

**KENYATTA UNIVERSITY  
SCHOOL OF HUMANITIES AND SOCIAL  
SCIENCES**

**INSTITUTE OF BUSINESS  
DEPARTMENT OF BUSINESS ADMINISTRATION**

**“AN ANALYSIS OF THE FACTORS THAT HINDER THE  
USE OF THE INTERNET AS A MEDIUM FOR  
RECRUITMENT. A CASE OF BANKS IN NAIROBI.”**

**BY**

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Kenya University, in Partial Fulfillment of the  
Requirements of the Degree of Master of Business  
Administration (Human Resource Management Option).**

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# DECLARATION

**This research project is my original work and has not been presented for a degree in any other university or any other award.**

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# DEDICATION

This project is dedicated to my loving parents – Dr Teresio Riungu and Mrs Teresia Riungu for their unconditional love. To my sisters Jane, Caroline, Florence, Catherine and brother Patrick for their pure and true love. A family is not made up of people to lean on, but people to make leaning unnecessary. I love you all.

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# LIST OF ABBREVIATIONS

CMS – Candidate management system

HR – Human resources

HRM – Human resource management

ISP – Internet service provider

IT – Information technology

NCBD – Nairobi Central Business District

PC – Personal computer

SOPs – Standard operating procedures

URL – Universal resource locator

WWW – World Wide Web

# ABSTRACT

The Internet (or Net) is quickly changing the way employers and job seekers find each other. Job seekers now have easier access to advertising and more information about employers than ever before (Wilson, 1996). Recruiters can now reach more people faster and at a fraction of the cost of traditional recruitment methods. Net recruiting, online recruiting, cyber-recruiting or e-recruiting as it is sometimes called, is becoming a popular solution to the labor shortage and an invaluable addition to any HR recruitment strategy, in the world today.

The Net's massive reach already extends into talent pools never before available, and offers favorable demographics. The increased candidate reach, faster hiring turnaround, minimal recruiting cost and favorable candidate demographics may make the Net a potential solution to the labor shortage (Weddle, 2002). Internet recruitment is still in its infancy in Kenya. For online recruitment to really take off in Kenya, certain realities need to be taken into account. One of these is the extent of Internet access and PC penetration. This research therefore, sought to explore the factors that hinder the use of the Internet as a medium for recruitment, which have contributed to poor Internet recruitment by Kenyan firms.

The study revealed that cost of technology and developing an Information architecture and technology were the most important factors that hindered the use of the Internet as a medium for recruitment. The least important factor was lack of sustainable competitive advantage whereas lack of management support and commitment had very little effect as a factor.

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# CHAPTER ONE

## 1.0 INTRODUCTION

### 1.1 Background of the study

The entire recruiting function is undergoing a virtual revolution. Self-service systems are being installed on both the supply side for applicants and the demand side for hiring employees, using the Internet not only to help provide the match, but also to help handle the hurdles along the way, such as applicant testing and background screening (Wilson, 2001). The benefits accrued from Internet recruitment cannot be gain said. Kenyan firms that have integrated Internet recruitment are Standard Chartered Bank, Fina Bank, Bidco Industries and Unilever Kenya among others.

The Internet has emerged as a recruitment medium where firms can advertise their job openings. Firms can use either their own web sites or can use specialized job listing sites or both for the purpose (Profsner, 2001). Recruitment agencies and firms in the world are now following the global trend of recruiting through the Web. Kenyan Employers can search thousands of resumes from specialized Internet recruitment web sites such as Joblink.com and Jobs4Africa.com. Internationally, either through proprietary databases or those of vendors such as The CareerConnect, CareerMosaic, CareerWeb, The Monster Board, or SkillsScape. Most resumes still come to companies on paper but whatever the media, paper, e-mail, the Web or fax, they can be scanned and re-formatted according to corporate specifications, and then made available to the hiring manager or HR manager anywhere in a company, anywhere in the world.

Improvements in optical character recognition have played an important part in this new capability, as have improvements in expert systems that provide categorizations and recognition of terms and rules (Radin, 2001). Systems can make inferences about skills and potential based on the words and phrases used in a resume. New technology not only helps with the review of a large number of resumes, but it also gets them to the right people quickly, using a variety of media and vendors. The next generation of recruiting software is incorporating skill-based questions enabling the hiring company to pre-screen applicants (Osofsky, 2001).

The amount of money spent on newspaper recruitment advertising will remain flat, with recruitment dollars continuing to shift from newspapers to the Internet at a growing rate (Wilson, 1996). Online recruitment can only expand as Kenyan firms increasingly look for more cost-effective ways to manage their recruitment needs and streamline this time-consuming process. Currently the majority of companies are yet to make full use of the web as a recruitment tool (Daily Nation, 17 October 2002).

More recruiters to build and store resumes in digital, searchable format will use online career networks. Monster.com's innovative technology provides employers and recruiters with desktop-based online tools which take time and cost out of the recruitment process as well as offering recruiters access to its global database of more than 15 million resumes and Monsterindia's database of more than 2,10,000 resumes (Wilson, 1998).

A range of new services are being developed, which will provide more than the job and candidate matching services of some online recruiters today. Monster already offers a sophisticated search engine, which enables pre-qualification of resumes on

the basis of skills, qualifications and experience. Online competency testing and training programs are already available on the Web and will soon be standard features of online recruitment sites (Weddle, 2002). Web based HR management applications will make HR professionals more efficient and productive.

The objectives of the research therefore aimed to identify and analyze the factors that hinder the use of the Internet as a medium for recruitment in Kenya. In addition the study also aimed to explain the characteristics and requirements of effective Internet recruiting. Finally, come up with recommendations on the effectiveness of Internet recruitment to the Kenyan firms.

No such study had been carried out in Kenya and hence there was no comparison of results with empirical studies of a similar nature. The concept is still in its infancy in Kenya and to date there is no established theory to guide it.

## **1.2 Statement of the Problem**

The past few years have seen a boom in Information technology. This wave of technology has affected all aspects of life in general and firms in particular. The trend is expected to continue for the coming years and its effects as per the forecasts will be all-encompassing (Profsner, 2001). The driving force has been the easy availability of Information and technology due to the developments in IT, which has left the human resources as the most viable source of competitive advantage. The HR professional must have a thorough insight of the corporate strategy and should stay on the cutting edge of IT (Kutsmode, 2001).

For all its actual and potential benefits for recruitment firms and corporate firms in Kenya and all the optimistic activity that is already occurring in this country, there are many barriers to achieving widespread penetration and applicability of Internet

recruitment in Kenya (Daily Nation, November 19 2000). These barriers go far beyond the limitations imposed by lack of accessibility to Internet services. The changing patterns of recruitment from traditional recruitment to online recruitment have come to leverage the human resource function in many organizations. With the automation of banking services, the use of the Internet as a recruitment medium has not been appreciated. Consequently, the effectiveness of Internet recruitment is thus put in doubt. Defining and establishing the factors that hinder the use of the Internet as a medium for recruitment therefore represented the main problem of this study.

### **1.3 Research Objectives**

The overall objective of this study was to establish and analyze the factors that hinder the use of the Internet as a medium for recruitment in Kenya. The study was guided by the following specific objectives:

1. To find out whether cost of technology and developing an Information architecture and infrastructure hinder the use of the Internet as a recruitment medium.
2. To establish if management of change, lack of management support and commitment and fitting technology into the organization contribute to lack of use of Internet recruitment.
3. To determine whether designing of the system and lack of sustainability of competitive advantage are contributing factors that hinder Internet recruitment.
4. To find out if Ignorance and computer literacy are factors that contribute to lack of use of Internet recruitment in Kenya.

5. To analyze the implications of these factors to the firms and HR professionals in Kenya.

## **1.4 Hypotheses**

1. The factors such as cost of technology and designing of the system are indirectly proportional to the recruitment efforts of firms and HR professionals in Kenya.
2. Firms that have adopted Internet recruitment are more effective in their recruitment process.
3. Ignorance and lack of Internet access are factors hindering Internet recruitment in Kenya.

## **1.5 Purpose of the study**

The main purpose of the study was to generate and document information on the factors that hinder the use of the Internet as a medium for recruitment in Kenya.

## **1.6 Significance of the study**

Kenya is lagging behind in the integration of the advances of IT on the HRM function. The use of the Internet and its auxiliary functions by firms in Kenya is still in its infancy. The study will be useful and will make a major contribution in providing information on the changing trends of recruitment from traditional to online and its benefits. It will also provide information to human resource professionals. In addition, the study will contribute to the body of knowledge in the field of human resource management and help stimulate further research in related fields.

## **1.7 Scope of the study**

Due to the vastness of Nairobi province, the study was limited to a sample of banks drawn from Nairobi's Central Business District (NCBD). The banks selected were those that had Integrated Internet technology and had web sites. Standard Chartered Bank and Fina Bank represented banks that use the Internet as a medium for recruitment whereas Co-operative Bank of Kenya and Barclays Bank represented banks that do not carry out Internet recruitment. Nairobi was chosen because it is the capital city of Kenya, where more than 50% of recruitment takes place. Most firms have their headquarters situated in the city, hence making Nairobi representative as most human resource departments are centralized.

## **1.8 Expected Limitations**

- The study was carried out in Nairobi province due to limitation of time and financial resources.
- Some of the questions were perceived as sensitive or suspicious and the respondents refused to disclose information making data analysis and research recommendations difficult.
- Lack of empirical studies of a similar nature so as to enable comparison of results.
- Nairobi represented urban firms, therefore, generalization of findings to firms in other towns in Kenya should be done with caution.

## **1.9 Definition of Working Concepts**

### **1.9.1 Recruitment**

Recruitment is the process of attracting qualified individuals in the labour market, who can be available to carry out an organization's objectives with maximum efficiency. According to Nzuve (1997), recruitment is the process of searching for qualified people to apply for existing job positions or newly created ones. A large number must be informed and interest created so that the best can apply.

### **1.9.2 The Internet**

The Internet has been defined by Laudon & Laudon (1998) as an International network of networks that is a collection of hundreds of thousands of private and public networks. The Internet connects hundreds of thousands of different networks from over 200 countries and around the world. Through special communication and technology standards, any computer can communicate with virtually any other computer linked to the Internet using ordinary telephone lines.

### **1.9.3 Web site**

All of the World Wide Web pages maintained by an organization or an individual (Zwass, 2000).

### **1.9.4 World Wide Web (WWW)**

A system with universally accepted standards for storing, retrieving, formatting and display information in a networked environment (Laudon & Laudon, 1998).

### 1.9.5 Internet recruitment

Radin (2001) defines Internet recruitment as the process of searching for qualified people to apply for job positions via the Internet. Firms can use either their own web sites or specialized job listing sites or both for recruiting.

# CHAPTER TWO

## 2.0 LITERATURE REVIEW

### 2.1 Introduction

The study aimed at analyzing the factors that hinder the use of the Internet as a medium for recruitment in Kenya. After such an evaluation, the study aimed at coming up with recommendations on the effectiveness of using the Internet for recruitment or with possible recommendations that would improve on the use of the Internet as a medium for recruitment by Kenyan firms.

### 2.2 The Changing Trends of Recruitment from Traditional to Online

The Internet is dramatically changing the world in which we live. The very definition of community now includes those individuals that maintain common interests and are linked to one another via this endless web of wires, modems, and hard disks (Prossner, 2001). When a group of educational and governmental bureaucrats brought the Internet into existence in the mid 1960s they could not have guessed where it would be today, or where it is scheduled to be tomorrow (Wilson, 1996).

In the early 1990's HR and Recruiting departments were some of the last departments to get "wired." Many large companies had just begun to realize the importance of Human Capital Management to a company's bottom line. During the late 1990's there were shifts from centralization of recruiting practices and technologies, to decentralization and back to centralization again (Weddle, 2002). Now companies are challenged with completely transforming a myriad of software,

processes, budgets, philosophies, and piles of resumes to a fully integrated web-based recruiting and Candidate Management System (CMS). The first step of transitioning to the Internet is through standardization of processes and practices (Slinkey, 2001). Only companies with real hard-core top-down/bottom-up commitment will be truly successful with this transition.

If firms are committed to seeing the firm's transition to a "real-time enterprise" Human Capital System, then they need to make sure that their firms are positioned to use the Internet completely and effectively (Osofsky, 2001). First, gauge senior-level management's commitment to real-time enterprise technology as well as middle and low-level management's commitment. It may require an education process on both levels. Senior management may not fully be aware of how the integration of web-based technology could support the "real-world business goals" and the ultimate positive impact it will have on the company's bottom line (Kutsmode, 2001). Other management levels that are typically resistant to change may also need to be educated to the scope of possibilities for enhancing their success by utilizing a real-time fully integrated enterprise system.

### **2.3 The Myths of Internet Recruitment**

These dire predictions of machine ascendancy would be comical if it were not for their impact on the real world. That is especially true in the online recruiting industry. Over the past several years, techno-pundits have bombarded us with a constant stream of hype suggesting that the recruiting profession is going to change from a people business to one accomplished by machines (Weddle, 2002). The Internet and computers are going to spell the doom of those who recruit the old-fashioned way by building relationships with candidates and raise up a whole new

genre of technologists who source virtual strangers at the speed of light (Hornberger, 2001).

Technology has the potential to improve recruiting methods significantly, it will not replace recruiters with machines (Radin, 2001). Indeed, this notion of a technological singularity in the recruiting industry has created a number of myths that have undermined recruiting performance online and jaundiced the view of many enterprise leaders. The following are myths regarding Internet recruitment.

### **The Myth of Exactitude.**

The use of Boolean commands and search engines to probe resume databases and the Web has convinced many recruiters that finding and recruiting candidates is an exact science (Hagen, 2001). Input your criteria, hit the search button and out, comes just the candidates you want. Unfortunately, life is not so simple. There are nuances among candidates and compensating factors that can turn a person who lacks all of the stated requirements into the best candidate. The best candidate on paper is not always the one you want to hire. Only savvy and experienced human recruiters can make those judgments. Today's machines may have some artificial intelligence, but they are still dumb when it comes to making fine-grained distinctions among people (Osofsky, 2001).

### **The Myth of Fine Craftsmanship.**

The proponents of this school have convinced recruiters that searching by hand is effective and efficient. They also say that performing such searches involves rocket science, and that their training programs are the only way for you to acquire such knowledge (Weddle, 2002). Respondents have fingered manual, browser-based searching of the web as the least effective technique they use (Weis, 2003). Further,

manual searches only probe the top two billion records online; automated agents reach more than 500 billion documents.

### **The Myth of Speedy Connections.**

From the technologist's perspective, it is all about speed. After all, recruiting is simply a transaction between buyers and sellers of labor, so those who connect with candidates first will be best positioned to close the deal (Kutsmode, 2001). It is an appealing notion and makes imminent good sense to someone on the outside of the recruiting profession looking in. While there was a certain transaction-like quality to recruiting in the surplus labor market of years past, the most successful recruiters have always transformed their interactions with candidates into relationships (Radin, 2001). Building trust and confidence with prospective candidates was the surest and fastest way to recruit them for a particular opening. It still is in an age of advanced technology.

### **The Myth of Small Numbers.**

According to this myth, the technology of online recruiting is so powerful that it can change human nature. In every other aspect of human endeavor, there is tremendous variation in the way things are done, but on the web, somehow, it is different. All job seekers act like lemmings and visit the same one or two recruiting sites (Slinkey, 2001). That means recruiters can also post every job opening for every occupation at every level of skill and experience in every location at the same one or two sites. It just boggles the mind and it is absolutely wrong. Candidates are at least as idiosyncratic online as they are in the real world (Hornberger, 2002). They look for employment opportunities at a broad range of web sites operated by professional associations, trade organizations, alumni and other special-interest groups. There are

probably 40,000 of these sites, and the most successful recruiters consider all of them. These search pros tailor their selection of sites to the specific demographic of their target candidate population for each opening they are trying to fill.

As with other technological advances, the web and computers are likely to improve our productivity and effectiveness, but they will not make the recruiter less important or less central to success in the War for Talent (Wilson, 1998). Without a smart person to put it to work, all that advanced technology is nothing more than a lot of expensive wafers and wires.

## **2.4 Requisites for Effective Internet Recruitment**

Recruiting was the first of the Human Resources functional areas that took advantage of this newly exploding technology. How exactly can you use the Internet to improve your recruiting efforts? The following will focus on the requirements for effective Internet recruitment: Users' Network, electronic mail, electronic mailing lists and the World Wide Web.

### **The Users' Network.**

Most individuals on the Internet know the Users' Network as simply the UseNet. This is where the electronic bulletin boards or newsgroups are found. There are literally thousands of newsgroups limited only by the number your local Internet Service Provider (ISP) decides to carry (The East African, September 11-17 2001). The greatest benefit of using newsgroups in your recruiting effort is that it is easy to use. Similar to posting an index card on a bulletin board with a tack, a recruiter would place an electronic message on the appropriate electronic bulletin board using a news reader package. Skill and experience is required to determine which of the multiple thousand newsgroups will assist you in reaching your target audience (Wilson, 1998).

## **Electronic Mail**

E-mail is one of the most utilized business tools. Communications can take place with individuals across the globe at a local access price. Files can be attached to e-mail messages enabling the recipient to print out an original quality application, job description, resume or related document (Wilson, 1996). E-mail messages can be forwarded to others, as can their file attachments. Networking with fellow HR professionals can take place without regard to their geographic proximity. E-mail messages include a detailed signature block called a "signature file" by most e-mail packages. The signature file should include the name, title, company name, e-mail address, mailing address, company's homepage address (if it has one), and possibly the phone number. One benefit is that this information will assist an individual in their efforts to contact you if they have printed a message and are not nearby a computer when they need to get in touch with the sender.

## **Electronic Mailing Lists.**

Similarities exist between UseNet newsgroups and e-mail lists. Instead of posting questions and response threads to electronic bulletin boards viewable by anyone with a news reader, the list server (commonly known as a listserv) acts as a mass mailer of e-mail messages to all the specific list's subscribers (Weis, 2003). E-mail lists exist primarily to allow individuals with similar interest to network. As with UseNet newsgroups, vacancy announcements can easily be sent to a target audience of potential applicants (Slinkey, 2001). Unlike newsgroups, each message mailed to the listserv is sent out in the e-mail version of a direct mail campaign and is not put on a static electronic bulletin board.

## **World Wide Web.**

The World Wide Web (WWW) covers the same geographic areas that the Internet does, using the same wires and hardware (Zwass, 2000). What has made the WWW so popular is that it allows for the data found on the Internet to be presented and linked in a more attractive and user friendly fashion. To view the data in all of its graphical glory and to travel the web by simply clicking the mouse buttons an individual must have a WWW browser.

### **Searching for candidates using WWW Search Engines.**

The difficulty in finding potential candidates using the World Wide Web is not because there is too little information found on the web but, rather, because there is too much (Slinkey, 2001). The recruiter must sort through a great deal of chaff prior to finding any wheat. The broadest sweep of the information on the WWW can be achieved using one of the web's search engines. Search engines index the information on the web either by performing periodic automated searches documenting what is found at the end of each strand of the web or by indexing information that has been submitted for inclusion in their database (Weis, 2003). By choosing the appropriate words, the search engine will point the recruiter to potential links related to those words.

### **Searching for applicants by placing the posting on WWW career sites.**

Job hunters that are Internet savvy but are not necessarily seeking an opportunity at your company will perform regular searches at one or more of the Internet's career search sites (Wilson, 1998). Many are professional advertising firms that can assist you with the development of your entire advertising campaign. In Kenya, firms such as 3mice Interactive media and prosoftkenya.com provide these facilities. Ensure that your employment office posts the job vacancies placed with them on this site.

### **Searching for applicants by creating an organizational WWW presence.**

The chance that a vacancy will be filled simply by placing a position description on a web page, even though accessible to the world, is slim to none. Creating a web presence is a good idea for any company right now (Daily Nation, August 29 2000). Costs are low especially if the site resides on a third party ISP's hardware. An organization can purchase its own domain name (or personalized Internet address) and have its address.

If an Internet savvy individual wants to work at Standard Chartered Bank Limited, the first attempt to locate Standard Chartered on the WWW will be at the address of <http://www.standardchartered.com/> if that is Standard Chartered's domain then they will find the company on their first try. Next, the recruiter must ensure that every WWW search engine available recognizes the company's web site and maintains a link to it. By having all of these pointers directing a link to the company's site there will be a higher probability that applicants will be able to find your vacancies.

All the company's printed material should include the address of its Web presence. This address is its Universal Resource Locator (URL) and typically will begin with "http://." Classified advertisements placed in local papers should direct applicants to the additional details regarding the vacancy found at the associated URL for that specific information within the company's web site (Wilson, 1998).

Can technology and specifically the Internet assist you in finding the right candidate? The answer is clearly yes. Internet technology should be used in conjunction with more common methods of sourcing for qualified applicants. Gaining a comfort level utilizing this technology will be critical for the organization's ongoing success.

## 2.5 Benefits of Internet recruitment

As a minimum, recruiters can utilize the Net for placement of online job advertisements, and for resume research. For the experienced online recruiter, the Net can offer unlimited possibilities (Hornberger, 2002).

Some of the more common benefits to Net recruiting are listed below:

- **Flexible advertising medium.** Net advertising of job postings are as testable as direct mail, as targeted as radio, as immediate as a telemarketing call, and as informative as a TV infomercial (Weddle, 2002).
- **Greater recruitment reach.** Recruitment and resume sourcing on the Net can be localized or worldwide in its reach extending into over 174 countries, and can access more job seekers and a broader selection of job seekers than other medium (Weis, 2003).
- **Greater advertising reach.** Net advertising offers greater exposure to a larger audience than any other form of media. It is estimated that 20% of the job sites on the web have monthly traffic of 500,000 unique visitors and an astonishing 9% actually attracted 1 million or more unique visitors each month (Osofsky, 2001).
- **Unlimited supply of resumes.** The Net provides recruiters access to thousands of resume and job databases, and even more newspapers and industry magazines, which offer job classified advertising.
- **Inexpensive access.** Many libraries, schools and public service providers allow online access for free, and recruiters that want preferred service can usually find unlimited access from their home for under \$16 a month (Prospner, 2001).

- **No courier costs.** There is no postage or added cost to forward mail, data files, graphics, photos, sound, video clips or other data transfer (Kutsmode, 2001). In addition the Net can transfer information to hundreds or thousands of individuals simultaneously.
- **Low communication costs.** With prices for advanced communication solutions such as telephony and video conferencing continuing to drop, employers and job seekers are able to perform qualifying interviews on the Net at substantial cost savings to traditional methods.
- **Link to success.** Utilizing web links from and to the company job opportunity page is a cost-efficient method of distributing information across a wide area.
- **Low printing costs.** The Net is a cost-effective way to save money on printed materials by publishing online brochures, annual reports, project portfolios, press releases, executive biographies, training and hiring materials (Daily Nation, October 17 2000).
- **Convenient accessibility.** Company and job information posted on the Net is easily accessible to job seekers 24 hours a day, 365 days a year. Job seekers also can access their email or send e-mail from any location worldwide with Net access.
- **Interactive advertising.** The most effective advertising is interactive advertising where the advertisement provides interactive participation with the audience. Classifieds and other online job advertisements allow job seekers to be involved with the communication and content of the advertisement by controlling what is seen (Wilson, 1998). With conventional advertising, a message is delivered to

jobseekers regardless of their desire to see it. With Net advertising job seekers must actively seek out the information, which means they come to the advertisement as a pre-qualified buyer. Interactive advertisements can include extensive descriptive text, colour or animated graphics, photos, video or sound, and include links to corporate web pages, e-mail or message boards (Radin, 2001). They run longer than most media, usually from 30 days to 90 days. Advertising results can also be tracked and monitored unlike conventional advertising to provide immediate ad optimisation and greater ad success.

- **Marketing dream.** Web pages can serve as the sales person and marketing department that never sleep. Advertisements can include extended descriptive text, colour or animated graphics, photos, video or sound, and include links to corporate web pages, email or message boards (Burnham, 1999). Advertising results can also be tracked and monitored unlike conventional advertising to provide immediate advertisement optimisation and greater success.
- **No time restrictions.** Recruiting different time zones or working late at night is not a problem with the Net.
- **Immediate feedback.** Through e-mail, chat, or online messaging, job seekers can send requests or receive information quickly without waiting for regular mail or playing phone tag. The end result is a faster hiring cycle at a significantly lower cost per hire.
- **User-friendly platform.** Posting job opportunities and doing resume research is easy to perform due to the graphical "point-and-click" features of the World Wide Web (Slinkey, 2001).

- **Expands company sales.** The Net allows companies to reach new sales audiences by providing online purchasing of services or products, and by selling ad space on their company site to third parties.
- **Competitive advantage.** Net technology allows recruiters to stay ahead of their competition.
- **Demographic advantage.** Net users are growing exponentially, and offer favourable demographics for recruiters.

## 2.6 Disadvantages of Internet recruitment

- Using the Internet to recruit poses a dilemma with respect to attracting the 'passive job seeker' the person who is not actively searching on the Internet, but may nonetheless be interested in openings in your organization.
- To find these passive job seekers, companies might consider setting up their own web sites, which may be costly to the firm.
- An increased volume of applicants may also become a problem if Internet recruiting is used. An organization must ensure that it uses an adequate tracking mechanism to deal with this increased volume.
- A further disadvantage is that not everyone has access to or uses the Internet.

## 2.7 Characteristics of effective Internet recruiting

- **Don't be afraid of technology.** As technology advances, the Net is becoming easier to use and more "idiot proof" (Slinkey, 2001). On a basic level the Net is used as a library of online documents that are keyword searchable and interactive.

If one can work a word processing program one can surf the Net effectively.

- **Act quickly.** Like any candidate recruitment campaign, it is important to act quickly when a prize candidate is found. Attractive job seekers get many calls once they post their resume on the Net. Delaying a contact could easily result in finding the candidate in the final stages of interviews with other potential employers (Hornberger, 2002).
- **Get free help.** Visit the local library, college, computer store, community service center or Internet cafe to locate helpful administrators willing to offer free Net advice and assistance (Daily Nation, October 3 2000). Join a local computer or Internet club to find relevant training classes, education materials and technical support at no or low cost.
- **Post complete job information.** Because of the limitless nature of the Net, most job postings allow for extended text descriptions. The rule for posting jobs is to make job descriptions as detailed as possible (Kutsmode, 2001). Like with any advertising medium, try to make the top selling points in the job title name and in the first few sentences of the description to capture the attention of job seekers. Use as many keywords as possible when posting a job to help job seekers find the job when they keyword search the database (Radin, 2001). This also helps market the job more effectively to the search engine robots that crawl the job database looking for keywords to index. Post each unique job opportunity with individual identification numbers, and require job seekers to submit resumes referencing the appropriate identification number to make resume management easier. Also include in the job information if relocation assistance is available, and if citizenship is required.

- **Utilize an e-mail form.** Use an online form (application) for job seekers to complete that gets entered into a database, which complies with the company resume management program (Profsner, 2001). An inexpensive alternative is to provide an e-mail form for job seekers to submit resumes into, which will protect the company's private email address from robots that crawl that Net searching out e-mail addresses for junk mailings.
- **Hire assistance.** Save valuable time by hiring a junior assistant to perform initial screenings of the company's employment e-mail, and to source select resume databases and classified advertising resources.
- **Schedule regular online hours.** Regular scheduling for online recruitment will form effective habits and result in consistent performance (Slinkey, 2001). It should not take an experienced Net surfer more than 30 minutes a day to obtain results. Pick a favourite time of day or night that will allow for a regular schedule.
- **Computer processor size does not matter.** However modem speed and Internet access does. A 56K BPS modem is almost twice as fast as a 28.8K BPS and almost three times as fast as a 14.4K BPS (Burnham, 1999).
- **Post all jobs on the company Web site.** Make sure company job opportunities have their own unique Web page, and that this page is linked from the company home page. This will assure the maximum amount of traffic from visitors to the company web site, and will assure indexing with the major search engines that usually only index information one link deep from the homepage.
- **Select a favourite resume database, but be willing to change.** There are as many different types of resume databases, as there are personalities. Each

individual should try many before selecting a favourite. Web sites are also constantly changing so make sure to re-evaluate alternative databases every six months.

- **Automate e-mail responses.** Create an automated e-mail response letter that will respond to each resume delivered to the company mailbox. This will provide job seekers immediate feedback to their submission, indicating their e-mail has been received and will be reviewed. Consider also mentioning a few key selling points in the response letter as a reminder why the company is exceptional or unique.
- **Keep all job opportunities in electronic form.** By keeping job opportunities on a removable disk, recruiters can easily transport and cut-and-paste job openings easily into favourite, online job databases (Hornberger, 2001).
- **Pay for preferred service.** There are many free job-posting databases, but often the pay services achieve better results for employers since job seekers can easily find quality job opportunities that do not require sorting through hundreds of free, unqualified opportunities.
- **Get professional help.** There are many Net-recruitment training resources offline and online that are available at little to no cost. Visit the major search engines and keywords search the words "Internet Recruitment Training."
- **Provide added value.** Job postings on the company web site should be enhanced by offering links to candidate job resources such as salary and relocation adjusters, local city information and other appropriate resources that will make the job seekers experience at the company web site more informative.

## **2.8 Mistakes that firms make when recruiting Online**

### **1. Lack of Planning**

Failure to have a clear recruiting plan results in poor Internet recruiting results. To effectively use the Internet as a recruiting tool involves more than haphazardly posting your opening to job posting sites (Profsner, 2001). Critical to the firm's success is your ability to think like a job seeker when developing any recruiting program, including the Internet.

Recruiting planning begins with the review and analysis of the firm's hiring goals, sourcing programs, recruiting process, recruiting metrics, and resources: recruiting staff – internal or external as well as a recruiting budget (Wilson, 1998). By knowing where you have been, where you presently are, and where you want to be, you are well on your way to achieving Internet recruiting success. The goal is to couple Internet recruiting with the firm's other sourcing programs. Pay close attention to recruiting results, what works, and what does not work. From here, you can begin to develop a world class Internet recruiting program.

### **2. Lack of Resources**

In the planning stage it is important to determine the investment necessary for the firm's Internet recruiting program. Clearly free job posting sites can bring value. However, to increase your ability to attract candidates, it is important to combine free sites with fee-based sites as well as other on-line recruiting methods (Slinkey, 2001).

A positive step in this direction in Kenya has been the recent improvements in the provision of basic telephone services throughout the region hence cutting down on Internet connection costs by some considerable margin. However, little has been done to

improve the value added services that are key in unlocking the benefits of a good telephone infrastructure, these include financial and Internet services. Without these services, the new telephone operators will find themselves restricted to voice traffic and will fail to get the expected returns. In the long run, this will result in lack of reinvestment in the sector (Daily Nation, November 19 2001). Technology must be seen as an important infrastructural issue that holds the key to the real growth of Internet recruitment in Kenya.

### **3. Poorly Designed Career Section of the Corporate Web Site**

Without a properly designed career section of the corporate web site, the job seeker may look elsewhere for their next employment opportunity. One reason is due to the way jobs are listed, an important navigation component when developing a career section that attracts top talent (Profsner, 2001). Scrolling for a job seeker is tiring, It takes way too much time. A less time consuming way is to point and click.

To improve the navigation of the web site, list the opportunities, either by function or title. Then when a job seeker sees a functional area or title of interest, they point and click to get information about the opening.

### **4. Poorly Written Position Descriptions**

In this competitive employment marketplace, everyone is vying for the same limited talent pool (Weis, 2003). Companies that are successful in attracting high quality people into the interviewing process understand how important it is to have well written position descriptions.

### **5. Lack of Willingness to Try New Ideas and Stay Current**

The Internet is constantly changing, it changes almost every three months. If you are to

use the medium successfully for Internet recruiting, it is very important that you stay current and be willing to try new ideas (Slinkey, 2001).

## **2.9 Conceptual Framework**

Internet recruitment is a new concept in Kenya, and so far there is no theory that has been developed to guide it. The researcher has come up with a model, which puts forth seven major factors that hinder the use of the Internet as a medium for recruitment in Kenya.

They are as follows:

### **Cost of technology**

Investment in Internet recruitment, which falls under the umbrella of Information technology, amounts to more than half the annual capital expenditure of most service-sector firms (Prospner, 2001). Studies done by researchers such as (Weddle, 2002) indicate that organizations are not very optimistic about the pay off from their investment in Internet recruitment. Firms do not have adequate capital or financial resources to install such systems. Engineering massive organizational and system changes in the hope of positioning a firm strategically is complicated and expensive. Yet despite these heavy investments, many organizations are not obtaining significant business benefits. The capital outlay of installing and using computer hardware and software has grown much more rapidly than the ability of organizations to apply and use this technology. Though the cost of Internet technology is still absurdly high in Kenya, the entry of new Internet Service Providers (ISPs) in the market has brought prices plummeting (Daily Nation, August 29 2000). A firm can now pay a couple of thousand shillings per month for unlimited access and the prices are bound to fall further in the coming months. ISPs are the entities that are responsible for connecting users to the internet. There are currently

44 in Kenya (The East African, September 11-17 2001). Although in Kenya we have to contend with Telkom's grease-clogged telephone lines, the firm's ISP should have enough modems and connection points. The International Standard is no more than 10 users per modem otherwise, you will have a lot of trouble getting online hence making costs higher.

### **Managing change**

Bringing about change through the development of Information technology and Information systems is slowed considerably by the natural inertia of organizations, that is, the resistance that any important organizational changes seem to bring forth. Human beings have always been known to resist change. Important changes are those that directly affect who does what, where, when and how. Virtually all Information Systems that bring about significant changes in goals, procedures and productivity and personnel are politically challenged by the employees (Laudon & Laudon, 1998).

### **Fitting Technology to the organization or vice versa**

On the one hand, it is important to align Information Technology to the business plan, to senior management's strategic business plans and to Standard operating procedures (SOPs) in the business (Zwass, 2000). Information technology is after all supposed to be the servant of the organization. On the other hand, these business plans, senior managers and SOPs all may be outdated or incompatible with the envisioned technology. In such instances, managers will need to change the organization to fit the technology or to adjust both the organization and the technology to achieve an optimal "fit" (Wilson, 1996).

Without strong executors, the firm's strategy is worthless. The Recruiters are the "first impression" to the candidate. They are the "Gate Keepers" to everyone else in the

organization and are the "Builders of the Internet recruitment strategy" (Hornberger, 2002). The questions that the management need to ask themselves before they implement the strategy are: How important are the firm's recruiters? What makes an excellent recruiter? Are they trained with the necessary skills to carry out Internet recruitment? Are they ready for the challenge? It takes a lot of financial resources to train personnel with Information technology skills to ensure excellence in staff. The firm's budget may not be able to cater for this.

### **Developing an Information Architecture and Information Technology Infrastructure that supports business goals**

Creating a new Internet recruitment system means much more than installing a new machine in the basement (Slinkey, 2001). Today, this process typically places thousands of terminals or personal computers on the desks of employees who have little experience with them, connecting the devices to powerful communications networks, rearranging social relations in the office and work locations, changing reporting patterns and redefining business goals (Kutsmode, 2001). Information architecture is the particular form that information technology takes in an organization to achieve selected goals or functions (Laudon & Laudon, 1998). It is a design for the business application systems that serve each functional specialty such as HR and the specific way that they are used by each organization. Because managers and employees directly interact with these systems, it is critical for the success of the organization that its information architecture meets business requirements now and in the future. The technology platform for this architecture is called the information technology infrastructure and consists of computer hardware, software, data and storage technology, networks and human resources required to operate the equipment (Burnham, 1999). This poses a great challenge to many firms,

which would like to integrate Internet recruitment.

In Kenya, the list of Internet Service Providers (ISPs) has grown rapidly lately. There are even sub-ISPs, information kiosks and cafes that link you to the major ISPs, such as those branded E-touch centres (Daily Nation, August 29, 2000). The rule of thumb is not to overly rely on what the ISP's marketing executives tell you. The best way to learn the truth about an ISP is to ask its knowledgeable customers. If you do not know any, ask your prospective ISP for references. A good ISP should send a technical support staff to the firm to help the organization get connected. Ensure that the ISP's technical support staff understands the firm's software. Find out what kind of connectivity the ISP has. For example, if seven users share a 56 kilobytes connection, they each get a maximum of 8 kilobytes per second bandwidth. If the firm shares a connection with more than 10 users, you are likely to have problems getting and staying on-line. Few ISPs in Kenya are willing to divulge this ratio.

With the speed at which Internet technology is changing, an ISP is like the telephone company. The firm should be able to benefit from the "line" with value-added services. If the firm wants to publish a web page, it should ensure the ISP provides at least 10 megabytes of storage space preferably free of charge. The ISP should also provide the organization with inexpensive or free domain name registration and assist the organization to design and publish the web site affordably. This has not yet been achieved so far in Kenya (The East African, September 11-17, 2000). Organizations must awake to the fact that businesses have moved to the world of Information Technology and the game plan has to change accordingly to attain organizational success.

## **Designing of the system**

The actual design of the Internet recruitment system may fail to capture essential business requirements or improve organizational performance (Profsner, 2001). It may also be too expensive to design or keep re-designing the web site. Information may not be provided quickly enough to be helpful, for example, when the accessibility time to the company's web site is slow, it is in a format that is impossible to integrate Internet recruitment page in its web site or it may represent the wrong pieces of data. This may hinder the firm from wanting to integrate it in its web site.

The way in which applicants interact with the system may be excessively complicated and discouraging such that the firm does achieve significant benefit. A system may be designed with a poor user interface. The user interface is the part of the system with which end users interact (Hagen, 2001). For example, an input form or an online screen may be so poorly arranged that no one wants to submit data. The procedures to request online Information retrieval may also be complicated that users are too frustrated to make requests.

## **Management support and commitment**

Internet recruitment requires the full support and commitment of the management. If it lacks the backing and commitment of management at all levels, it is more likely to be perceived negatively by both users and the technical Information service staff (Kutsmode, 2001). Both groups will believe that their participation in the development process is not warranted. Management backing also ensures that the systems projects will receive sufficient funding and resources to be successful. Furthermore, all the changes in the recruitment procedures associated with a new system depend on

management backing to be enforced effectively (Weddle, 2002). If the management considers the Online recruitment efforts to be a priority, his or her subordinates will more likely treat the system that way. Technical and methodological expertise from external sources such as consultants or Information technology vendors will play a larger role in the successful implementation with management support and commitment to the overall process (Radin, 2001).

### **Sustainability of competitive advantage**

The competitive advantages conferred by strategic systems such as Internet recruitment systems do not necessarily last long enough to ensure long-term profits. This investment requires a lot of time and energy for the organization to have an edge against its competitors, this may discourage firms from wanting to invest in such an endeavour. Competitors can retaliate and copy strategic systems (Hornberger, 2002). Competitive advantage is not always sustainable. Market conditions, the business and economic environment change. Systems originally intended to be strategic frequently become tools for survival, something every firm has in order to stay in business or they may inhibit organizations from making the strategic changes requires for future success (Weddle, 2002).

#### **2.9.1. Proposed Model**

In order to capture the relationship between poor Internet recruitment which is the dependent variable and the factors hindering the use of the Internet as a medium for recruitment which are the independent variables, the following model was suggested:

$$(I) \text{ PIR} = f(C, MC, FT, DI, D, MS, CA)$$

Where:

C - Cost of technology

MC - Managing Change

FT - Fitting technology to the organization

DI - Information architecture and Information infrastructure

D - Designing of the system

MS - Management support and commitment

CA - Competitive advantage

The equation (i) above can be expanded into a regression model as follows:

$$(ii) \text{ PIR} = \alpha_0 + \alpha_1 C + \alpha_2 MC + \alpha_3 FT + \alpha_4 DI + \alpha_5 D + \alpha_6 MS + \alpha_7 CA + Et$$

Where Et is the error term and  $\alpha_0, \alpha_1, \alpha_2, \dots$  were the parameters to be estimated so as to determine the factors that hinder the use of Internet recruitment in Kenya.

## 2.10 Conclusion of Literature Review

From the aforementioned studies, none was specific to Kenya, which has a different business environment. The study will thus attempt to relate the global trend of Internet recruitment to the Kenyan scenario which has not taken advantage of the potential benefits of Internet recruitment and its strategic/competitive advantage due to factors such as cost of technology, designing of the system, developing an information architecture and infrastructure that supports business goals, fitting technology into the organization and vice versa, managing change, lack of management support and commitment and lack of sustainability of its competitive advantage which hinder its use.

# CHAPTER THREE

## 3.0 METHODOLOGY

### 3.1 Research Design

The study adopted a descriptive survey research design. The descriptive survey method was appropriate because it explored the relationship between variables in their natural setting (Kathuri & Pals 1993). The researcher used questionnaires and an Interview schedule as research tools for collecting data.

### 3.2 The Study Area

The study was carried out in Nairobi's central business district (NCBD). This area was chosen because it is the largest and most important urban center in Kenya, with majority number of banks. Thus, it gave a contemporary urban setting that is desirable in the study.

### 3.3 Population and Sampling Procedures

3.3.1 The target firms in this study were firms in the banking industry, which had integrated Internet technology, that is, had web sites.

3.3.2 A sample of 4 banks was selected: two, which use the Internet as a medium for recruitment and two, which do not. The researcher used stratified random sampling in order to group the banks into the two categories aforementioned. Further, the population to be sampled was grouped into top, middle and low level management in the human resource departments of all the banks, and samples drawn from each group. This ensured that all levels of management were appropriately represented.

### **3.4 Development of the Instruments**

Data was collected using a questionnaire and an interview schedule, consisting of open-ended and close-ended items to collect basic descriptive information. The interview schedule enabled the researcher to obtain in depth and greater clarity to responses given through probing and prompting. It also enabled the researcher to make and record observations as well as obtain the necessary information efficiently and in a business-like atmosphere.

### **3.5 Data Collection Procedures**

15 questionnaires were administered to the top, middle and low level management staff in the human resource department in each bank. Five questionnaires in each level of management. A total of 60 questionnaires were administered. The interviews were arranged to take place in each bank so that other observations could be made during and immediately after the interview as well as provide accuracy checks on the responses.

### **3.6 Data Analysis**

The data was analysed both quantitatively and qualitatively to address the research objectives. The data was then analysed using the Statistical Package for Social Sciences (SPSS) software. Descriptive statistics such as frequency tables and percentages were used. Multiple regression and correlation were also used. The rest of the data was analysed qualitatively. The findings of the observation checklist were triangulated with the rest of the data for emphasis.

# CHAPTER FOUR

## 4.0 DATA ANALYSIS

This chapter presents the analysis of the data collected and discusses the findings of the study. It consists of an overview of data collected and analysed, factors hindering the use of the Internet as a medium for recruitment, the benefits of Internet recruitment as compared to other methods, the reasons why applicants are not adopting it and the regression analysis.

### 4.1 Overview of Data Collected and Analysed.

Out of 60 questionnaires that were distributed, 53 were returned. This represents a response rate of 88.33%, which is considered significant enough, to provide a basis for valid and reliable conclusions with regard to the factors hindering the use of the Internet as a medium for recruitment.

The human resource departments in all the four banks are centralised, that is, all the human resource operations in the banks' branches are co-ordinated from the head office. The method of recruitment used in all the banks is centralised as well.

Table 4.1.1, 4.1.2, 4.1.3 and 4.1.4 give a summary of the factors that hinder the use of the Internet as a medium for recruitment in each bank. The respondents ranked the factors from Rank 1 to Rank 7 with Rank 1 being the most important factor and Rank 7 being the least important factor. The tables indicate individual rankings in each of the four banks.

**Standard Chartered Bank**

Table 4.1.1

Factors	Rank 1		Rank 2		Rank 3		Rank 4		Rank 5		Rank 6		Rank 7	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
COT	9	60.0	3	20.0	1	6.7	0	0	1	6.7	0	0	1	6.7
DI	1	6.7	2	13.3	5	33.3	5	33.3	0	0	2	13.3	0	0
MC	0	0	4	26.7	3	20.0	3	20.0	3	20.0	1	6.7	1	6.7
FT	0	0	3	20.0	2	13.3	4	26.7	3	20.0	2	13.3	1	6.7
D	1	6.7	1	6.7	2	13.3	0	0	4	26.7	5	33.3	2	13.3
MS	1	6.7	1	6.7	1	6.7	1	6.7	3	20.0	3	20.0	5	33.3
CA	3	20.0	1	6.7	1	6.7	2	13.3	1	6.7	2	13.3	5	33.3
<b>TOTAL</b>	<b>15</b>	<b>100</b>	<b>15</b>	<b>100</b>	<b>15</b>	<b>100</b>	<b>15</b>	<b>100</b>	<b>15</b>	<b>100</b>	<b>15</b>	<b>100</b>	<b>15</b>	<b>100</b>

Source: Data Collected

**Key:**

COT – Cost of technology

DI – Developing an Information architecture and technology

MC – Managing Change

FT – Fitting technology into the organization

D – Design of the system

M – Lack of management support and commitment

CA – Lack of sustainable competitive advantage

60% of the respondents in Standard Chartered Bank felt that cost of technology was the most important factor that hindered Internet recruitment, whereas 6.7% of them felt that cost of technology was the least important factor. 33.3% of the respondents indicated that lack of management support and commitment and lack of sustainable

competitive advantage were equally the least important factors as indicated on the table above.

### Barclays Bank

Table 4.1.2

Factors	Rank 1		Rank 2		Rank 3		Rank 4		Rank 5		Rank 6		Rank 7	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
COT	9	69.2	2	15.4	1	7.7	1	7.7	0	0	0	0	0	0
DI	2	15.4	7	53.8	2	15.4	1	7.7	1	7.7	0	0	0	0
MC	0	0	2	15.4	2	15.4	8	61.5	0	0	0	0	1	7.7
FT	0	0	1	7.7	7	53.8	3	23.1	0	0	2	15.4	0	0
D	0	0	1	7.7	0	0	0	0	6	46.2	6	46.2	0	0
MS	1	7.7	0	0	1	7.7	0	0	5	38.5	4	30.8	2	15.4
CA	1	7.7	0	0	0	0	0	0	1	7.7	1	7.7	10	76.9
<b>TOTAL</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>

Source: Data Collected

From table 4.1.2, 69.2% of the respondents in Barclays Bank indicated that cost of technology was also the most important factor that hindered Internet recruitment followed by developing an Information architecture and technology which was ranked second by 53.8% of the respondents, followed by fitting technology into the organization which was ranked third by 53.8% of the respondents. No respondents ranked cost of technology and developing an information architecture and technology as rank 6 or rank 7 respectively. On the other hand 76.9% of the respondents ranked lack of sustainable competitive advantage as the least important factor.

## Co-operative Bank of Kenya

Table 4.1.3

Factors	Rank 1		Rank 2		Rank 3		Rank 4		Rank 5		Rank 6		Rank 7	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
COT	6	50.0	1	8.3	0	0	2	16.7	2	16.7	1	8.3	0	0
DI	1	8.3	7	58.3	0	0	2	16.7	1	8.3	1	8.3	0	0
MC	1	8.3	0	0	2	16.7	4	33.3	2	16.7	1	8.3	2	16.7
FT	1	8.3	3	25.0	6	50.0	1	8.3	0	0	1	8.3	0	0
D	1	8.3	1	8.3	1	8.3	1	8.3	5	41.7	2	16.7	1	8.3
MS	2	16.7	0	0	1	8.3	1	8.3	1	8.3	4	33.3	3	25.0
CA	0	0	0	0	2	16.7	1	8.3	1	8.3	2	16.7	6	50.0
<b>TOTAL</b>	<b>12</b>	<b>100</b>	<b>12</b>	<b>100</b>	<b>12</b>	<b>100</b>	<b>12</b>	<b>100</b>	<b>12</b>	<b>100</b>	<b>12</b>	<b>100</b>	<b>12</b>	<b>100</b>

Source: Data Collected

Table 4.1.3 indicates that 50% of the respondents ranked cost of technology as the most important factor followed by 58.3% of the respondents who ranked developing an Information architecture and technology as the second most important factor. None of the respondents ranked the two factors afore-mentioned as the least important factors. Lack of sustainable competitive advantage was neither ranked as the first nor the second important factors, but it was ranked as the least important factor by 50% of the respondents. This supports the fact that majority of the banks attribute cost of technology as the major factor, which hinders the integration of Internet recruitment in their organization. As a result investment in it is considered as an expensive undertaking.

## Fina Bank

Table 4.1.4

Factors	Rank 1		Rank 2		Rank 3		Rank 4		Rank 5		Rank 6		Rank 7	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
COT	6	46.2	3	23.1	1	7.7	1	7.7	0	0	2	15.4	0	0
DI	4	30.8		15.4	5	38.5	1	7.7	1	7.7	0	0	0	0
MC	1	7.7	1	7.7	2	15.4	5	38.5	1	7.7	3	23.1	0	0
FT	1	7.7	4	30.8	3	23.1	2	15.4	1	7.7	1	7.7	1	7.7
D	0	0	0	0	1	7.7	1	7.7	6	46.2	3	23.1	2	15.4
MS	1	7.7	2	15.4	1	7.7	2	15.4	4	30.8	1	7.7	2	15.4
CA	0	0	1	7.7	0	0	1	7.7	0	0	3	23.1	8	61.5
<b>TOTAL</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>

**Source:** Data Collected

Fina Bank where 46.2% of the respondents and 30.8% of the respondents ranked cost of technology and developing an Information architecture and technology as the first and second most important factors that hinder Internet recruitment respectively portrayed the same trend. Cost of technology, developing and Information architecture and technology and fitting technology into the organization were not ranked as the least important factors by any of the respondents. However, lack of sustainable competitive advantage was ranked as the least important factor by 61.5% of the respondents.

## CONCLUSION

It is therefore evident that most of the respondents in all the four banks ranked cost of technology as the most important factor that hindered Internet recruitment in the firms followed by developing an Information architecture and technology then fitting technology into the organization. Lack of sustainable competitive advantage and design of the system as the least important factors respectively. It is also evident that

lack of management support and commitment was not attributed as a factor that contributes to lack of use of the Internet as a medium for recruitment.

## 4.2 Benefits of Internet recruitment to the banks

The following tables give a summary of the benefits or positive implications of Internet Recruitment to the banks as indicated by the respondents. The benefits were ranked, with Rank 1 indicating the major benefit and Rank 7 the least benefit.

### Standard Chartered Bank

Table 4.2.1

Benefits	Rank 1		Rank 2		Rank 3		Rank 4		Rank 5		Rank 6		Rank 7	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
RC	10	66.7	2	13.3	1	6.7	0	0	1	6.7	0	0	1	6.7
GCA	1	6.7	3	20.0	0	0	2	26.7	2	13.3	5	33.3	0	0
IE	1	6.7	2	13.3	4	26.7	3	20.0	3	20.0	2	13.3	0	0
GRR	0	0	3	20.0	1	6.7	4	33.3	4	26.7	1	6.7	1	6.7
GAR	0	0	0	0	8	53.3	2	0	2	13.3	3	20.0	2	13.3
CA	0	0	5	33.3	1	6.7	3	13.3	3	20.0	1	6.7	3	20.0
BMI	3	20.0	0	0	0	0	0	6.7	0	0	3	20.0	8	58.3
<b>TOTAL</b>	<b>15</b>	<b>100</b>	<b>15</b>	<b>100</b>	<b>15</b>	<b>100</b>	<b>15</b>	<b>100</b>	<b>15</b>	<b>100</b>	<b>15</b>	<b>100</b>	<b>15</b>	<b>100</b>

Source: Data Collected

#### Key:

RC – Reduce recruitment costs

GCA – Gain competitive/strategic advantage

IE – Increase efficiency

GRR – Greater recruitment reach

GAR – Greater advertising reach

CA – Convenient accessibility

BMI – Be more innovative than other firms

From the above table, 66.7% of the respondents indicated that the major benefit of integrating Internet recruitment in Standard Chartered Bank was the reduction of recruitment costs followed by convenient accessibility, which was ranked second by 33.3% of the respondents. This was because the banks website can be accessed by the human resource manager, any other interested party and applicants from any part of the world. 53.3% of them felt that Internet recruitment does not help the bank to be more innovative than other firms, hence ranked as the least important factor.

### Barclays Bank

Table 4.2.2

Benefits	Rank 1		Rank 2		Rank 3		Rank 4		Rank 5		Rank 6		Rank 7	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
RC	3	23.1	0	0	8	61.5	1	7.7	0	0	1	7.7	0	0
GCA	2	15.4	0	0		0	2	15.4	1	7.7	7	53.8	1	7.7
IE	7	53.8	3	23.1	2	15.4	0	0	1	7.7	0	0	0	0
GRR	1	7.7	9	69.2	2	15.4	0	0	1	7.7	0	0	0	0
GAR	0	0	1	7.7	1	7.7	7	53.8	3	23.1	1	7.7	0	0
CA	0	0	1	7.7	0	0	3	23.1	5	38.5	3	23.1	1	7.7
BMI	0	0	0	0	0	0	0	0	1	7.7	1	7.7	11	84.6
<b>TOTAL</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>

Source: Data Collected

53.8% of the respondents in Barclays bank felt that the major benefit accrued from Internet recruitment was to increase efficiency. 69.2% of the respondents indicated that greater recruitment reach was the second major benefit of Internet recruitment. On the other hand, 84.6% of the respondents indicated that Internet recruitment does not help the firm to be more innovative than other firms because we are in the technology age where most of the operations are carried out electronically.

## Co-operative Bank of Kenya

Table 4.2.3

Benefits	Rank 1		Rank 2		Rank 3		Rank 4		Rank 5		Rank 6		Rank 7	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
RC	8	66.7	1	8.3	0	0	1	8.3	0	0	1	8.3	1	8.3
GCA	0	0	1	8.3	4	33.3	2	16.7	0	0	1	8.3	4	33.3
IE	2	16.7	2	16.7	1	8.3	4	33.3	1	8.3	1	8.3	1	8.3
GRR	0	0	4	33.3	1	8.3	0	0	2	16.7	3	25.0	2	16.7
GAR	0	0	1	8.3	4	33.3	2	16.7	3	25.0	1	8.3	1	8.3
CA	1	8.3	0	0	0	0	2	16.7	6	50.0	1	8.3	2	16.7
BMI	1	8.3	3	25.0	2	16.7	1	8.3	0	0	4	33.3	1	8.3
<b>TOTAL</b>	<b>12</b>	<b>100</b>	<b>12</b>	<b>100</b>	<b>12</b>	<b>100</b>	<b>12</b>	<b>100</b>	<b>12</b>	<b>100</b>	<b>12</b>	<b>100</b>	<b>12</b>	<b>100</b>

**Source:** Data Collected

Table 4.2.3 indicates that 66.7% of the respondents in Co-operative Bank of Kenya

felt that reduction in recruitment costs was the major benefit of Internet recruitment.

None of the respondents ranked gaining of competitive advantage as a major benefit.

However, 33.3% of the respondents ranked it as the least important benefit.

## Fina Bank

Table 4.2.4

Benefits	Rank 1		Rank 2		Rank 3		Rank 4		Rank 5		Rank 6		Rank 7	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
RC	9	69.2	1	7.7	1	7.7	1	7.7	0	0	1	7.7	0	0
GCA	0	0	0	0	1	7.7	1	7.7	1	7.7	5	38.5	5	38.5
IE	0	0	6	46.2	1	7.7	2	15.4	3	23.1	0	0	1	7.7
GRR	3	23.1	4	30.8	3	23.1	1	7.7	1	7.7	1	7.7	0	0
GAR	0	0	0	0	4	30.8	5	38.5	3	23.1	1	7.7	0	0
CA	0	0	1	7.7	3	23.1	3	23.1	4	30.8	2	15.4	0	0
BMI	1	7.7	1	7.7	0	0	0	0	1	7.7	3	23.1	7	53.8
<b>TOTAL</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>

**Source:** Data Collected

69.2% of the respondents indicated that reduction of recruitment costs as the major benefit of Internet recruitment followed by increase in efficiency 46.2% and greater recruitment reach 30.8% which were ranked second and third respectively. The least important benefit was being more innovative which was ranked seventh by 53.8% of the respondents.

## CONCLUSION

Most respondents apart from Barclays Bank considered reduction of recruitment costs as the major benefit where the respondents felt that the major benefit was to increase efficiency. Majority of the respondents were in agreement that Internet recruitment does not help banks to be more innovative than other banks.

### 4.3 Difficulties of Internet recruitment to applicants

The following tables summarize the difficulties of Internet recruitment to applicants in Kenya giving the reasons why Internet is not popular among job seekers whereas Information technology continues to be the driving force in this century. These reasons have contributed to lack of popularity of Internet use to apply for jobs among potential applicants, and as a result they are not aware of its benefits.

#### Standard Chartered Bank

Table 4.3.1

Difficulties	Rank 1		Rank 2		Rank 3		Rank 4		Rank 5		Rank 6		Rank 7	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
IGN	5	33.3	2	13.3	2	13.3	0	0	1	6.7	2	13.3	3	20.0
POV	2	13.3	3	20.0	0	0	0	0	2	13.3	2	13.3	6	40.0
PES	0	0	1	6.7	1	6.7	5	33.3	4	26.7	2	13.3	2	13.3
LIA	3	20.0	7	46.7	1	6.7	2	13.3	1	6.7	0	0	1	6.7
CAI	3	20.0	1	6.7	6	40.0	1	6.7	1	6.7	1	6.7	2	13.3
CI	1	6.7	1	6.7	5	33.3	5	33.3	3	20.0	0	0	0	0
FOT	1	6.7	0	0	0	0	2	13.3	3	20.0	8	53.3	1	6.7
<b>TOTAL</b>	<b>15</b>	<b>100</b>	<b>15</b>	<b>100</b>	<b>15</b>	<b>100</b>	<b>15</b>	<b>100</b>	<b>15</b>	<b>100</b>	<b>15</b>	<b>100</b>	<b>15</b>	<b>100</b>

**Key:**

IGN – Ignorance

POV – Poverty

PES – Poor education system

LIA – Lack of Internet access

CAI – Cost of accessing the Internet

CI – Computer Illiteracy

FOT – Fear of technology

Table 4.3.1 indicates that 33.3% of the respondents felt that Ignorance was the major difficulty of Internet recruitment to applicants in Kenya due to lack of awareness. Lack of Internet access and cost of accessing the Internet were ranked second and third by 46.7% of the respondents and 40.0% of the respondents respectively. Poverty was ranked as the least difficulty by 40.0% of the respondents.

**Barclays Bank**

Table 4.3.2

Difficulties	Rank 1		Rank 2		Rank 3		Rank 4		Rank 5		Rank 6		Rank 7	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
IG	0	0	1	7.7	1	7.7	0	0	1	7.7	7	53.8	3	23.1
POV	1	7.7	0	0	0	0	0	0	1	7.7	3	23.1	8	61.5
PES	0	0	0	0	0	0	0	0	10	76.9	3	23.1	0	0
LIA	8	61.5	2	15.4	3	23.1	0	0	0	0	0	0	0	0
CAI	1	7.7	7	53.8	2	15.4	2	15.4	1	7.7	0	0	0	0
CI	3	23.1	2	15.4	6	46.2	2	15.4	0	0	0	0	0	0
FOT	0	0	1	7.7	1	7.7	9	69.2	0	0	0	0	2	15.4
<b>TOTAL</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>

**Source:** Data Collected

61.5% of the respondents in Barclays Bank felt that lack of Internet access was the major difficulty of Internet recruitment to applicants. Cost of accessing the Internet and computer illiteracy were ranked, second and third by 53.8% and 46.2% of the respondents respectively. Poverty was ranked as the least difficulty by 61.5% of the respondents.

### Co-operative Bank of Kenya

Table 4.3.3

Difficulties	Rank 1		Rank 2		Rank 3		Rank 4		Rank 5		Rank 6		Rank 7	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
IG	5	41.7	0	0	1	8.3	3	25.0	3	25.0	0	0	0	0
POV	0	0	0	0	1	8.3	1	8.3	1	8.3	2	16.7	7	58.7
PES	0	0	2	16.7	1	8.3	1	8.8	0	0	6	50.0	2	16.7
LIA	4	33.3	6	50.0	2	16.7	0	0	0	0	0	0	0	0
CAI	2	16.7	3	25.0	4	33.3	1	8.3	2	16.7	0	0	0	0
CI	1	8.3	1	8.3	3	25.0	5	41.7	1	8.3	1	8.3	0	0
FOT	0	0	0	0	0	0	1	8.3	5	41.7	3	25.0	3	25.0
<b>TOTAL</b>	<b>12</b>	<b>100</b>	<b>12</b>	<b>100</b>	<b>12</b>	<b>100</b>	<b>12</b>	<b>100</b>	<b>12</b>	<b>100</b>	<b>12</b>	<b>100</b>	<b>12</b>	<b>100</b>

Source: Data Collected

41.7% of the respondents in Co-operative bank felt that Ignorance was the major difficulty of Internet recruitment to applicants in Kenya, whereas 58.3% of the respondents felt that poverty was the least important factor. This is because, many applicants are not aware of the use of the Internet as a recruitment medium by firms hence do not visit the organizations' websites. None of the respondents ranked lack of Internet access, cost of accessing the Internet and computer illiteracy as the least difficulties of Internet recruitment to applicants in Kenya, giving a clear indication that other factors other than ignorance may hinder applicants from using the Internet when looking for job advertisements.

## Fina Bank

Table 4.3.4

Difficulties	Rank 1		Rank 2		Rank 3		Rank 4		Rank 5		Rank 6		Rank 7	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
IG	1	7.7	1	7.7	3	23.1	2	15.4	2	15.4	3	23.1	1	7.7
POV	0	0	0	0	1	7.7	2	15.4	2	15.4	2	15.4	6	46.2
PES	0	0	0	0	0	0	5	38.5	2	15.4	4	30.8	2	15.4
LIA	6	46.2	5	38.5	2	15.4	0	0	0	0	0	0	0	0
CAI	6	46.2	2	15.4	2	15.4	1	7.7	1	7.7	0	0	1	7.7
CI	0	0	5	38.5	4	30.8	2	15.4	1	7.7	1	7.7	0	0
FOT	0	0	0	0	1	7.7	1	7.7	5	38.5	3	23.1	3	23.1
<b>TOTAL</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>

**Source:** Data Collected

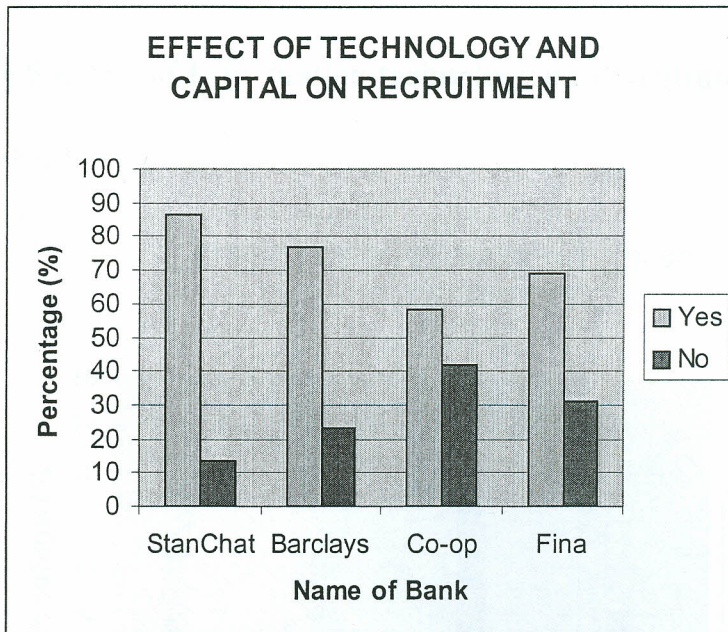
46.2% of the respondents ranked lack of Internet access and cost of accessing the Internet equally, as the major difficulties of Internet recruitment to applicants. 46.2% of the respondents also ranked poverty as the least important difficulty of Internet recruitment to applicants in Kenya.

## CONCLUSION

Respondents in Standard Chartered Bank and Co-operative Bank felt that Ignorance was the major difficulty of Internet recruitment to applicants whereas respondents in Barclays and Fina Bank felt that lack of Internet access was the major difficulty of Internet recruitment. On the other hand, majority of the respondents in all the four banks concurred that poverty was the least important difficulty of Internet recruitment to applicants.

#### 4.4 Effect of technology and capital on recruitment

Graph 4.4.1



Source: Data Collected

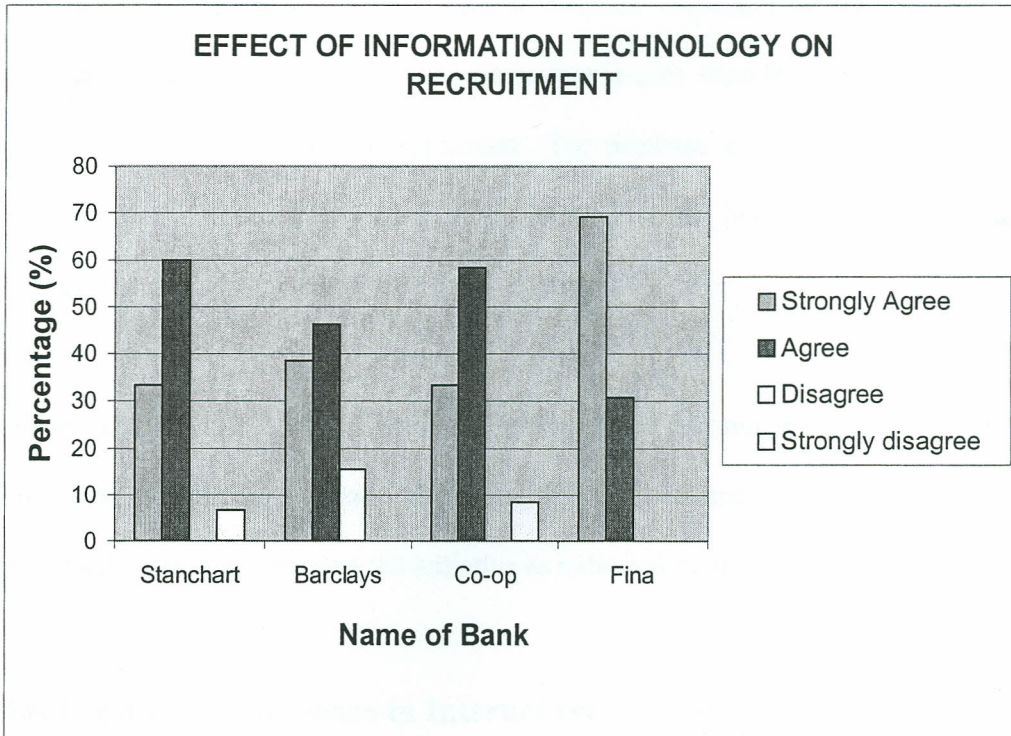
A majority of the respondents from each bank felt that their banks had sufficient technology and capital to develop and maintain an Internet recruitment initiative (86.7% Standard Chartered, 76.9% Barclays, 58.3% Co-operative and 69.2% Fina Bank). However, only Standard Chartered and Fina Bank have adopted Internet recruitment. A lot of work has to be done to ensure the complete success and applicability of it in Kenya. Most of the banks are not willing to invest in Internet recruitment despite them having sufficient capital to do so.

Cost of technology was cited as the major factor hindering its integration. Investment in Information technology amounts to more than half of the organisation's annual expenditure. Although information technology has improved recruiting methods in firms in countries such as the United States of America, Kenya

being a developing country has found it quite challenging to compete globally with such countries.

#### 4.5 Effect of Information technology on recruitment

Graph 4.5.1



Source: Data Collected

From the above graph, it is clear that Information technology has the potential to improve recruiting methods significantly. 33.3% of the respondents in Standard Chartered, 38.5% in Barclays Bank 33.3% in Co-operative Bank and 69.2% in Fina strongly agreed whereas only 6.7% in Standard Chartered and 8.3% in Co-operative Bank that strongly disagreed and none in Barclays Bank and Fina Bank strongly disagreed. Responses obtained from both Standard Chartered Bank and Fina Bank which have integrated Internet recruitment confirmed that the efforts have been fruitful since the system was integrated. The firms and the applicants are informed

and developed technologically. Quicker response is facilitated, as communication is received instantaneously and assurance that the applications will be received. Confidentiality and transparency to post vacancies through the firms website is guaranteed through the use of passwords to avoid canvassing. The aspect of greater advertising reach is an indication that the recruiter is out for the best candidate by increasing the recruitment reach. The information requested by the recruiter is presented in a uniform and precise manner that is user friendly hence developing equal rating and assessment of applicants. The database is stored and results are made available to the interested parties. Finally, avoids biasness in selection as selection is carried out electronically and not manually.

However, Standard Chartered Bank unlike Fina Bank has not managed to achieve maximum benefit from Internet recruitment since its launch in 2000 due to the increased costs in maintaining the initiative as indicated by the respondents.

#### 4.6 Trust and Confidence in Internet recruitment

Table 4.6.1

		Effect of Information Technology on Recruitment methods								Total	
		Strongly agree		Agree		Disagree		Strongly disagree			
Trust and Confidence in Internet recruitment		No	%	No	%	No	%	No	%	No	%
	Yes	18	34.0	15	28.3	2	3.8	0	0	35	66.0
	No	5	9.4	11	20.8	0	0	2	3.8	18	34.0
<b>TOTALS</b>										<b>53</b>	<b>100</b>

Source: Data Collected

From the above table 4.6.1, 62.3% of the respondents regardless on whether they used Internet recruitment in the bank or not agreed that Information technology creates trust and confidence in Internet recruitment, while 37.7% of them disagreed.

However, Internet recruitment has not been embraced by most banks due to cost of integrating the technology into the organization and developing an Information architecture and technology which were considered as the most important factors that hindered the use of the Internet as a medium for recruitment by most respondents.

On the other hand 3.8% of the respondents were of the view that Internet does not guard against canvassing and confidentiality cannot be guaranteed. The recruiting firm may not easily know identity and background of the applicants, as recruitment is not personal.

#### 4.7 Regression Analysis

The researcher moved further to determine whether there was a relationship between poor Internet recruitment and the factors that hinder the use of the Internet as a medium for recruitment. The researcher had hypothesized that the two were indirectly proportional. Thus implying there was a linear relationship of the form:

$$PIR = \alpha_0 + \alpha_1 C + \alpha_2 MC + \alpha_3 FT + \alpha_4 DI + \alpha_5 D + \alpha_6 MS + \alpha_7 CA$$

Where:

PIR – Poor Internet recruitment

$\alpha_0$  – Constant ( Fixed costs)

$\alpha_1, \alpha_2, \dots, \alpha_7$  are constants

C - Cost of technology

MC – Managing change

FT- Fitting technology to the organisation

DI – Developing an Information architecture and technology

D – Designing of the system

MS – Lack of management support and commitment

CA – Lack of sustainable competitive advantage

After carrying out the regression analysis the following linear equation was obtained:

$$\text{PIR} = \alpha_0 + \alpha_1 C + \alpha_2 \text{MC} + \alpha_3 \text{FT} + \alpha_4 \text{DI} + \alpha_5 \text{D} + \alpha_6 \text{MS} + \alpha_7 \text{CA}$$

$$\text{PIR} = 1.833 - 8.03C + 2.11\text{MC} - 5.56\text{FT} - 5.71\text{DI} - 4.12\text{D} + 0\text{MS} + 4.05\text{CA}$$

$$\text{PIR} = 1.833 - 8.03C + 2.11\text{MC} - 5.56\text{FT} - 5.71\text{DI} - 4.12\text{D} + 4.05\text{CA}$$

From the above linear equation, it can be deduced that lack of management support and commitment had no relationship with poor Internet recruitment, hence does not hold water as a factor that hinders Internet recruitment. The equation further confirmed the hypothesis of the researcher that there is a negative relationship between the factors afore-mentioned and poor Internet recruitment apart from lack of sustainable competitive advantage and managing change.

To determine how much of the dependent variable is explained by the independent variables a correlation coefficient (R) was calculated and obtained as 0.726 (72.6%), meaning that the independent variables explained the dependent variable 72.6%, while the remaining 27.4 % is explained by other factors, which were not captured by the model.

# CHAPTER FIVE

## 5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter summarizes the findings of the study in relation to the objectives put forward in chapter one. It also discusses the recommendations of the study, its limitations as well as the suggested areas for further research.

### 5.1 Summary and Conclusions

The study aimed at analysing the factors such as cost of technology, developing information architecture and other factors that hindered the use of the Internet as a medium for recruitment. It also focuses on determining the implications, both benefits and difficulties of Internet recruitment to the firms and human resource professionals in Kenya.

The results of the study indicated that cost of technology, developing an Information architecture and fitting technology into the organization were the most important factors that hindered Internet recruitment respectively. The least important factor was lack of sustainable competitive advantage, whereas lack of management support and commitment had little effect. This supports the fact that investment in Internet recruitment, which falls under the umbrella of Information Technology, is an expensive undertaking for most organizations as it amounts to more than half the annual capital expenditure. Creating an Internet recruitment system means much more than installing a new machine in the firm.

The study contrasts with the fact that lack of management support and commitment was one of the factors that hindered Internet recruitment hence this factor does not justify lack of use of the Internet as a medium for recruitment.

The results confirmed that firms that have adopted Internet recruitment were more effective in their recruitment efforts. The major benefit attributed to the adoption of Internet recruitment is the reduction in recruitment costs. Firms post job vacancies in their websites and applicants send in their applications on line instead of incurring costs advertising in the print media, which is expensive for the recruiter and incurring courier costs for the applicant. It also led to increase in efficiency as the applications are processed online. Applicants are able to access the firm's website from any computer connected to the Internet anywhere in the world. This leads to greater recruitment reach as more qualified applicants have a chance to apply for the positions despite the distance hence increasing the chances of getting the best candidates from the job market. It was clear that Internet recruitment does not necessarily mean that the firm is more innovative than other firms as Information technology is dramatically changing the world in which we live in.

Ignorance and lack of Internet access were attributed as the major difficulties of Internet recruitment to applicants in Kenya. Applicants are neither aware that certain firms use the Internet to recruit nor the names of the websites hence do not visit the websites due to lack of knowledge. Lack of penetration of the Internet in most parts of the country save the urban towns causes potential applicants not to apply due to lack of access of the Internet as well as lack of knowledge on the Internet.

Information technology has the potential of improving recruitment methods substantially hence building trust and confidence in applicants. There is need for firms to provide necessary information to the potential applicants that will encourage them to apply for job positions online.

Finally, to counter the factors that hinder the use of the Internet as a medium for recruitment, the human resource professionals must have a thorough insight of the corporate strategy and benefits of Internet recruitment and should stay on the cutting edge of Information technology.

## **5.2 Recommendations**

1. Proper planning: Firms should begin with the review and analysis of the firm's hiring goals, sourcing programs, recruiting process, recruiting metrics and resources, recruiting staff internally and externally as well as a recruiting budget. Careful planning ensures the achievement of Internet recruitment success.
2. Investment: In the planning stage, it is important to determine the investment necessary for the firm's Internet recruiting program.
3. Adoption of Information Technology: Technology should be seen as an important infrastructural issue that holds the key to the real growth of Internet recruitment in Kenya. The Internet is constantly changing, to be able to use the medium successfully for recruiting, it is very important that firms stay current in this competitive employment marketplace and be willing to try new ideas.
4. Encouragement: This should be given to writing papers and thesis on Internet recruitment within the present MBA programs to research more on this area.

## **5.3 Limitations of the study**

1. Time: Due to the limited time period, it was not possible to analyse all the banks. The number had to be reduced to four banks.
2. Lack of co-operation from the respondents who were not willing to respond to the questionnaires, as a result 53 out of 60 questionnaires were answered.

3. Lack of empirical studies of a similar nature to enable comparison of results.
4. Lack of adequate financial resources to cater for the research exhaustively.
5. Nairobi represented urban firms, therefore generalization of findings to firms in other towns in Kenya should be done with caution.

#### **5.4 Suggestions for further research**

1. A research on Internet recruitment in other sectors of the economy to determine their similarity to this study.
2. A research on the factors that hinder the use of the Internet as a medium for recruitment that includes all banks, that is, increased research and increased finances for it.
3. A research that compares Internet recruitment with traditional recruitment.
4. A research on the impact of Information technology on the recruitment function.

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## APPENDIX ONE: SPECIMEN LETTER TO RESPONDENTS

Dear Respondent,

I am a master's student in the Institute of Business, Business Administration Department, at Kenyatta University.

I am carrying out a research on **'The Factors that hinder the use of the Internet as a Medium for Recruitment in Kenya. A Case of Banks in Nairobi'**.

This questionnaire is aimed at eliciting information, which will be useful in the above-mentioned research as part of the Master of Business Administration Degree requirements.

You have been selected as one of the respondents in this study. The information supplied will be used strictly for academic purposes only and will be treated with utmost confidentiality.

Your cooperation will be highly appreciated.

Thank you.

## APPENDIX TWO: QUESTIONNAIRE

### FACTORS HINDERING THE USE OF THE INTERNET AS A MEDIUM FOR RECRUITMENT IN KENYA. A CASE OF BANKS IN NAIROBI.

The Information collected from this questionnaire will be treated in strict confidentiality and will be used only for this academic study.

1. Name of your bank \_\_\_\_\_

2. Year bank started operating in Kenya \_\_\_\_\_

3. Bank ownership (please tick one)

International [  ]

Kenyan major [  ]

Partially International and Kenyan major [  ] Other (specify) [  ]

4. How many branches does your bank have? \_\_\_\_\_

5. Which year did your bank Install Internet technology? \_\_\_\_\_

6. Does your bank have a web site?

Yes [  ]

No [  ]

7. Name of bank's web site \_\_\_\_\_

8. What type of Human Resource Department does your bank have?

Centralised [  ]

Decentralised [  ]

9. What method of recruitment does your bank use?

Centralised [    ]

Decentralised [    ]

Partially centralised and partially decentralised [    ]

10. Does your bank advertise vacancies in other Internet recruitment web sites?

Yes [    ]                      No [    ]

If yes, name the web sites?

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11. In your opinion, what are the factors that hinder the use of the Internet as a recruitment medium in Kenya. (Please number in order of importance with 1 – most important and 7 – least important).

Cost of technology [    ]

Managing change [    ]

Fitting technology into the organization [    ]

Developing an information architecture and technology [    ]

Designing of the system [    ]

Lack of management support and commitment [    ]

Lack of sustainable competitive advantage [    ]

12. Does your bank use the Internet as a medium for recruitment?

Yes [    ]                      No [    ]

If yes, when was it launched ? \_\_\_\_\_

**If No, proceed to number 21.**

13. Does Internet recruitment provide greater value to your firm?

Yes [    ]                      No [    ]

14. If yes, what are the significant benefits that have been gained by introducing Internet recruitment in your bank?

15. What challenges did your bank face in introducing Internet recruitment?

16. What challenges does your bank face now?

17. How many Internet recruitment applications do you receive daily? (please tick one)

1 – 50 [  ]

51 – 100 [  ]

101 – 200 [  ]

200 and more [  ]

18. Does your bank integrate other methods of recruitment besides Internet recruitment?

Yes [  ]

No [  ]

If yes, which other methods

19. Where did your bank obtain the financial resources to implement Internet recruitment?

Loan [    ]

Share capital [    ]

Retained earnings [    ]

Donors [    ]

Others (specify)

20. Has Internet recruitment led to elimination of jobs in the organization's HR department?

Yes [    ]

No [    ]

21. Does your firm have sufficient technology and capital to develop/maintain an Internet recruitment initiative?

Yes [    ]

No [    ]

If No, Give reasons why

22. In your opinion, what are the benefits of Internet recruitment? (Please rate the reasons with 1 indicating the major reason and 7 indicating the least)

Reduce recruitment costs [    ]

Gain competitive/strategic advantage [    ]

Increase efficiency [    ]

Greater recruitment reach [    ]

Greater advertising reach [    ]

Convenient accessibility [    ]

Be more innovative than other firms [    ]

23. Information technology has the potential to improve recruiting methods significantly.

I strongly agree [    ]

I agree [    ]

I disagree [    ]

I strongly disagree [    ]

24. In your opinion, do Internet recruitment efforts build trust and confidence with applicants?

Yes [    ]

No [    ]

If yes, how ?

If No, why ?

25. In your own view, what are the difficulties of Internet recruitment to applicants in Kenya. (Please number in order of importance with 1-most important and 7 – least important).

Ignorance [    ]

Poverty [    ]

Poor education system [    ]

Lack of Internet access [    ]

Cost of accessing the Internet [    ]

Computer illiteracy [    ]

Fear of technology [    ]