



DSPACE

<https://dspace.org/>

Electronic Recruitment (E-Recruitment) and Organizational Performance in Selected Commercial Banks in Nakuru City, Kenya

Mosonik, Gladys Chepkorir; Sang, Hellen; Rop, Williter

2022

East African Journal of Business and Economics

<https://doi.org/10.37284/2707-4269>

Mosonik, G. C., Sang, H., & Rop, W. (2022). Electronic Recruitment (E-Recruitment) and Organizational Performance in Selected Commercial Banks in Nakuru City, Kenya. East African Journal of Business and Economics, 5(1), 283-297.



East African Journal of Business and Economics

eajbe.eanso.org

Volume 5, Issue 1, 2022

Print ISSN: 2707-4250 | Online ISSN: 2707-4269

Title DOI: <https://doi.org/10.37284/2707-4269>



EAST AFRICAN
NATURE &
SCIENCE
ORGANIZATION

Original Article

Electronic Recruitment (E-Recruitment) and Organizational Performance in Selected Commercial Banks in Nakuru City, Kenya

Gladys Chepkorir Mosonik^{1*}, Dr. Hellen Sang, PhD¹ & Dr. Williter Rop, PhD¹

¹ University of Kabianga, P. O. Box 2030-20200, Kericho, Kenya

*Correspondence ORCID ID: <https://orcid.org/0000-0002-1464-9308>; email: mosonik@gmail.com

Article DOI: <https://doi.org/10.37284/eajbe.5.1.889>

Date Published: ABSTRACT

14 October 2022

Keywords:

*Electronic
Recruitment,
E-Recruitment,
Organizational
Performance,
Commercial Banks,
Nakuru City.*

Organizations across the globe are now operating in a dynamic environment with stiff competition which calls for improved performance for survival and continuity. Every department in these organizations is continuously improving its ways of operation in order to maintain a competitive edge. Human Resource Management department is not an exception and being the backbone of every organization, is doing everything possible to embrace new technology in delivering its services for enhanced effectiveness and efficiency. The objective was to compare the relationship between recruitment and organizational performance of selected commercial banks in Nakuru City before and after the adoption of technology. The study was guided by the Resource Based View theory and adopted a comparative research design on a target population of 105 employees from selected banks that have embraced electronic human resource management. The Census method was used which involved using the entire population as this is considered suitable for a small population. A self-administered questionnaire was adopted to collect primary data. The validity of the instrument was enhanced through professional expert opinion while reliability was achieved using the Cronbach Alpha coefficient where all items scored above 0.70. Inferential and descriptive statistics with the aid of SPSS software was used to analyse data. The hypotheses of the study were tested at a 0.05 significance level. The findings indicated that recruitment had a negative significant correlation with organizational performance before automation ($\beta = -0.361$, $p = 0.000 < 0.05$) whereas after automation, there was a positive correlation ($\beta = 0.907$, $p = 0.000 < 0.05$). The study recommended the integration of technology in organizational processes as a worthwhile undertaking that has positive returns on investment. Organizations should design and implement e-Recruitment systems for more efficiency and effectiveness in their HR activities. The findings may benefit both financial and non-financial institutions, policymakers, and the government. The findings may also add to the available literature.

APA CITATION

Mosonik, G. C., Sang, H. & Rop, W. (2022). Electronic Recruitment (E-Recruitment) and Organizational Performance in Selected Commercial Banks in Nakuru City, Kenya. *East African Journal of Business and Economics*, 5(1), 283-297. <https://doi.org/10.37284/eajbe.5.1.889>

CHICAGO CITATION

Mosonik, Gladys Chepkorir, Hellen Sang and Williter Rop. 2022. "Electronic Recruitment (E-Recruitment) and Organizational Performance in Selected Commercial Banks in Nakuru City, Kenya". *East African Journal of Business and Economics* 5 (1), 283-297. <https://doi.org/10.37284/eajbe.5.1.889>.

HARVARD CITATION

Mosonik, G. C., Sang, H. & Rop, W. (2022) "Electronic Recruitment (E-Recruitment) and Organizational Performance in Selected Commercial Banks in Nakuru City, Kenya", *East African Journal of Business and Economics*, 5(1), pp. 283-297. doi: 10.37284/eajbe.5.1.889.

IEEE CITATION

G. C. Mosonik, H. Sang, & W. Rop, "Electronic Recruitment (E-Recruitment) and Organizational Performance in Selected Commercial Banks in Nakuru City, Kenya", *EJBE*, vol. 5, no. 1, pp. 283-297, Oct. 2022.

MLA CITATION

Mosonik, Gladys Chepkorir, Hellen Sang & Williter Rop. "Electronic Recruitment (E-Recruitment) and Organizational Performance in Selected Commercial Banks in Nakuru City, Kenya". *East African Journal of Business and Economics*, Vol. 5, no. 1, Oct. 2022, pp. 283-297, doi:10.37284/eajbe.5.1.889.

INTRODUCTION

Fast transformations in the business environment which include innovation in technological and globalization have rendered the old-fashioned sources of competitive advantage insufficient for the achievement of success in the present circumstances. The greatest challenge facing organizations today is the need for flexibility in every aspect. The HR department has to react to rising competition for universal talent and labour force, changes in employer relationships, and quick technological advances (Nivlouei, 2014). World over, technology has proved to be an indispensable part of the production processes and provision of many services (Malkawi, 2017). It is therefore viewed as an appropriate means of creating a strategic long-term value by HR (Makinen, 2013).

HR systems were initially paper-based operating independently without combination with other functions and data was stored mainly on mainframe computers and the human resource department acted as sole the sole of data. Employees would walk to HR to obtain information and answers to questions. Jani (2015) noted that Human Resource Management has advanced its implementation of

technology towards the improvement of its performance and that of the whole organization. Technology is propelling the Human Resource processes in a new direction hence the utilization of web-based technology to offer human resource management services such as e-Recruitment in organizations.

The Covid-19 pandemic, one of the unforeseen crises affecting the business environment and people's lifestyles, has altered HR practices and will undoubtedly influence-HR functions in the present and future. The epidemic has obligated HR professionals to reconsider strategies and imposed a new way of operations. Due to its global widespread, organizations have been forced to adopt measures to prevent its effects through social distancing, working from home arrangements, and increased development and adoption of automated technologies to sustain the day-to-day work activities. The manual HR tasks are being changed by automated HR practices into fast-responsive and efficient activities that facilitate businesses to foresee and gain from the changes in the environment to build a competitive edge. The application of technology reduces the time, effort,

and cost of service provision while enhancing quality (Nasurdin, 2011).

Electronic recruitment is the most modern recruitment method in which the internet or technology plays a vital role. Companies have websites used to find, attract, assess, interview, and hire new people. According to Ahmed *et al.*, (2014), electronic recruitment turned out to be a universally accessible way of recruitment in this day and age. He added that this has replaced the old methods like magazines, booklets, and print media among others which were used for traditional advertisements. They now act as substitutes for e-recruitment. Braddy *et al.* (2006) pointed out that organizations can either develop and maintain their official websites for the advertisement of jobs and company information or engage third-party firms owning job listing websites to do the advertising on behalf of the company.

Another term for e-Recruitment is online recruiting. Today, it is broadly used by organizations to hire candidates through the internet as a medium. Online recruitment is generally aided by uploading information on the organizations' official websites. Online recruitment websites can also be hired to do it on behalf of the organization. Some of the popular websites include; Monster.com, Myjobs.com, LinkedIn.com, and Timesjob.com among others. Organizational growth and creativity are achieved when the right personnel is recruited for the right jobs. In such organizations, talent acquisition strategies are put in place to ensure a careful acquisition of competitive talent to achieve an innovative firm (Jiang *et al.*, 2012). Recruitment, therefore, is a key part of HRM that helps an organization attain creativity and thus improve overall performance.

E-recruitment improves the efficiency and effectiveness of processes as well as reduces costs of operations. It also acts as an online promoter of an organization by presenting it as a desirable and attractive workplace. Technology is very useful in

the screening exercise as it facilitates selection, particularly over long distances. Internet use in the selection process helps to reduce costs and is time-saving and this is achieved through video conferencing (Galanaki, 2002).

'Integration of technology in human resource functions plays a major role in organization performance, a conception that many studies have confirmed. A study done in Sweden by Gonzalez, *et al.*, (2011) to identify and explain the outcomes of electronic human resource management in multinational corporations revealed that the companies used technology in their HR processes which resulted in speedy processes, standardization, and elimination of distance constraints among others. It found that amongst the relational eHRM practices that were studied, the most popular was e-recruitment, adding that it had brought quite significant benefits to the organizations including time-saving, access to a greater pool of applicants at the same time, and standardization among others.

In Sri Lanka, a study by Karunarathna *et al.*, (2020) studied the effect of eHRM on the job performance of employees in Multi-National organizations in the Colombo District. The study revealed a positive correlation between eHRM and the performance of employees. Out of the four variables that were studied (e-Training, e-Communication, e-Recruitment, and e-Performance Management), e-Recruitment had the highest influence followed by e-Communication, e- Performance Appraisal, and finally e-Training.

Banking Industry

In all countries around the world, economic development and capital formation are the key roles of the banking industry. No country can grow and sustain its economy without banks. From time to time, banks increase the growth of the economy and facilitate the execution of business transactions (Poh *et al.*, 2018). A bank is a fiscal establishment authorized to collect deposits, give monetary

guidelines, and create loans. Other financial services that banks may offer are; management of wealth and exchange of currency (Investopedia, 2018). There are a number of resources that help in the running of the banks for example; human resources, security, facility management, technologies, and logistics to name a few. There are also different categories of banks with the most common being the central, investment, and commercial banks. Regulation of banks in many countries is done by the central bank or the state which are responsible for their financial stability (Investopedia, 2018).

Kenya's economy is mainly driven by the financial sector which is experiencing a faster pace of change with the main advancement including the fast adoption of ICT. By depending heavily on human resource capital in service delivery to clients, the banking or financial sector becomes human capital intensive. This means that behind the banks' success in the achievement of goals, there is human capital plays a key role. It is therefore very important to explore and study the HRM practices that have influenced the management of human resources and banks' financial performance. According to Gupta (2005), organizations comprise of and operate through people, without them, organizations cease to exist. Through these people, collection, coordination, and utilization of other resources such as human labour, machinery, finances, and materials are achieved. He added that, by themselves, the resources are not able to accomplish an organization's objectives.

Commercial Banks in Kenya

Commercial banks are financial institutions permitted to offer services of financial nature to the public some of which are deposits, lending, and other financial services. The Banking, CBK, and the Companies Acts govern Kenya's banking sector. The authorized regulator that oversees the operations of commercial banks is the CBK. The operating environment in the Kenyan banking

industry continues to be unpredictable and has seen some major banks being placed under receivership. This means that commercial banks are now looking for ways to remain in operation or to survive the competition and one of the ways is to keep abreast with the new technology advancements.

There are three categories of Commercial banks in Kenya referred by CBK as peer groups or tiers. The banks are placed into a tier as per their weighed composite indexes comprising of deposits by customers, reserves and capital, net assets, and a number of accounts (deposit or loan). By December, 31st 2021, there were 9 large banks, 8 medium, and 22 small banks. A large bank has a 5% and above weighted composite index, a medium bank's weighted index lies between 1% and 5% whereas a bank with an index of below 1% is categorized as a small bank. The report contains the number of commercial bank branches in each county in Kenya. The city under study falls under Nakuru County which is listed as the third with 61 branches. A bigger share of these commercial bank branches is situated within the City's central business district. Nakuru is thus served by a network of major financial institutions.

Statement of the Problem

HR plays a critical role in every organization as it seeks to ensure proper management of the workforce towards achieving the objectives of every organization. Technological advancement has necessitated changes in the environment within which HR function operates. There is apparent pressure upon organizations to seek ways to survive in the current unstable environment. Unforeseen events such as the current COVID-19 pandemic create increased uncertainty and threaten organizations' performance and viability thus calling for organizations to find ways in order to remain adaptive. In the recent past, Kenya has seen some banks exit the industry. Stiff competition and technological disruptions have exposed the banks to the risk of being phased out and with these

scenarios, some organizations are torn between spending on technology and maintaining the status quo; traditional operations. The CBK annual supervision reports (2019 – 2021) reveal trends in the banking sector attributed to technological innovations; great improvement in bank operations, cost reduction, and increased profitability were recorded. Many banks have now invested in technology and integrated it into most operations such as internet and mobile banking, and self-service client systems, and continuously respond to the advances in technology. e-Recruitment is one of the newest and growing areas into which banks in Kenya are venturing into, some are in the piloting stage. Among the reported indicators of financial performance, non-tangible assets like the use of technology in HR practices did not feature. It is therefore not clear whether e-Recruitment has any considerable effect on the operational efficiency of Commercial banks. It was thus necessary to find out whether the integration of technology was a worthwhile undertaking and if it adds any value to the performance of the banks thus the undertaking of the current study aimed to establish the relationship.

LITERATURE REVIEW

Theoretical Review

This study was guided by Resource Based View (RBV) theory. The theory, proposed by Barney (1991), has been extensively applied in studying the performance of organizations (Innocent, 2015). Its point of focus is on capabilities and strategic resources being the source of an organization's competitive advantage. The theory talks about the organization's distinctive capabilities and resources that make it different from other organizations within the same industry. It also attempts to explain how organizations can attain a competitive edge over other organizations in the industry and improve their performance. It is a common way of imagining how competitive advantage can be realized through ownership of resources that are of value, rare and

difficult for competitors to imitate (Takeuchi et al., 2007). RBV suggests that an organization's achievements rely on its internal properties; both physical and non-physical organizational assets and capabilities. RBV also considers the presence of varied types of resources in an organization; process, assets, capabilities, knowledge and technological resources, and competencies of management (Barney, 1991) which enhance organizational performance and contributes to competitive advantage. It suggests that the firm's performance is attributed to its capabilities and resources.

The creation of a sustained competitive edge is attributed to capabilities and resources which possess Valuable, Rare, Inimitable, Non-substitutable (VRIN) attributes (Barney, 1991). For a resource and capability to be considered valuable, it has to contribute to the reduction of costs and revenue enhancement when compared to a situation where there is an absence of the same (Barney & Hesterly, 2006). Based on the RBV, the e-recruitment system of a firm may be distinctive, value-adding, and hard to duplicate when it seeks to combine human, web-based technology resources with Information Technology and employee skill, experience, knowledge, and organizational processes that aid organizational ability to maintain a competitive edge, learning, and innovation.

In the banking sector, the importance of RBV theory is recognized by the body of literature and has exposed the positive link between involving a firm's internal resources and the performance of a bank/organization (Innocent, 2015). This study derives from RBV theory to establish a connection between e-Recruitment and a firm's performance. In this study, both the manpower resources and application of technology in online-Recruitment can be viewed as organizational exceptional internal value-adding resources which facilitate the attainment of organizational performance and competitive edge.

Empirical Review

Gonzalez, *et al.*, (2011) focused on relational eHRM (recruitment, selection, training, and development) in an endeavour to identify and explain the outcomes of eHRM in multinational corporations. A mixed methodology was applied and the collection of data was done through interviews. It revealed that the companies used technology in their HR processes and e-recruitment was considered the most popular part of relational eHRM with significant benefits.

In Kenya, Mulwa (2018) using a descriptive survey design investigated HRM practices and their effects on employee performance in branches of Commercial bank of Kitui Town, Kenya with all staff in 8 banks forming the target population. The practice of recruitment and selection was found to affect the performance of employees, particularly hiring competitively and appropriate placement resulted in prompt service delivery. The study concluded that the integration of technology in human resource practices can improve the performance of employees.

A hundred and sixty-seven (167) firms were recorded by Pin *et al.*, (2001) in Europe out of which those using online HR practices showed 83% higher performance and among them 44% employed e-recruitment in attracting applicants for unfilled positions. Kerrin (2005) stresses that it was of more importance to attract the right person rather than just attract personnel. Snell (2003) also added that electronic recruitment was more productive than the traditional recruitment when it comes to time and effort.

Malik and Razaullah (2013) examined e-recruitment practices in the telecom sector in the district of Peshawar, Pakistan. The focus was on the attraction of talented and potential workers. Their study proved that e-recruitment affected the hiring and growth of the workforce positively and thus an effective component of eHRM.

Holm (2010) in a study on the impact of e-recruitment on the process of recruitment in three Danish organizations revealed that e-recruiting had completely replaced the traditional recruitment process. It established that the major source for studied processes in the three firms was online recruiting. It further confirmed that the commencement of e-recruitment had contributed to many positive results which included improved recruiting lead times, availability of a broader number of candidates, reduced advertising costs, and easy communication with candidates. Also notable was the fact that the use of corporate websites had branded the companies as attractive places to work in.

A study by Adeyemo *et al.* (2015) seeking to examine the impact of electronic recruitment on the performance of organizations in Nigeria specifically focusing on the telecom industry, revealed the existence of a significant influence. It further showed that the benefits such as cost reduction in advertising and access to a larger pool of candidates, improved organizational attraction, and reduction in the cost of communication all signify improved performance of organizations. Junejo *et al.*, (2019) undertook to determine whether e-recruitment mattered for the service sector in Hyderabad, Pakistan and findings revealed that a broad and desirable pool of applicants and the right placement in the right jobs had a direct connection with online recruitment whereas recruitment time and cost had an opposite relationship as believed by workers in the selected organizations. The study recommended the application of e-recruitment in the hiring of employees by policymakers.

In Kenya, a study was done by Mwikya and Mwangi (2019) to examine electronic recruitment and electronic training effects on the performance of the workforce in Telkom Kenya. On electronic recruitment, the results revealed that the firm website improves electronic recruitment for preferred staff, tracking, and hiring of suitable persons, and improvement of human resource

management's hiring decisions for effectiveness to a large extent. Another study by Lombok and Were, (2018) investigated the effects of Information Technology on HRM in KCB, Kenya Ltd in Nairobi County. Among the objectives was the determination of electronic recruitment and selection process effects on HRM in the bank. One of the findings was that the e-recruitment and selection process positively affects human resource management in Kenya Commercial Bank.

Different theories link performance to the achieved objectives of an organization (Suhag, & Rijswijk, 2019). Essentially, performance involves a beneficial or valuable activity or a valuable achievement. This means that the existence of effectiveness, quantity, quality, or efficiency is an indication of performance (Neonatal, 2016). The current study linked performance to indicators that are non-financial as outlined in the conceptual framework.

Measurement of Organizational Performance

There are different ways by which organizational performance can be measured with the use of KPIs (Key Performance Indicators) being a common way of measuring what has been achieved. Workforce satisfaction surveys act as performance indicators. To arrive at a valid measure of organization performance, a number of studies employed a combination of financial and market-based variables. Financial variables include; ROA and ROI while Market-based variables include sales growth. However, Colakoglu *et al.*, (2006) indicated that "there is no straightforward way to measure the performance of a firm when examining HR practices and that management looking for ways of improving profitability and performance of an organization find financial and market-based measures meaningful. Even with the firms operating in the same industry, each one is unique thus one set of performance measures is not suitable for all.

Another assumption, according to research by Vlachos (2008) on "the effect of HR practices on organizational performance in Greece" is that human resource practices like employee training and selective hiring may take years to attain productivity and result in organizational performance. The opinion of management on notions such as performance and effectiveness may in fact be more convincing pointers than objective data like market share, sales, and profitability. This is because they relate directly to a wide number of variables for example; developments in the economy, industry, and environmental factors. Compared to more objective measures, therefore, self-reported measures could provide more precise descriptions.

According to Abu-Jarad *et al.*, (2010), there is no one measure that fits all in measuring the performance of an organization. Davis *et al.*, (2000) argue that focusing on financial metrics of performance only leaves out many other imperative issues like quality among others, and thus the necessity to include non-financial metrics as well in measuring performance so as to reflect organizational efficiency and ability to achieve goals. Operational performance metrics suggested by Ahmad & Schroeder, (2003) are quality, cost, flexibility, and delivery.

This study adopted non-financial metrics to determine the banks' performance through perceptions stated by the employees. These non-financial performance measures gave information on the banks' performance in non-monetary terms. The choice of these measurements of performance was guided by the understanding that the variables under study are non-tangible assets and thus can be suitably measured using non-monetary measures. Financial indicators are usually short-term and would not give a true picture of the contribution of long-term HR strategies which may take years to result in performance (Vlachos, 2008).

Conceptual Framework:

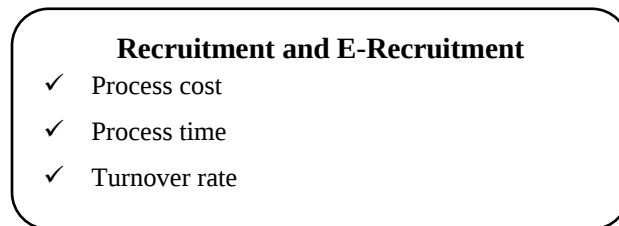
Conceptual framework means the degree of a researcher's conceptualization of the relationship between contextual variables in the study and graphical or diagrammatical illustration of the relationship (Mugenda & Mugenda, 2003). Grant and Osanloo (2016) add that the framework gives a

diagrammatic display of the way ideas relate to each other in a study.

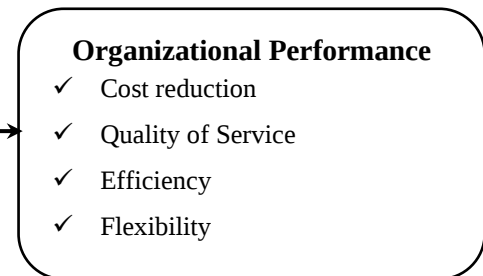
In this study, e-Recruitment is the independent variable whereas organizational performance is the dependent variable. The relationship between the two variables is explained in *Figure 1*.

Figure 1: Conceptual Framework

Independent Variable:



Dependent Variable:



RESEARCH METHODOLOGY

A comparative research design was adopted. The study was carried out in Nakuru City, targeting 105 employees from management, supervisory, and clerical/secretarial. The Census method was adopted which involved the use of the entire population of one hundred and five employees from the selected banks in Nakuru City. Data were

collected via a self-administered questionnaire and analyzed using descriptive and inferential statistics.

FINDINGS

Descriptive analysis was done to establish the relationship between recruitment and organizational performance of selected commercial banks in Nakuru City, Kenya before and after integration of technology.

Table 1: Mean and Standard Deviation for Recruitment before Automation

Statements on recruitment before automation	SA (5)	A (4)	N (3)	D (2)	SD (1)	Mean	Std Dev.
High costs were incurred in hiring before automation	45 (45.0%)	48 (48.0%)	7 (7%)	0 (0.0%)	0 (0.0%)	4.38	.616
There was high level of inefficiency before automation	22 (22.0%)	74 (74.0%)	4 (4.0%)	0 (0.0%)	0 (0.0%)	4.18	.479
There was high level of recruitment errors	11 (11.0%)	32 (32.0%)	37 (37.0%)	10 (10.0%)	10 (10.0%)	3.74	.645
There were challenges in job matching	9 (9.0%)	83 (83.0%)	8 (8.0%)	0 (0.0%)	0 (0.0%)	4.01	.414
There was a high level of Integrity issues before automation	22 (22.0%)	60 (60.0%)	18 (18.0%)	0 (0.0%)	0 (0.0%)	4.04	.634

Table 2: Mean and Standard Deviation for e-Recruitment

Statements on e-recruitment	SA (5)	A (4)	N (3)	D (2)	SD (1)	Mean	Std Dev.
Automation reduced hiring costs	60 (60.0%)	40 (40.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	4.67	.474
There was improved efficiency	24 (24.0%)	69 (69.0%)	7 (7.0%)	0 (0.0%)	0 (0.0%)	4.17	.533
There was a reduction in recruitment errors	11 (11.0%)	59 (59.0%)	28 (28.0%)	2 (4.0%)	0 (0.0%)	3.81	.615
Automation improved job matching	33 (33.0%)	59 (59.0%)	8 (8.0%)	0 (0.0%)	0 (0.0%)	4.25	.592
Automation improved the integrity of the selection process	39 (39.0%)	46 (46.0%)	15 (15.0%)	0 (0.0%)	0 (0.0%)	4.24	.698
Average mean						4.23	

The findings outlined on *Table 1* reveal that before automation, there were increased hiring costs ($M = 4.38$; $SD = 0.616$) while results in *Table 2*, after automation reveal reduced costs in hiring ($M = 4.67$; $SD = 0.474$). On efficiency, the recruitment was found not to be efficient ($M = 4.18$; $SD = 0.475$) before automation and automation was found to have increased the efficiency of recruitment ($M = 4.17$; $SD = 0.533$). Before automation, there were high level of errors in recruitment ($M = 3.79$; $SD = 0.645$) and the banks witnessed a great reduction in recruitment errors after automating the HR practices ($M = 3.81$; $SD = 0.18$). It was also revealed that job matching was a challenge before automation ($M = 4.01$; $SD = 0.414$). The banks noted an improvement in job matching after automation ($M = 4.25$; $SD = 0.592$).

Before integration of technology, the banks witnessed high levels of integrity issues in selection process ($M = 4.04$; $SD = 0.634$) and after automation, an improvement in the integrity of the selection process was evident ($M = 4.24$; $SD = 0.698$). Hiring costs had the highest mean score before automation and similarly was the most improved by automation. The overall mean ($M = 4.07$) before automation implied that most of the respondents agreed with the indicators presented. An average mean ($M = 4.23$) after automation

implies that there was an agreement by the respondents to the questions presented under recruitment.

The findings are consistent with those of Mwikya and Mwangi (2019) that a firm website improves e-recruitment for preferred staff, tracking, and hiring of suitable persons, and the recommendation by Kerrin (2005) that an organization would rather attract the right personnel than just attract personnel. The results also concurred with Snell (2003) who added that electronic recruitment was more productive than the traditional recruitment when it comes to time and effort. Recruitment of the right personnel enhances employee retention and saves the organization from the costs of having to re-train those employed without the right skills. The poor person-job fit would demotivate an employee who may voluntarily or involuntarily quit an organization and this in turn result in more costs for replacements.

Inferential Statistics

The linear regression model, $Y = \beta_0 + \beta_1 X_1 + e$, was used to study the relationship between the independent variable (recruitment) and the dependent variable (organizational Performance) before and after the integration of technology. In the

regression model, Y = dependent variable (organizational performance); β_0 = Constant; β_1 = beta coefficient; X_1 = independent variable (recruitment) and e = error term. Regression

Analysis showing the relationship between recruitment and organizational performance before the automation of HRM systems.

Table 3: Model Summary

Model	R	R Square	Adjusted Square	RStd. Error of Estimate	theDurbin-Watson
	.361 ^a	.130	.122	.506	1.791
<i>a. Predictors: (Constants), Recruitment</i>					
<i>b. Dependent Variable: Organizational Performance</i>					

Table 4: ANOVA

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.925	.540		7.268	.000
Recruitment	-.574	.150	-.361	-3.834	.000

Table 5: Coefficients

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.771	1	3.771	14.701	.000 ^b
	Residual	25.139	98	.257		
	Total	28.910	99			
<i>a. Dependent Variable: Organizational Performance</i>						
<i>b. Predictors: (Constant), Recruitment</i>						

Before automation, the study found the R-value to be 0.361, R Square (R^2) = 0.130, Adjusted R^2 =0.122. These values indicate that before automation, recruitment accounted for 13.0% of the variance in organizational performance. Other factors which were not considered in the study accounted for 87.0% of the variance in organizational performance.

The findings generated in the ANOVA table, *Table 4* indicate that the model adopted was statistically significant ($F_{(1,98)} = 14.701$, $P < 0.05$). The beta standard coefficient value (-0.361), indicates that

before automation, keeping all other factors constant, one unit increase in recruitment led to 0.361 decreases in organizational performance.

The results reveal a negative correlation between recruitment and organizational performance ($\beta = -.361$; $P < 0.05$). The null hypothesis that there is no significant relationship between recruitment and organizational performance is rejected and the alternative hypothesis accepted and adopted that there is a negative significant relationship between recruitment and organizational performance.

Regression Analysis showing the relationship between e-recruitment and organizational performance

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.907 ^a	.823	.821	.248
<i>Predictors: (Constant), e-Recruitment</i>				
<i>Dependent Variable: Organizational Performance</i>				

Table 7: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.082	1	28.082	456.446	.000 ^b
	Residual	6.029	98	.062		
	Total	34.111	99			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), e-Recruitment

Table 8: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.651	.179		3.641	.000
e-Recruitment	.860	.040	.907	21.365	.000

a. Dependent Variable: Organizational Performance

After automation results found the R-value to be 0.907, R Square (R^2) = 0.823, Adjusted R^2 =0.821. These values indicate that e-recruitment accounted for 82.3% of the variance in organizational performance. Other factors which were not considered in the study accounted for 17.7% of the variance in organizational performance.

The findings generated in the ANOVA table, indicate that the model adopted was statistically significant ($F_{(1,98)} = 456.446$, $P < 0.05$). The beta standard coefficient value of 0.907, indicates that after automation when all other factors were kept constant, a 0.907 unit increase in organizational performance is explained by a unit increase in e-recruitment.

The results reveal that there was a high positive correlation between e-recruitment and organizational performance ($\beta = 0.907$; $P < 0.05$). The results confirmed an increase in R^2 value and beta coefficient after automation by 0.693 and 54.6% respectively.

The null hypothesis that there is no significant relationship between e-recruitment and organizational performance is rejected and the alternative hypothesis accepted and adopted that there is a high positive and significant relationship between e-recruitment and organizational performance.

The findings agreed with many studies; Karunarathna *et al.*, (2020), on the effect of eHRM on employee job performance in Multi-National

Entities in Colombo District, Sri Lanka revealed a positive relationship between eHRM and job performance of employees with electronic recruitment having the highest influence out of the four variables (electronic recruitment, electronic training, electronic performance Management, and electronic communication) under study.

The results are also consistent with the findings of a study done in Sweden by Gonzalez, *et al.*, (2011) to identify and explain the outcomes of eHRM in multinational corporations with a focus on relational eHRM (recruitment, selection, training, and development). The study revealed that the companies used technology in their HR processes and e-recruitment was considered the most popular part of relational eHRM with significant benefits.

The main objective of this study was to establish the relationship between e-Recruitment and organizational performance of selected commercial banks in Nakuru City, Kenya by carrying out a comparative assessment of the past and present recruitment practices.

CONCLUSION AND RECOMMENDATIONS

The study found out that the effectiveness and efficiency of e-Recruitment were much higher than the traditional recruitment practices. This was evident by the negative correlation before automation implying that as the variables increased by a unit there was an equivalent drop in organizations' performance. On the contrary, it was noted that the variables had a positive relationship with the organizational performance of the banks after automation which implied that as the independent variables increased in value, so did the dependent variable. Commercial banks incurred high costs of hiring staff before the automation of HRM systems whereas there was a great reduction in hiring costs after automation. The organizations were less efficient before automation and integration of technology led to improved efficiency of the organizations. The banks experienced high

levels of errors in recruitment which negatively affected organizations' performance. However, after the automation of recruitment, the level of errors in recruitment had greatly reduced and this enhanced organizations' organizational performance. There was a challenge in job matching before the automation of recruitment and after automation, job matching was improved. Integrity issues were on the rise before automation which was reduced after automation.

The study recommended that the integration of technology in organizational processes is a worthwhile undertaking and hence organizations should invest in it for positive returns. Organizations should identify other human resource processes and activities that can be automated in order to enhance work efficiency and organizational performance.

REFERENCES

- Abu-Jarad, I. Y., Yusof, N. A., & Nibkin, D. (2010). A review paper on organizational culture and organizational performance. *International Journal of Business and Social Science*, 1(3).
- Adeyemo, S.A., Alabi, E., & Afolabi, M. A. (2015). Influence of e-recruitment on organizational performance in Nigeria. The Academic Conference of African Scholar Publications & Research International on achieving Unprecedented Transformation in a fast-moving World: Agenda for Sub-Sahara Africa. University of Abuja, teaching hospital Conference Hall, Gwagwalada. Vol.3 No.3
- Ahmad, S., & Shroeder, R. G. (2003). The impact of human resource management practices on operational performance: recognizing country and industry differences. *Journal of Operations Management*, 21, 19- 43. [http://dx.doi.org/10.1016/S0272-6963\(02\)00056-6](http://dx.doi.org/10.1016/S0272-6963(02)00056-6)
- Ahmed, S., Tahir, H., & Warsi, S. W. (2014). E-recruitment transforming the dimensions of

- online job seeking: A case of Pakistan. *International Journal of Human Resource Studies*, 5(1), 96
- Barney, J. (1991), Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
- Barney, J., & Hesterly, W. (2006). Organizational economics: understanding the relationship between organizations and economic analysis. *The SAGE handbook of organization studies*, 111-148.
- Braddy, P. W., Meade, A. W., & Kroustalis, C. M. (2006). Organisational recruitment website effects on viewers' perceptions of organisational culture. *Journal of Business and Psychology*, 20, 525-543.
- Colakoglu, S., Lepak, D.P., & Hong, Y. (2006). Measuring harm effectiveness: considering multiple stakeholders in a global context. *Human resource management review*, 16(2), 209-218.
- Galanaki, E. (2002). The decision to recruit online: a descriptive study. *Career Development International*, 7(4), 243-51. <http://dx.doi.org>
- Gonzalez, R., Koizumi, D., & Kusiak, K. (2011). E-HRM and its outcomes.: A study of relational e-HRM in multinational companies.
- Grant, C., & Osanloo, A. (2016). Understanding, selecting and integrating a theoretical framework in dissertation research: Creating the blueprint for H₀ use. *Administrative Issues Journal: Connecting education, Practice & Research*, 4(2), 12-22. DOI:10.5929/2514.4.2.9
- Gupta, C. B. (2005). *Human resource management*. (6th revised and enlarged Ed.) Sultan Chand & Sons, Educational Publishers, Delhi.
- Holm, A. B. (2010, May). The effect of e-recruitment on the recruitment process: Evidence from case studies of three Danish MNCs. In *Proceedings of the 3rd European academic workshop on electronic human resource management* (pp. 91-111).
- Innocent, O. T. A. C. H. E. (2015). The performance of commercial banks: The role of organizational culture as a mediator and external environment as a moderator. *Unpublished doctoral dissertation*. Universiti Utara Malaysia.
- Jani, A (2015). Role of technology for HR transformation enabling higher organizational performance (Conference Paper) GCeMP-2015, India
- Jiang, J., Wang, S., & Zhao, S. (2012). Does HRM facilitate employee creativity and organizational innovation? A study of Chinese firms. *The International Journal of Human Resource Management*, 23(19), 4025-4047.
- Junejo, I., Khawaja, A., & Kanwal, G. (2019). Does e-recruitment matter for service sector? an empirical study of Hyderabad, Pakistan. *Annals of contemporary developments in management & HR (ACDMHR)*, *International Association of Educators and Researchers (IAER)*, 1(3), 22-32, ISSN: 2632-7694
- Karunarathna, T. D., & Nanayakkara, N. W. O. K. D. S. P. (2020). Impact of Electronic Human Resource Management on Employee Job Performance in Multinational Entities in Colombo District, Sri Lanka. (Paper Presentation). 11th International Conference on Business & Information ICBI, University of Kelaniya, Sri Lanka. ISSN 2465-6399, (pp. 403-418)
- Kerrin, M. (2005). E-based recruitment: new challenges in the application of selection and assessment, paper presented at the *division of occupational psychology conference*, Warwickshire, UK

- Makinen, J. (2013). Strategic value of electronic human resource management: a case of financial institution. University of Vaasa, Finland
- Malik, Z., & Razaullah, D. (2013). The role of e-recruitment towards attraction of workforce: A case of Telecom sector organization. *Abasyn University Journal of Social Sciences*, 6(1), 104115.
- Malkawi, N. (2017). Enhancing entrepreneurship through e-commerce adoption -applied study at small companies, Irbid, *Jordan International Journal of Research in Management, Economics and Commerce*, 7(1).
- Mugenda, O., & Mugenda, A. (2003). Research methods: Quantitative and qualitative approaches. 2nd. Rev. Ed. Nairobi.
- Mulwa, M. N. (2018). *The influence of human resource management practices on employee performance in branches of commercial banks in Kitui town* (Doctoral dissertation).
- Mwikya, J. R., & Mwangi, J. (2019). Effects of e-recruitment and e-training on human resource performance in Telkom Kenya. *International Journal of Research Publications*, 35(2), 1-16
- Nasuridin, A. M. (2011). Human resource management practices and organizational innovation: assessing the mediating role of knowledge management effectiveness. *Electronic Journal of Knowledge Management*, 9(2), 155-167.
- Nenadal, J. (2016). Adequacy, suitability, effectiveness and efficiency of quality management systems: how to perceive and assess them?. *Quality Innovation Prosperity*, 20(2), 39-52.
- Nivlouei, F. B. (2014), Electronic human resource management system: the main element in capacitating globalization paradigm. *International Journal of Business and Social Science*, 5 (2), 147-159
- Ombok, M., & Were, S. (2018). Effect of information technology on human resource management in the banking industry in Kenya: a case of KCB bank Kenya limited. *International Journal of Science Management and Entrepreneurship* 2(1): 143-158. ISSN: 2411-7323
- Pin, J. R., Laorden, M., & Saenz-Diez, I. (2001). Internet recruiting power: opportunities and effectiveness. *International Research Centre on Organizations* (IRCO), 4 - 65.
- Poh, L. T, Kilicman, A., & Ibrahim, S. N. (2018). On intellectual capital and financial performances of banks in Malaysia. *Cogent Economics & Finance*, 6(1), 1453574.
- Rathburn, P. (2018). *Bank*. Retrieved February 14, 2020, from <https://www.investopedia.com/terms/b/bank.asp>
- Sihag, V., & Rijdsdijk, S. A. (2019). Organizational controls and performance outcomes: A meta-analytic assessment and extension. *Journal of Management Studies*, 56(1), 91-133
- Snell, A. (2003). Process savings through careers site best practices.
- Takeuchi, R., Lepak, D. P., Wang, H., & Takeuchi, K. (2007). An empirical examination of the mechanisms mediating between high-performance work systems and the performance of Japanese organizations. *Journal of Applied Psychology*, 92:1069-1083.
- Vlachos, I. (2008). The effect of human resource practices on organizational performance: evidence from Greece, *The International Journal of Human Resource Management*, 19(1), 74-97. DOI: 10.1080/09585190701763933