



ONLINE TECHNOLOGY AND EFFECTIVENESS OF STAFF RECRUITMENT IN COMMERCIAL BANKS IN KENYA

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ABSTRACT

The main aim of the study was to investigate the influence of online technology on effectiveness of recruitment in banks. The target population is 42 commercial banks in Kenya where HR and IT departments were targeted. Census was appropriate for the study since sampling frame was relied upon to count the population. The study found out that most social media services are open to feedback and participation, they encourage voting, comments and the sharing of information. Most respondents indicated job portals to greatly affect online recruitment among commercial banks when commercial banks posted job advertisements on job portals. The findings of the study established that majority of the respondents agreed that they use websites to compete for talent as company websites attracted variety of talents. Online agencies enable job seekers to post their application forms on their site for potential employers to view. The study recommended that employers should consider privacy of the job applicants before deciding on the social network to post the upcoming job openings. Commercial banks should ensure that the privacy of the job applicants is maintained. Commercial banks should ensure that job openings are first advertised on the company's website. Commercial banks human resource managers should ensure that the information about the candidate is accurate.

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INTRODUCTION

The purpose of this study is to broaden the research on online technology in recruitment among commercial banks by establishing the influence of online technology on effectiveness of recruitment in banks. This chapter will provide an analysis of the influence of online technology on effectiveness of recruitment in banks so far, an overview of the global perspective and Kenyan scenario of e-recruitment and finally highlight the adoption and use of e-recruitment in the banking industry (Strohmeier & Piazza, 2015).

In Human Resource Management context, recruitment is the process of sourcing and acquiring the right applicants to an organization. Essentially the process involves seeking an attracting a pool of qualified applicants using feasible recruitment methods (Cascio, 2009). Akala (2012) notes that from an organization view point a typical recruitment process can be dividing into four main phases. First describing the requirements of the job positioning after manpower analysis, issuing advertisement regarding the job, posting and receiving of applications from potential candidates and evaluation selection and final decision making.

Recruitment sources used by organizations to reach potential applicants have been an area of interest to researchers (Kaur, 2015). The main concentration according to Rogers (2015) has been on recruitment sources such as newspaper advertisements, direct applications and employment agencies. Allden and Harris (2013) referred to potential applicants as those individuals who have some interest in the job and a reasonable possibility of applying.

Conventional recruitment has always been a time consuming and paper intensive process and according to Baum and Kabst (2014), as global competition persist and industries become more skill intensive, the recruitment of talent workers becomes essential and attracting the right candidates at the right time is becoming tougher than ever. The use of conventional recruitment methods no longer suffices and timely to attract sufficient pool of qualified applicants. Organizations have therefore turned to adopting sophisticated recruitment strategies or combining various recruitment methods to attract them. Baum and Kabst (2014) gave an example of combining newspaper ads and executive search or

employment agencies but noted that this only adds up to the increased recruitment costs per hire.

Online technology in recruitment is amongst the most sophisticated recruitment strategies adopted today. Stone *et al.*, (2015) defines online recruitment as the use of internet to attract potential employees to an organization, and it can include the use of organizations own website, use of commercial job portals, recruitment agency websites and social media. Online recruitment is part of e-HRM, electronic Human Resource Management and is known as one of the most popular e-HRM applications used by organizations. The adoption of online recruitment is about more than just technology. It is about a recruitment system being able to attract the right candidate, selection process being based on sound and credible criteria and the tracking process being able to integrate with existing systems.

Statement of the Problem

Myrna (2008) describes online recruitment as the process of personnel recruitment using electronic resources, in particular the internet. Masese and Kinange (2016) further also confirms that the cost of recruitment is staggering and hiring of new employees should only occur after careful consideration and only when banks anticipates a long-term need for additional labour. The fundamental component of the active job search phase relates to the recruitment sources used by banks to advertise their job vacancies and reach suitable applicants (Mwasha, 2013). The research on recruitment has evolved over time and now primarily attempts to ascertain the superiority of different sources (Mukuna, 2016).

Korpelainen (2011) states that 167 firms in Europe in which 83% were showing higher performance and were using online HR practices. In those firms 44% were those firms which were using e-recruitment to attract candidates for vacant positions. Mokaya (2014) says that attracting right worker is more important than only attracting workers. Muir and Li (2014) also appreciate online recruitment as more productive in terms of time and efforts comparing with conventional recruitment process.

The challenge faced by most commercial banks in Kenya using online technology in recruitment is whether using online recruitment produces the right kind of people for the job and the right blend of candidates (Malik & Razaullah, 2013). In a

survey done by KNBS (2015) it was concluded that online technology in recruitment was particularly good in attracting graduates but not particularly good at attracting candidates for other positions in the organization.

Deloitte Consulting. (2014) notes that one of the pitfalls of using online technology in recruitment include processing the large numbers of applications received electronically by large organizations, and the difficulties job seekers have experienced in using some websites. These difficulties include locating jobs on employer's websites, navigating sites, lack of specific and relevant job descriptions, and difficulties in customizing, formatting and downloading CVs to companies' specifications (Kihara, 2015). The problem of processing large numbers of electronic applications has encouraged employers to look at using the internet more effectively for the selection stages of the recruitment process (Midiwo, Mukulu & Gichuhi, 2015).

Stone *et al.*, (2015) conducted a study that shows that the majority of organizations report achieving moderate results concerning e-recruitment. In their research they found that only less than a quarter of the organization found online technology in recruitment effective. The above stated facts drawn from previous studies establish that adoption of online technology in recruitment is dependent on time and cost of recruitment, quantity and quality of applications (Koo, Wati & Jung, 2012). Much emphasis has not been laid on the effectiveness of social media, job portals, company websites and recruitment agency sites (KenInvest, 2016). No known study has been done to establish the influence of online technology on effectiveness of recruitment in banks and therefore a clear and felt need to assess the influence of online technology on effectiveness of recruitment in banks which is what this paper will look into.

Objectives of the Study

- i. To establish the influence of social media on effectiveness of staff recruitment in commercial banks in Kenya
- ii. To assess the influence of job portals on effectiveness of staff recruitment in commercial banks in Kenya

LITERATURE REVIEW

Theoretical Review

Objective Factor Theory

As per this theory, the choice of organization by a potential employee depends on objective assessment of tangible factors such as; Pay package, Location, Opportunity per career growth, Nature of work and Educational opportunities. The employer according to this theory, considers certain factors among others, educational qualification, years of experience and special qualification/experience (Trivedi & Muduli, 2015).

Zappe (2015). states that the objective factor theory borrows from choice theory Choice Theory, developed by William Glasser, MD, and provides an explanation of motivation which is markedly different from what many of us have been taught. A central aspect of Choice Theory is the belief that we are internally, not externally motivated. While other theories suggest that outside events "cause" us to behave in certain predictable ways, Choice Theory teaches that outside events never "make" us to do anything. What drives our behaviour are internally developed notions of what is most important and satisfying to us. Our "Quality World Pictures," these internally created notions of how we would like things to be, are related to certain Basic Needs built into the genetic structure of every human being (Thite, Budhwar, & Wilkinson, 2014). The Basic Needs which provide the foundation for all motivation are: to be loving and connected to others; to achieve a sense of competence and personal power; to act with a degree of freedom and autonomy; to experience joy and fun; and to survive. Another major concept in Choice Theory is the notion that we always have some choice about how to behave. This does not mean that we have unlimited choice or that outside information is irrelevant as we choose how to behave. It means that we have more control than some people might believe and that we are responsible for the choices we make (Ghosh & Arundhati, 2011).

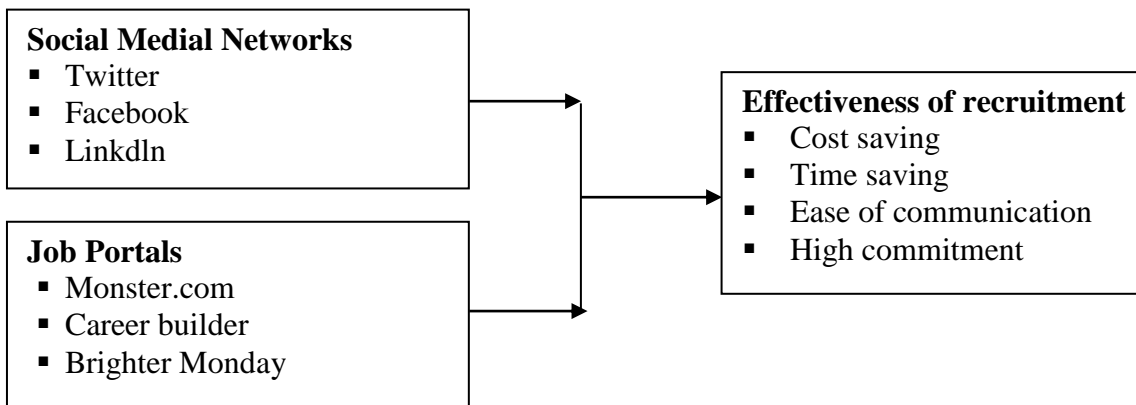
Knowingly or not, humans constantly compare their perception of the world with how they would like it to be, their current Quality World picture. Consciously or not, they determine if their current behavior is the best available choice to take them in the direction they want to go. When people learn to apply the principles of Choice Theory, they are taught how to more consciously self-evaluate so that the behaviours they choose have

the best chance of helping them achieve what they want in ways that are responsible (Gupta, 2016). Objective Factor Theory factors theory relates to the topic through the way the commercial banks offers employees to be recruited online through social media, job portals, company websites and recruitment agency websites.

Subjective Factor Theory

According to this theory, compatibility of individual personality with the image of organization is decisive factor in choosing an organization by individual candidate seeking for employment. These subjective factors are, Personal compatibility for the position, Competence and Best fit. Strohmeier and Piazza (2015) state that the personality theory postulates that a person's personality traits will reveal insight as to adaptability within an organization. The degree of confluence between a person and the organization is expressed as their Person-Organization (P-O) fit. This is also referred to as a person–environment fit. A common measure of the P-O fit is workplace efficacy; the rate at which workers are able to complete tasks. These tasks are mitigated by workplace environs- for example,

Conceptual Framework



Recruitment Effectiveness

Cost Savings- Recruitment and Administration Cost: Online recruitment procedure also saves cost of recruitment and administration recruitment. Online recruitment, a relatively new concept in human resource management, is fast gaining currency for its efficiency and cost-effectiveness (Zappe, 2015). Monster.com, one of the largest on-line recruiters in the world, set up its office in India in 2001. Cost effectiveness can be attained by means of recruitment activities by accurately setting pay levels, rigorous selection that improves job satisfaction and performance (Nigel, 2012).

a worker who works more efficiently as an individual than in a team will have a higher P-O fit for a workplace that stresses individual tasks (such as accountancy). By matching the right personality with the right company workers can achieve a better synergy and avoid pitfalls such as high turnover and low job satisfaction. Employees are more likely to stay committed to organizations if the fit is 'good (Oldham & Da Silva, 2015).

In practice, P-O fit would be used to gauge integration with organizational competencies. The Individual is assessed on these competencies, which reveals efficacy, motivation, influence, and co-worker respect. Competencies can be assessed using various tools like psychological tests, competency based interview, situational analysis. If the Individual displays a high P-O fit, we can say that the Individual would most likely be able to adjust to the company environment and work culture, and would be able to perform at an optimum level (Bondarouk & Brewster, 2016). Subjective Factor Theory relates to the current study when organizations use company websites to recruit staff as candidates gets more information concerning the company.

Time Saving- Efficiency: Online recruitment saves time. For example, while a job advertisement could still bring in a huge number of resumes, these resumes take up a lot of time of the HR manager and thus result in inefficient use of time (De Mauro, Greco, Grimaldi & Ritala, 2017). Speed on Information: Organizations have adopted several advanced modes to perform their human resource practices like recruitment, selection, training and development, performance appraisal (Moran, 2012).

Ease of Communication: Almost every job board has the functionality for job seekers to apply for positions instantaneously (Ghosh & Arundhati, 2011). Frequently online recruitment companies allow job seekers to store their resumes and cover letters online, meaning they only need to click a button to be able to send their information to a potential employer. This increases ease of communication between the job seeker and the recruiter, no longer is applying for a job such a long and tedious process (Carlos, 2012)

High commitment: such outcomes can be characterized in terms of job satisfaction, psychological contract, motivation, integration (Evseeva, Kalchenko, Evseeva & Plis, 2019). Higher congruence concerns the internal organization, the 'input, throughput, and output' of personnel structured in the interests of all stakeholders. Recruitment represents an 'input' of personnel, which is the basis for developing a coherent and satisfying workforce organization (Gale, 2013).

Social Media Networks

Greengard (2012) describes social media as a group of new kinds of online media, which share most or all of the following characteristics. The first is Participation where social media encourages contributions and feedback from everyone who is interested. It blurs the line between media and audience. Secondly Openness in which most social media services are open to feedback and participation, they encourage voting, comments and the sharing of information. There are rarely any barriers to accessing and making use of content – password-protected content is frowned on.

Further to this Conversation, whereas traditional media is about —broadcast where content transmitted or distributed to an audience social media is better seen as a two-way conversation. Community is where social media allows communities to form quickly and communicate effectively. Communities share common interests, such as a love of photography, a political issue or a favourite TV show or profession (Gazzawi & Accoume, 2014). Finally Connectedness. Most kinds of social media thrive on their connectedness, making use of links to other sites, resources and people. Social Networks are a form of social media with the others being blogs, wikis, podcasts, micro blogging and forums. Social Networks are sites allow people to build personal

web pages and then connect with friends to share content and communication. The biggest social networks are MySpace, Facebook, Twitter, and LinkedIn (Oldham & Da Silva, 2015).

According to Holm (2012), people joining a social network usually create a profile and then build a network by connecting to friends and contacts in the network, or by inviting real-world contacts and friends to join the social network. These communities retain the interest of their members by being useful to them and providing services that are entertaining or help them to expand their networks. Social networks cover the entire world, linking people together. Because of their wide member base, they can be used as an excellent advertising tool, more and more companies are using them in recruitment.

Job Portals

According to Moran (2012), a job board used to refer to a physical board or case, often located in an employment centre or agency. This is done in hope that people looking for work might check the job board every few days to see hand posted offers of work. The internet also has job boards where they are organized around specific occupations, locations, or some companies actually search jobs for you if you have filled out applications for them. Some job boards are devoted to certain types of work.

Internet job boards are commonly in the form of employment websites. Wikipedia describes an employment website as a site dealing specifically with employment or careers. Many employment websites are designed to allow employers to post job requirements for a position to be filled and are commonly known as job boards. Other employment sites offer employer reviews, career and job-search advice describe different job descriptions or employers Through a job website a prospective employee can locate and fill out application or submit resumes over the Internet for the advertised position (Peltokorpi & Froese, 2015).

In the recent past there have been concerns that online job boards are failing and becoming irrelevant. According to Gale (2013), Ten years ago, Monster and CareerBuilder were the starting point for any respectable job search candidate or recruiting professional. Companies posted ads, job seekers responded, and within a day recruiters had a cache of potential hires to choose from. But over the years, the boards seemed to sabotage their own

value proposition by becoming too easy to use. Job seekers flooded companies with applications even if they weren't remotely qualified for the positions, and recruiters, overwhelmed by the deluge, stopped reviewing them all together. This caused serious seekers to abandon the big boards, turning instead to social media, referrals, and niche recruiting sites for job leads, leaving recruiters with a less and less compelling candidate pool for their job posting dollar (Mukuna, 2016). Job boards are still far from dead, despite the deflated value proposition; job boards still rank as the number three source of external hires—behind referrals and corporate career sites, according to Career Roads 2013 Source of Hire Report. In 2012, roughly one in every six external hire was attributed to a Job Board. That's down from nearly one in four external hires (Gales, 2013).

Empirical Review

Ndambiri (2017) conducted an analysis of social media use in the recruitment and selection of young professionals: a case of commercial banks in Kenya. A descriptive survey design was employed in conducting this study and addressed the questions posed above. The study population consisted of 65 human resource managers in tier one banks (those with assets of over Kes 25 billion) and tier two banks (those with assets of between Kes 6 billion to Kes 24.9 billion). However, only 50 responded resulting into a 77% response rate. The data collected was analyzed by using the Statistical Package for Social Sciences (SPSS) tool for descriptive statistics and presented through means, standard deviations, percentages, and frequencies. Correlation and regression analysis was applied to determine the relationship between the dependent and independent variables. The findings revealed that the use of social media in recruitment and selection is affordable for the banks, it was also revealed that it is cheaper to access to a wider pool of people using social media, and many banks have set up equal opportunity and diversity policies.

Kowsar (2021) researched on impact of social media on effective e-recruitment and selection in the context of banking sector of Bangladesh. The study is designed to explore the most crucial factors which affect the effectiveness of social media for recruitment. And tries to find out the impact of social media on e-recruitment. Objective of this report is to find out the impact of

social media on recruitment and how it can modernize and improve the recruitment process and if there is any possible problems and limitations to identify those. This paper is basically prepared based on 30+ respondents of university graduates and job seekers of Bangladesh and based on response received from two perspective bank to understand the costs, time and effectiveness of social media for recruitment. Data used for this study have been collected by using two different structured google form questionnaire. From the study concerned people in this arena can get a specific view about the effectiveness of social media for recruitment and take corrective actions to improve the present situation.

Ramkumar (2018) studied E-Recruitment through Job Portals and Social Media Network: Challenges & Opportunities. The rapid development of modern Information and Communications Technology (ICT) has resulted in an increasing number of job-seekers turning to the Web for information. This has motivated the use of electronic recruitment (e-recruitment) systems, also known as online recruitment which is one of the emerging worldwide trends in electronic human resource management (E-HRM) functions. E-HRM is a way of implementing HRM strategies, policies and practices in an organization through a directed support of Web technology based channels. The Internet can facilitate the selection of employees and other HR functions related to recruitment, especially where long distances are involved. This has dramatically changed the way business is conducted and this use of technology is clearly demonstrated by the number of organizations and individuals who utilize the Internet and electronic media. In terms of HR management, the Internet has changed the recruitment perspective for both organizations and job seekers.

Nor, Abidah, Feng and Ikmal (2021) studied online recruitment website is significantly influence the job-seekers to apply job online. This research evaluated the factors influencing job-seekers' intention to use online recruitment websites, with the hope that the recruitment portals and organizations that want to use online recruitment websites for their recruiting purposes will be able to make use of the information gathered from the study to enhance user experience when using online recruitment websites for job-seeking activities. For the

purpose of this study, information pertaining to users' attitude intended action to use, continue using, and recommending others to use online recruitment websites is gathered. A total of 208 respondents are required to specify the degree to which they strongly agree or strongly disagree. Three statements involving to Intention to Use online recruitment websites using a 5-point Likert scale (1=strongly disagree, 5=strongly agree). Analysis of data using SPSS. The outcome showed there is a significant relation between DV and IVs.

RESEARCH METHODOLOGY

The research design adopted a descriptive survey design that ensured collections and descriptive analysis of data from the population of study. The study targeted 42 human resource managers and 42 IT managers in all the commercial banks since they had a good knowledge on online technology in recruitment. The total target population was 84 respondents. Census was appropriate for the study since sampling frame was relied upon to count the population. Questionnaires were useful in gathering information from the online technology in recruitment. The researcher administered the questionnaires individually to all respondents of the study. Data was then analysed by using regression analysis using SPSS software version (17.0) and descriptive statistics which was presented using mean, correlation, standard deviation and percentages. The analysis was then visually displayed using graphs, frequency tables and charts. A multiple regression model was applied to analyse the relationship between the various variables. The model treated effectiveness recruitment as the dependent variable while the independent variables were social media networks, job portals, company websites and recruitment agency websites.

RESEARCH FINDINGS AND DISCUSSION

Descriptive Analysis

Effectiveness of Recruitment

In this section, respondents gave the extent to which they agree or disagree with statements regarding effectiveness of recruitment. Table 1 presents summary of the findings obtained.

Table 1: Descriptive Analysis for Effectiveness of Recruitment

Statements	Mean	Std.Dev.
Effective recruitment methods reduce the time spent on the recruitment process.	4.10	0.900
Effective recruitment methods reduce the cost of the recruitment process	4.16	0.999
Effective recruitment methods improve the quality of applications received for a job.	3.96	0.976
Effective recruitment methods increase the volume of applications received for a job	3.90	0.976
Effective recruitment methods increase the diversity of applications received for a job organization.	3.97	0.992
Effective recruitment methods improve candidate & employer satisfaction from the recruitment process.	3.68	1.070
Aggregate Score	3.962	0.986

According to the findings, the respondents were in agreement that effective recruitment methods reduce the time spent on the recruitment process with a mean of 4.10. The respondents also were in agreement that Effective recruitment methods reduce the cost of the recruitment process shown by a mean of 4.16 and that effective recruitment methods improve the quality of applications received for a job with a mean of 3.96. Majority of the respondents agreed that Effective recruitment methods increase the volume of applications received for a job shown by mean of 3.97 and that Effective recruitment methods improve candidate & employer satisfaction from the recruitment process by a mean of 3.68. Thus is a clear indication that effective recruitment process is critical. The findings agree with Zappe (2015) that online recruitment procedure saves cost of recruitment and administration recruitment. It also agrees with De Mauro, Greco, Grimaldi and Ritala (2017) who observed that online recruitment saves time. For example, while a job advertisement could still bring in a huge number of resumes, these resumes take up a lot of time of the HR manager and thus result in inefficient use of time

Social Media

Respondents gave the extent to which they agree or disagree with statements regarding use of social media. The summary of the findings were as presented in Table 2.

Table 2: Descriptive Analysis for Social Media

Social Media	Mean	Std. Dev.
Using twitter to promote upcoming job opportunities	4.14	0.874
Using Facebook to discover talent	3.50	0.997
Using Facebook groups to source candidates.	3.84	1.014
Using Facebook to manage a pipeline of talent.	4.35	0.705
Using LinkedIn to interact with the job seekers	3.68	1.070
Aggregate Score	3.902	0.932

Table 2 show a summary of effect of social media on effectiveness of recruitment process. According to the findings majority of the respondents agreed that using twitter to promote upcoming job opportunities as shown by mean of 4.14. The respondents also agreed that using Facebook to discover talent as shown by mean of 3.50 and that using Facebook groups to source candidates as shown by the mean of 3.84. In addition the respondent agreed that Using Facebook to manage a pipeline of talent as shown by the mean of 4.35. The findings of the study on using LinkedIn to interact with the job seekers as shown by the mean of 3.68 which shows that social medial greatly contributes to the effectiveness of the recruitment process.

The study findings agree with Ndambiri (2017) who revealed that the use of social media in recruitment and selection is affordable for the banks, it was also revealed that it is cheaper to access to a wider pool of people using social media, and many banks have set up equal opportunity and diversity policies. It also agrees with Filip, Jackowicz, and Kozłowski, (2016) that late-adopting banks must forego some of their market power to reach new customers through Internet banking. The size of the necessary market-power sacrifice is smaller when small banks primarily compete against their peers within local banking markets than against larger commercial banks. Additionally, the study observed that an early and aggressive embrace of Facebook as a method of communication was

beneficial for small local banks in terms of interest income.

Job Portals

Respondents were requested to indicate the extent to which they agree or disagree with the statements regarding job portals. The findings were as presented in Table 3.

Table 3: Descriptive Analysis for Job Portals

Job Portals	Mean	Std. Dev.
My company is using monster to identify potential staff	3.68	1.070
My company is using job websites to locate and fill out applications	3.86	1.059
My company is using Brighter Monday to recruit staff	3.58	1.168
My company is using CareerBuilder for Internet recruiting.	4.04	0.999
My company is using job boards to offer employer reviews, career and job-search advice.	3.96	0.976
Aggregate score	3.824	1.054

Table 3 shows a summary on the level of agreement on various aspects of use of job portals in ensuring effectiveness of recruitment process. According to the findings majority of the respondents agreed that the company is using monster to identify potential staff pensions at work with an average mean score of 3.68. The findings of the study revealed that majority of the respondents agreed that, the company is using job websites to locate and fill out applications as shown by a mean of 3.86. The respondents also agreed that the company is using CareerBuilder for Internet recruiting as shown by a mean of 3.58. The findings of the study revealed that respondents agreed that, the company is using CareerBuilder for Internet recruiting as shown by the mean of 4.04 and finally the respondents agreed that, company is using job boards to offer employer reviews, career and job-search advice as shown by a mean of 3.96.

The study findings agree with those of Erin, Christopher and Jeremy (2022) that job seekers respond to portal access by increasing their reservation wages, and by working significantly less. As good job offers fail to materialize on the platform, some job seekers adjust their expectations downwards and resume working. These findings suggested that job seekers' beliefs

about the arrival rate of jobs mediate the effectiveness of matching interventions

Inferential Analysis

Correlation Analysis

Table 4: Correlation Analysis

		Effectiveness of Recruitment	Social Media Networks	Job Portals
Effectiveness of Recruitment	Pearson Correlation	1		
	Sig. (1-tailed)			
	N	40		
Social Media Networks	Pearson Correlation	.763*	1	
	Sig. (1-tailed)	.003		
	N	40	40	
Job Portals	Pearson Correlation	.541*	.245	1
	Sig. (1-tailed)	.000	.104	
	N	40	40	40

Table 4 shows strong relationship between social media networks and effectiveness of recruitment. The relationship is significant ($r = 0.763$, $P < 0.05$) thus the social media networks greatly influenced effectiveness of recruitment, the findings agrees with Gupta (2016) who purported that leveraging a social media monitoring platform for recruiting is an effective way seek out potential candidates and gain feedback around the public’s perception around a brand as an employer.

The finding also shows job portals to have a strong effect on effectiveness towards recruitment. The relationship was significant at ($r = 0.541$, $P < 0.05$), thus job portals greatly affected effectiveness towards recruitment process. The findings agrees with Gale (2013) who argued that companies posted ads, job seekers responded, and within a day recruiters had a cache of potential hires to choose from. The table shows a strong relationship between company websites and effective recruitment.

Regressions Analysis

Model Summary

The model summary was used to determine the variation in effectiveness of staff recruitment in commercial banks in Kenya due to changes in

recruitment agency websites, job portals, company websites, social media networks. The results were as presented in Table 5

Table 5: Model Summary

Model	R	Adjusted R Square	Std. Error of the Estimate
1	.786 ^a	.618	.14755

Findings in Table 6 indicates value of R^2 is 0.618, revealing 61.8% variability in social media network, job portals, company websites and recruitment agency websites accounted for effectiveness of recruitment variables in the model developed. The adjusted R^2 is an improved estimation of R^2 in the population. The value of adjusted R^2 is 0.618. This adjusted measure provides a revised estimate, 61.8% variability in effectiveness of recruitment i.e. 0.618, revealing 61.8% variability in social media network, job portals, company websites and recruitment agency websites accounted for by effectiveness of recruitment process due to the fitted model.

Analysis of Variables

The analysis of variance (ANOVA) was performed to establish whether the model was a significant fit for the data collected to form the tests of significance. The results are as shown in Table 6.

Table 6: ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	4.773	4	1.193	2.112	.021 ^b
Residual	19.775	35	0.565		
Total	24.548	39			

From Table 6, the regression sum of squares (4.773) is less as compared to the residual sum of squares (19.775). This shows that more of the variations in the dependent variable (effectiveness of recruitment), is explained by the model. The results of the calculated F- distribution on Table 4.14 show that $f = 2.112$. The table value of f-distribution at 0.05 significant level presented critical value of $1.97 < 2.112$. Concerning the whole sample, a statistically significant association was obtained between online technology and effectiveness of staff recruitment in banks.

The findings further demonstrated that the online technology variables have a p- value=0.021. This proves that the model is statistically significant, provided that the p- value is less than 0.05 at the 95 percent confidence level, thus there is little

likelihood that the variations explained by the model are due to chance. Hence, the null hypothesis (Ho: Online technology is not effective for staff recruitment in banks) was rejected and a conclusion made that at 95 percent level of confidence.

Coefficients of Variables

Table 7: Coefficients of Variables

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.358	0.068		5.265	.000
Social Media Networks	0.450	0.113	0.595	3.982	.000
Job Portals	0.213	0.059	0.151	3.610	.021

a. Dependent Variable: Effectiveness of Recruitment

The regression model fitted from the results was;

$$Y=0.358 + 0.450 X_1 + 0.213 X_2 +$$

The findings also show that social media network has positive influence on effectiveness of staff recruitment in commercial banks in Kenya (β= 0.450). The p-value (0.000) suggested significant influence because it was below selected significance level of 5%. Therefore, social media network positively and significantly affects effectiveness of staff recruitment. Therefore, a unit improvement in use of social media network would lead to an increase in cost-effectiveness of staff recruitment in commercial banks in Kenya by 0.450 units.

It is also seen that job portals has positive influence on effectiveness of staff recruitment in commercial banks in Kenya (β= 0.213). The p-value (0.021) suggested significant influence because it was below selected significance level of 5%. Therefore, job portals positively and significantly affect effectiveness of staff recruitment. Therefore, a unit improvement in job portals would lead to an increase in cost-effectiveness of staff recruitment in commercial banks in Kenya by 0.213 units.

Conclusions

The first research question was what is the influence of social media on effectiveness of staff recruitment in commercial banks in Kenya? The study found that social media is statistically significant in explaining effectiveness of staff recruitment in commercial banks in Kenya. The influence was found to be positive. This means

that unit increase in use of social media would lead to an increase in effectiveness of staff recruitment in commercial banks in Kenya. Based on the findings, the study concluded that social media positively and significantly influence effectiveness of staff recruitment.

The second research question was what is the influence of job portals on effectiveness of staff recruitment in commercial banks in Kenya? The study found that job portals are statistically significant in explaining effectiveness of staff recruitment in commercial banks in Kenya. The influence was found to be positive. This means that unit increase in job portals would lead to an increase in effectiveness of staff recruitment in commercial banks in Kenya. Based on the findings, the study concluded that job portals positively and significantly influence effectiveness of staff recruitment.

Recommendations

Human resource managers in commercial banks should consider using other social networks other than face book that are more secure from virus and hackers. Employers should consider privacy of the job applicants before deciding on the social network to post the upcoming job openings. Human resource managers should evaluate whether social media networks attract the employees required to achieve the organization goals.

Commercial banks should ensure that the privacy of the job applicants is maintained. Commercial banks should ensure that the cost of placing adverts in job portals does not compromise the quality of the applicants. Commercial banks should be more focused on the quality of the applicant’s rather than the quantity of the applicants. Human resource managers in commercial banks should evaluate the effectiveness of job portals.

Suggestions for Further Studies

The study was to identify the influence of online technology on effectiveness of staff recruitment in banks using 42 commercial banks as a case study and excluded other financial institutions, therefore further study is recommended to cover various financial institutions in Kenya. The study only targeted two departments that is Human resource and IT and excluded employees from other departments like fiancé, procurement department, public relations department and marketing

department, further study is necessary for this departments.

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