27.3
Fully fledged	24	72.7
Other	0	0
Total	33	100

The data presented in table 4.3 indicate that 24 of the State Corporations representing 72.7% of the respondents have fully fledged Human Resources Departments headed by independent managers. 27.3% of the respondents had their HR functions under the management of the Finance and Administration departments.

4.4 Human Resource Information System (HRIS)

Human Resource Information System is the backbone of the use of the Internet and technology in human resource functions and therefore facilitates online recruitment.

Table 4.4: Ownership of HRIS by State Corporations

Ownership position	Number of state corporations	Percentage (%)
Owns	22	66.7
Does not own	11	33.3
Total	33	100

Table 4.4 shows that 22 of the State Corporations surveyed, representing 66.7% of the respondents, did not have a computerized HRIS and cited lack of resources as the reason. 11 organizations, representing 33.3% of the respondents, had a fully developed HRIS. Out of the 22 who did not have it, 5 indicated that they were in the process of developing it.

4.5 Ownership of Website, E-mail address and Intranet

Full utilization of electronic recruitment requires that an organization is connected to the internet either internally or externally. The responses to the questions on connectivity are as shown in table 4.5.

Table 4.5 Ownership of Website, E-mail address and Intranet

	Owns Frequency	%	Does not own Frequency	%
Website	33	100	0	0
E-mail address	33	100	0	0
Intranet	27	81.8	6	18.2
HR web page	8	24.4	25	75.6

From table 4.5 above, it appears that all the State Corporations surveyed had e-mail addresses as well as organizations website. 27 of the organizations, representing 81.8% had intranet while 6 representing 18.2 %, did not have it. Only 8 out of the 33 respondents had a human resource page on their Internet sites.

4.6 Extent of use of e-recruitment practices

4.6.1 HR Functions Performed Using the Internet

All the organizations indicated that they use the Internet mainly to keep abreast with the changing trends in HR, i.e. most used it for information purposes only. 4 or 12.1% of the respondents however, pointed out that they occasionally use the e-mail to inform the candidates of interviews or the results of an interview.

4.7 Frequency of Advertising Online

Advertising for jobs on the Internet is one of the ways of recruiting qualified personnel within and outside the organization. The following is a summary of how frequently the State Corporations advertise for job vacancies using the Internet.

Table 4.7: Rate of Advertising Online by State Corporations

Rate of Online Advertising	Number of State Corporations	Percentage (%)
Always	0	0
Frequently	0	0
Occasionally	13	39.4
Never	20	60.6
Total	33	100

As indicated in table 4.7, 13 organizations, constituting 39.4% of the surveyed organizations advertise occasionally on the Internet while the remaining 20 representing 60.6% of the respondents never advertise for jobs at all in the Internet.

Table 4.8: Extent of Use of E-recruitment for the Middle level Managers

4.8 E-recruitment of Senior Managers

Online recruitment may be more suitable for some categories of staff than others. In some organizations, it is the norm to use the web to recruit top-level managers while for others it is unheard of. The common traditional methods for recruiting senior managers include headhunting, leading daily newspapers as well as in the websites of the respective newspapers. The following is a summary of the responses from the surveyed State Corporations on the extent of usage of online recruitment for senior managers.

Table 4.8: Extent of Using E-recruitment for Senior Managers

Online recruitment of senior managers	Not at all		To a less extent		To a moderate extent		To a great extent		To a very great extent	
	No.	%	No.	%	No.	%	No.	%	No.	%
	20	60.6	5	15.1	4	12.1	2	6.1	2	6.1

The data presented in table 4.8 shows that 20 (60.6%) out of the 33 State Corporations surveyed do not use the Internet at all to recruit senior managers. 5 organizations, representing 15.1% of

the respondents use it to a less extent. 4 others, constituting 12.1%, use it to a moderate extent and the remaining 2 (6.1%) use it to a very great extent. This data therefore indicates that the majority of the State Corporations surveyed do not use the Internet to recruit senior level managers.

4.9 E-recruitment of Middle level Managers

This category of employees are usually recruited using the traditional methods such as advertising in the local media. Presented in table 4.9 is a summary of the responses from the State Corporations surveyed on the extent to which they use online recruitment for their middle level managers.

Table 4.9: Extent of Use of E-recruitment for the Middle level Managers

Online recruitment of middle level managers	Not at all		To a less extent		To a moderate extent		To a great extent		To a very great extent	
	No.	%	No.	%	No.	%	No.	%	No.	%
	22	66.7	7	21.3	2	6.0	2	6.0	0	0

From the table, 22 organizations, representing 66.7% of the surveyed State Corporations, do not use online recruitment at all in recruiting middle level managers. 7 organizations representing 21.3%, used it to a less extent, 2 representing 6 % used it to a moderate extent while 2 representing 6%, used it to a great extent. None used it to a very great extent. These results indicate that middle level managers are more often than not recruited through non-online methods.

4.10 E-recruitment of Junior Managers

Junior managers are primarily employed directly from colleges through advertising in the local newspapers as well as direct visits from reputable colleges.

Below is a summary of the responses from the surveyed State Corporations on this category of employees.

Table 4.10: Extent of Use of Online Recruitment for Junior level Managers

Online recruitment of Junior Managers	Not at all		To a less extent		To a moderate extent		To a great extent		To a very great extent	
	No.	%	No.	%	No.	%	No.	%	No.	%
	29	87.9	4	12.1	0	0	0	0	0	0

Data presented in table 4.10 shows that the number of organizations that do not use e-recruitment practices at all for junior management level are 29, representing 87.9 % of the respondents. 4 organizations representing 12.1% of the respondents use e-recruitment to a less extent for this category of employees.

4.11 E-recruitment of Subordinate Staff

These are the non management staffs that include secretaries, clerks, and sales personnel, among others, who hold supervisory positions. Traditionally these positions are largely advertised internally. Presented in table 4.11 is a summary of the results from the surveyed organizations on how much they use e-recruitment in sourcing subordinate staff.

Table 4.11: Extent of Use of Online Recruitment for Subordinate Staff

Online recruitment of subordinate staff	Not at all		To a less extent		To a Moderate extent		To great extent		To a very great extent	
	No.	%	No.	%	No.	%	No.	%	No.	%
	33	100	0	0	0	0	0	0	0	0

From the results in table 4.11, none of the state corporations use e-recruitment at all in recruiting subordinate staff.

4.12 Applying Online

As technology advances, some organizations have moved away from receiving applications traditionally by post to receiving them online. It has become common, especially in well developed organizations, to encourage prospective candidates for certain jobs to send in applications electronically. This is done either through creation of an application form within the organizations website or giving an e-mail address through which candidates may submit their applications.

Below is a summary of the responses from the state corporations surveyed on the extent to which they encourage prospective candidates to send in their applications online.

Table 4.12: Extent to which Prospective Job Candidates apply through the Internet

Receiving applications Online	Not at all		To a less extent		To a Moderate extent		To great extent		To a very great extent	
	No.	%	No.	%	No.	%	No.	%	No.	%
	17	51.5	4	12.1	11	33.3	0	0	1	3.1

As shown in table 4.12, 17 organizations representing 51.5% of the respondents do not source applications for jobs through the internet while 4 organizations, representing 12.1% encourage its use to a less extent. 11 organizations representing 33.3% of the respondents, use it to a moderate extent while only 1 organization representing 3.1% of the organizations makes use of internet to a very great extent.

4.13 Searching Other Sites for Potential Candidates

Apart from Corporate Websites, there are other specialized sites that have data banks of job seekers. Organizations may access these sites when looking for potential candidates. Table 4.13 contains a summary of the rate at which the respondents search other sites for potential employees.

Table 4.13: Frequency of Search on Other Sites for Potential Employees

Frequency	Number	Percentage (%)
Not at all	21	63.6
Less often	11	33.3
Often	0	0
Very frequently	1	3.1
Always	0	0
Total	33	100

From table 4.13, it is evident that only one organization uses other sites specifically myjobseye.com very frequently in searching for prospective candidates. 11 or 33.3% of the State Corporations that were surveyed use it less often while 21, representing 63.6 % do not search other sites at all for potential employees.

4.14 Reliability of E-recruitment Method

Reliability of a recruitment method to an organization is its ability to ensure that the organization gets the right candidate at the right time and thus the likely use of the method more often. Below is a summary of the results from the respondents on the extent to which e-recruitment is seen as reliable in getting the right candidates

Table 4.14: Extent of Reliability of use of Online Recruitment

Extent of Reliability of e-recruitment	Not at all		To a less extent		To moderate extent		To greater extent		To very great extent	
	No.	%	No.	%	No.	%	No.	%	No.	%
	12	36.4	6	18.2	11	33.3	4	12.1	0	0

It appears from table 4.14 that 4 organizations, representing 12.1% of the respondents, find e-recruitment reliable to a greater extent compared to 12 organizations, representing 36.4% of the

respondents who find it not reliable at all. 6 organizations, representing 18.2% of the respondents, find it reliable to a less extent while 11 representing 33.3% find it reliable to a moderate extent.

4.15 Continuous Use of E-recruitment

Organizations tend to have their traditional ways of recruiting potential employees. The study sought to establish whether organizations would continue to use e-recruitment method.

Table 4.15: Repeat Use of E-recruitment

Rate	Number	Percentage (%)
Definitely	7	21.2
Probably	11	33.3
Might not	0	0
Never	0	0
Do no know	15	45.5
Total	33	100

Table 4.15 reveals that 7 organizations, representing 21.2% of the respondents, will definitely use e-recruitment again, 11 representing 33.3% will probably use it, while 15 State Corporations, representing 45.5% of the respondents do not know whether or not they will use it. The majority of those who do not know are those who have never used it before.

4.16 Benefits of E-recruitment

The respondents were asked an open-ended question that required them to list the benefits that would accrue from the use of e-recruitment. 23 out of the 33 respondents answered this question. The responses are summarized and presented in table 4.16.

Table 4.16: Benefits of E-recruitment

Benefits	Number of respondents	Percentage (as to the no of responses)	Percentage (as to the number surveyed)
Faster and time saving	23	100	69.7
Cost effective	18	78.3	54.5
Ease of management of data	12	52.2	36.4
Objectivity	5	21.7	15.2
Wide range of applicants	11	47.8	33.3
Convenience	4	17.4	12.1

From the table, the use of online recruitment by State Corporations would result in the following benefits:

- It is faster and time saving as it reduces the time of communicating (69.7%)
- It is cost effective as it is cheaper than other means of recruitment because in most cases there are no advertisement costs (54.5%)
- It facilitates data management both for current use as well as future use (36.4%)
- It attracts a wider range of applicants since it is not geographically restrictive and thus the likely attraction of better-qualified candidates (33.3%)
- It is objective and less biased since canvassing is likely to be generally reduced (15.2%)
- It is convenient to both employer and potential employees (12.1%)

4.17 Challenges of E-recruitment

This was also an open-ended question to all the respondents. However only 12 out of the 33 organizations surveyed responded to this question. Below is a summary of the responses

Table 4.17: Challenges of E-recruitment

Challenges	Number of respondents	Percentage (as to responses)	Percentage (as to surveyed)
Difficulty of accessing Internet	12	100	36.4
Discriminatory practices	6	50	18.2
Limited resources	8	66.7	24.2
High cost of Installation	11	91.7	33.3
Small number of trained personnel	6	50	18.2
No guarantee of getting right candidate	6	50	18.2

From the data in table4.17, the challenges faced by state corporations in the usage of electronic recruitment include the following:

- Difficulty of accessing Internet by both organizations and prospective candidates (36.4%)
- High cost of installation of the whole computerized system (33.3%)
- Limited resources to computerize operations in organizations (24.2%)
- Inadequate number of trained personnel to man the whole system (18.2%)
- There is no guarantee of getting the right candidate through the system (18.2%)
- It is not useful to those who do not have access to the Internet (18.2%).

CHAPTER FIVE

SUMMARY AND CONCLUSIONS

This chapter makes a summary of the findings of the study. It further gives conclusions drawn from the study, limitations of the study as well as recommendation for further study.

5.1 Summary and Conclusions

The objective of the study was to determine the extent to which State Corporations in Kenya have adopted electronic recruitment.

The extent of adoption was taken to refer to how much of the electronic recruitment practices were utilized by the State Corporations, the number of the State Corporations using it and the type of Human Resource functions carried out through the Internet.

To achieve the objective a survey was carried out on a sample of state corporations. Thirty-three (33) organizations out of the sample of 50 responded and data was analyzed using the responses from these organizations. The results are summarized below:

From the data obtained it was found that 33.3% of the State Corporations had a computerized Human Resource Information System while the remaining 66.7% did not have it. However 22.7% of those who did not have the system pointed out that they were in the process of developing it.

All the respondent organizations had E-mail addresses as well as Corporate Websites. 81.8% had Intranet while 24.2% had Human Resources Web Page on their Intranets.

All the respondent State Corporations used the Internet mainly for searching for up to date information. The HRIS was mainly used for payroll administration.

13 State Corporations, representing 39.4% of the respondents, advertise for jobs online occasionally. 48.5% of the respondents receive applications from prospective candidates through the internet but with varying degrees of extent. 4 organizations, representing 12.1% of the respondents, receive applications to a less extent while 11 representing 33.3% of the respondents use it to a moderate extent. Only one organization representing 3.1% of the respondents encourages candidates to apply electronically to a very great extent.

On the use of e-recruitment to recruit the various cadres of employees, it was found that 20 State Corporations, representing 60.6% of the respondents, do not use at all Internet for senior level managers. The remaining 39.4% use it to varying degrees of extent. 5 organizations or 15.1% use it to a less extent, 12.1% use it to a moderate extent while 2 organizations, representing 6.1% of the respondents, use it to a great extent. The remaining 2 organizations use it to a very great extent. Majority of the respondents therefore do not use e-recruitment for senior level managers.

33.3% of the respondents used e-recruitment for middle level managers. Only 2 of the organizations, representing 6.1% used it to a great extent in this category of employees. 29 out of 33 surveyed organizations do not use online recruitment for junior level managers the remaining four organizations representing 12.1% of the respondents, use e-recruitment to a less extent for this category of employees. Subordinate staffs are not recruited through online recruitment as it was found that all the 33 organizations did not use online recruitment at all for Subordinate staff.

36.4% of the respondents search other sites for potential employees on varying rates. 33.3% of the respondents, use it to less often while only one organization representing 3.1% of the respondents use it very frequently. On whether they would use the method again, 7 organizations, representing 21.2% of the respondents, will definitely use it again. 33.3% of the respondents will probably use it while the remaining 45.5% did not know, as they had never used it in the first place.

From the respondents, the benefits of using online recruitment include the fact that it is faster and time saving, it is cost effective, it facilitates ease of management of data, attracts a wider range of applicants, less biased and objective and it is convenient for both employer and prospective candidates. The respondents also pointed out some challenges such as difficulty in accessing Internet, high cost of installation, limited resources, it is not useful to those who do not access Internet and it has no guarantee of getting the right candidate. From the summary it can be concluded that the State Corporations in Kenya have adopted electronic recruitment to a very small and insignificant extent.

5.2 Recommendations

Based on the findings, it is evident that most of the State Corporations have not adopted electronic recruitment at all. The extents to which they use it remain significantly low. Literature and research from other parts of the world indicate that e-recruitment is the latest innovation at the disposal of Human Resources Managers and is of great benefit to the organizations that have embraced it fully.

Since most of the organizations surveyed cited limited resources as an impediment to adoption of e-recruitment, there is need for the government to set aside some funds for the computerization of State Corporations. Also the passing of the ICT bill may boost the general use of information technology by state agencies and therefore a boost towards implementation and adoption of electronic recruitment.

There is also need to reduce costs of Internet installation and maintenance as the high cost of installation was mentioned as one of the major challenges to adoption of e-recruitment. Also personnel need to be trained on the implementation and use of Human Resource Information System so as to man it incase of implementation.

5.2.1 Suggestions for Further Study

This study was limited to the state corporations in Kenya. These are organizations partially or totally controlled by the government. They employ a significant number of employees but are often affected by lack of resources. Research can therefore be carried out in privately controlled organizations.

From the findings and general discussions with human resources managers, a number of organizations use recruitment agencies to recruit employees. A study can be done on the extent to which these recruitment agencies use the electronic recruitment.

A comparative study can also be carried out to compare the electronic recruitment with traditional methods of recruitment in terms of effectiveness.

5.3 Limitations of the Study

State corporations are organizations controlled by the government and therefore follow government bureaucracies. As the questionnaires were administered to Human resources managers or their equivalents, some of them could not fill the questionnaires without the express authority of the managing director or the head of the organization thus did not respond.

The study used a structured questionnaire with most questions being close-ended questions and therefore may have been restrictive as to the answers gotten from the respondents.

Because of the restructuring processes undertaken by the government especially in the 1990's, some of the state corporations have been on some sort of employment freeze since then thus the idea of online recruitment is a totally new concept to them. They may have therefore answered some of the questions without really understanding them. The novelty of the recruitment method in Kenya also served as a limitation as the researcher had to explain some of the aspects of the recruitment method to some of the respondents before giving them the questionnaires.

The geographical distribution of the state corporations was also a hindrance as they are spread all over the country. This therefore prompted the use of the organizations that are located in Nairobi and its environs.

The study was limited to State Corporations.

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APPENDIX I- INTRODUCTORY LETTER

APPENDIX I- QUESTIONNAIRE

You are requested to kindly answer the following questions

Name of state corporation

Name of Human Resources Manager/Officer (HR)

School of Business,
C/O MBA Co-ordination Office,
Department of business administration,
University Of Nairobi,
P.O. Box 30197
Nairobi

August 2006

Dear Sir/Madam,

RE: COLLECTION OF SURVEY DATA FROM YOUR ORGANIZATION

I am a postgraduate student at the University Of Nairobi, School of Business. As part the fulfillment of the requirements of the MBA degree, I am undertaking a management research project survey on the Extent of Use of Electronic Recruitment by State Corporations in Kenya.

Your organization falls within the population of interest and this therefore is to kindly request you to assist me collect data by filling the accompanying questionnaire.

The information provided will be used solely for academic purposes. My supervisor and I assure you that the information you give will be treated with strict confidence and a copy of the final report will be availed to you on request. Your honest participation will be highly appreciated. Thanking you in advance.

Yours faithfully,

.....
Catherine Lagat
MBA student

.....
Prof. Peter K'Obonyo
Supervisor and senior lecturer
University of Nairobi

APPENDIX II - QUESTIONNAIRE

You are requested to kindly answer the following questions in the spaces provided.

3. (a) Does the organization have a computerized Human Resource Management System?

Name of state corporation:

Name: Human Resource Manager/officer (HR)..... (Optional)

Sex: Female ☐

Male ☐

1. In which of the following categories does the size of your workforce fall? (Tick one)

1-200 ☐

201-400 ☐

401-600 ☐

601-800 ☐

801-1000 ☐

Over 1000 ☐

2. (a) Do you have a Human resource department?

Yes ☐

No ☐

2. (b) If yes how is the department structured?

Under other department ☐

Fully-fledged department ☐

Other (please specify)

☐

3. (a) Does the organization have a computerized Human Resource information system?

Yes

☐

No

☐

3. (b) If no please indicate reasons.....

4. (a) Does your organization have a Website?

Yes

☐

No

☐

4. (b) Does your organization have an E-mail address?

Yes

☐

No

☐

4. (c) Does your organization have an Intranet?

Yes

☐

No

☐

If no please indicate the reasons.....

If yes, do they have an HR page on the site?

Yes

☐

No

☐

5. List some of the HR functions you undertake using the internet

.....

.....

.....

6. Which methods do you use to recruit new employees?

- Media (print/electronic) ☐
- Word of mouth ☐
- Employment agency ☐
- E-recruitment ☐
- Any other (please specify).....

7. How often do you advertise jobs online?

- Always ☐
- Frequently ☐
- Occasionally ☐
- Never ☐

8. To what extent do you use online recruitment for the following categories of staff?

	Not at all	To a less extent	To moderate extent	To a great extent	To very great extent
Subordinates	☐	☐	☐	☐	☐
Junior managers	☐	☐	☐	☐	☐
Middle level managers	☐	☐	☐	☐	☐
Senior managers	☐	☐	☐	☐	☐
All	☐	☐	☐	☐	☐

9. To what extent does your organization encourage candidates to send their applications online?

(Tick one that applies)

- Not at all ☐
- To a less extent ☐

To a moderate extent

☐

To a greater extent

☐

To a very great extent

☐

10. Apart from your own website, how often do you search other sites for potential employees?

Not at all

☐

Less often

☐

Often

☐

Very frequently

☐

Always

☐

11. To what extent is e-recruitment method reliable in getting right candidates?

Not at all

☐

To a less extent

☐

To a moderate extent

☐

To a greater extent

☐

To a very great extent

☐

12. To what extent does online recruitment meet your recruitment criteria?

Not at all

☐

To a less extent

☐

To a moderate extent

☐

To a greater extent

☐

To a very great extent

☐

13. To what extent do the employees appreciate the use of e-recruitment method?

Not at all

☐

To a less extent

☐

To a moderate extent

☐

To a greater extent

☐

To a very great extent

☐

14. Would you use the method again?

Definitely

☐

Probably

☐

Might not

☐

Never

☐

Don't know

☐

15. List any benefits of using e-recruitment practices by state corporations:

(a)

(b)

(c)

(d)

(e)

16. What are the challenges of using the e-recruitment method?

(a)

(b)

(c)

(d)

(e)

17. Any other comment?

.....
.....
.....

Thank you for taking time to fill this questionnaire. Your participation is highly appreciated.

APPENDIX III-LIST OF STATE CORPORATIONS

1. COMMERCIAL STATE CORPORATIONS

DEVELOPMENT AND FINANCE INSTITUTIONS

Agricultural Finance Corporation
Industrial and Commercial Development Corporation (ICDC)
Kenya Tourist Development Corporation (KTDC)
Kenya Industrial Estates Ltd
East African Development Bank
National Housing Corporation
Agricultural Development Corporation
Kenya Post office Savings Bank
Telkom Kenya Ltd
Postal Corporation of Kenya
Kenya Broadcasting Corporation (KBC)
Jomo Kenyatta Foundation
Kenya Literature Bureau
Kenya Veterinary Vaccine Production Institute
School Equipment Production Unit
National Cereals and Produce Board
Kenya commercial Bank
Kenya Power and Lighting Company
Kenya Electricity Generating Company Ltd
National Bank Of Kenya
Kenya Ports Authority
Kenya Railways Corporation
Kenya Airports Authority

2. NON-COMMERCIAL STATE CORPORATIONS

A. REGULATORY

Betting Control and Licensing Board
Capital Markets Authority
Central Agricultural Board
Coffee Board of Kenya
Electricity Regulatory Board of Kenya
Export Processing Zones Authority
Cotton Board of Kenya
Film censorship Board
Horticultural Crops Development Authority
Hotels and Restaurants Authority
Kenya Bureau of Standards
Kenya Dairy Board
Kenya Plant Health Inspectorate Services
NGO Coordination Bureau

Pests Products Control Board
Pharmacy and Poisons Board
Pyrethrum Board of Kenya
Radiation protection Board
Sisal Board of Kenya
Tea Board of Kenya
Kenya Tea Development Authority
Communications Commission of Kenya
Presidential Commission on Soil conservation
Kenya Sugar Authority
National Environment Management Authority

B. RESEARCH INSTITUTES

Coffee Research Foundation
Kenya Agricultural Research Institute
Kenya Forestry Research Institute
Kenya Industrial and Research Development Institute
Kenya Institute for Public Policy Research and Analysis
Kenya Marine and Fisheries Research Institute
Kenya Medical Research Institute
Kenya Trypanosomiasis Research Institute
Tea Research Foundation
Kenya Veterinary vaccines Production Institute

C. EDUCATIONAL/PROFESSIONAL

Cooperative College of Kenya
Council of Legal Education
Higher Education Loans Board
Kenya Institute of Administration
Kenya Medical training Center
Kenya National Examinations Council
Kenya Utalii College
Egerton University
Jomo Kenyatta University of Agriculture and Technology
Kenyatta University
Moi University
University of Nairobi
Maseno University

D. DEVELOPMENT/PROMOTIONAL AGENCIES

Coast Development Authority
Ewaso Ng'iro North River Basin Development Authority
Ewaso Ng'iro South River Basin Development Authority

Kerio Valley Development Authority
Lake Basin Development Authority
National Irrigation Board
Tana-Athi Rivers Development Authority
Export Promotion Council
Investment Promotion Center
Kenya Tourism Board
Kenya Wildlife Service

E. CULTURAL/SOCIAL SERVICE

Kenya National Library Service
Kenyatta National Hospital
Local Authorities Provident Fund
Moi Referral and Teaching Hospital
National Health Insurance Fund
National Social Security Fund
Presidential Music Commission
Bomas of Kenya Ltd
National Museums of Kenya
National Aids Control Council

F. REVENUE COLLECTION

Catering levy Trustees
Kenya Revenue Authority

Source: Ministry of Finance as at 30/11/2005