ASSESSMENT THE EFFECT OF INFROMATION TECHNOLOGY IN RECRUITEMENT AND SELECTION PRACTICES THE CASE OF ETHIO-JOBS RECRUITMENT COMPANY.

BY

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A THESIS SUBMITTED TO THE DEPARTMENT OF MANAGEMENT, COLLEGE OF BUSINESS AND ECONOMICS, WOLKITE UNIVERSITY IN PARTIAL FULFILLMENT OF THEREQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESSADMINISTRATION.

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STATEMENT OF DECLARATION

I ANDAMLAK BAREGA, declare that this thesis entitled *"*assessment the effect of information technology in recruitment and selection practice. A study on ethio-jobs Recruitment Company*",* has been carried out by me under the guidance and supervision of Mr Amedemicheal Birhanu (ASSO professor) And Mr Tilahune Damitew (MSC) and submitted for the award of the degree of Master of Business Administration at Wolkite University.

The thesis is original work and it hasn't been presented for the award of any Degree, in this University or any other University. It is offered for the partial fulfilment of the degree of Masters of in business administration.

By: ANDAMLAK BAREGA GAMI

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This is to certify that the thesis entitled **"Assessment the effect of information technology in recruitment and selection practice: A Study on ethio-jobs recruitment company"** submitted to Wolkite University for the award of the Degree of Master in Business Administration and is a record of valuable research work carried out by Mr ANDAMLAK BAREGA GAMI, under our guidance and supervision. Therefore we recommend that the student has fulfilled the requirements and hence hereby can submit the thesis to the department.

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As members of Board of Examiners of the MSc. thesis open defines examination, we certify that we have read and evaluated the thesis prepared by ANDAMLAK BAREGA GAMI, in title **"**Assessment the effect of information technology on recruitment and selection practice: A Study on ethio-jobs recruitment company**"**, and examined the candidate. We recommended that the thesis be accepted as fulfilling the thesis requirement for the Degree of Master in Business Administration.

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Abbreviation and acronyms

ATS -Applicant tracking system

CRM- Customer relation management

CV- Curriculum vita

DSL- Digital subscriber link

E-COMMERCE- Electronic commerce

E-RECRUITMENT- Electronic recruitment

HR- Human resource

HRIS- Human resource information system

HRM- Human resource management

ICT- Information communication technology

IT- Information technology

KAS- Knowledge, ability and skill

PCS- Personal computers

RSS- Real simple syndication

SHRM- Strategic Human resource management

WWW- World Wide Web

Abstract

Information Technology has changed the business world many times over in the Information Age, the advent of computers and the Internet has increased their impact significantly. Technology continues to have a significant impact on Human Resource practices specifically in recruitment and selection. The purpose of the study was to assess the effect of Information Technology on recruitment and selection practices in Ethio-jobs. A Survey approach was adopted for this study, with staff from HR department in Ethio-jobs and employees of user companies as the subjects. The study nonprobability sampling technique; census method was used. SPSS as a descriptive statistical tool was used to create tables, frequencies and correlation of some variables. It was found out that meet the research objective; descriptive type of research design with mixed approach from both primary and secondary sources has been adopted. 96 self-administered questionnaires' were distributed to sample respondents via census methods; where 77 questionnaires have been properly filed and collected. Secondary data were obtained through analysis of relevant documents. According to respondents' response, ethio-job used company websites adverts as a medium of recruitment Strategy than Real- simple syndication feeds, newspaper and magazine adverts on improvement of recruitment and selection practice. With regarded to the application of IT in recruitment and selection practice, using human information system has significant impact Time spent on communication decrease to improve recruitment and selection practice.

Opportunity and facilitation of IT tools for job-seekers and employer availability of Identity management website, which is used for internal and external communication for recruitment and selection purpose with the average mean score value of 3.69 Has significant impact on improvement of recruitment and selection practice.

challenges of IT in recruitment and selection based on respondent's response analysis indicate that lack of managerial support to implement IT in recruitment and selection practice has not significant improvement of HR function.

From these finding it is recommended that endeavor to heighten intensive application of existing HRIS to increase the awareness of employees at department level, provide training for HR employees on customer handling system and refreshing course on recruitment and selection tools in order to be upgrading their skill and knowledge about the services they offer.

Keywords: Ethio-jobs, Information Technology (IT), Recruitment and Selection.

CHAPTER ONE

1 INTRODUCTION

The study aims to investigate the effect of IT on improvement of HR function in ethio-job Recruitment Company. The first chapter starts with Background, Statement of the problem, Research questions, Research objective, Scope, significant of the study and organization of the study.

1.1. Background of the study

The ways in which human resources are managed has changed dramatically in recent years. Human resources are considered the most important asset of an organization, but very few organizations are able to fully harness its potential. Indeed, the HRM function in organizations has gained increasing strategic emphasis, and the importance of its alignment HRM and business strategies is well-acknowledged. In fact, Hustad and Munkvold (2005) stated that effective HRM is vital in order to be able to meet the market demands with well-qualified employees at all times. Typical HR programs involve activities such as record keeping, recruiting, selection, training, employee relations, and compensation. However, all these programs involve multiple activities, and these HR activities can be classified into three broad categories: transactional, traditional, and transformational (Wright, McMahan, Snell &Gerhart, 1998).

Regards to HR activates transactional activities involve day-to-day transactions that have to deal mostly with record keeping for example, entering payroll information, employee status changes, and the administration of employee benefits. Traditional activities involve HR programs such as planning, recruiting, selection, training, compensation, and performance management. These activities can have strategic value for the organization if their results or outcomes are consistent with the strategic goals of the organization. Transformational activities are those activities that add value to the organization for example, cultural or organizational change, structural realignment, strategic redirection, and increasing innovation (Bernik, Florjancic, Crnigoj and Bernik, 2007).

The use of Information Technology (IT) has been advocated as an opportunity for human resource (HR) professionals to become strategic partners with top management. The idea has been that IT would allow for the HR function to become more efficient and to

provide better information for decision-making. HRM generally uses IT tools such as Human Resource Information System (HRIS). HRIS is said to be an integrated system of acquiring and storing data used to make analysis, make decisions in the field of HR (Hendrickson, 2003: 381-394; Luck, 2010). A contemporary HRIS is a dynamic database about employees' performance and demographic information. Lippert and Swiercz (2005) argued that HRIS provides information about employees' data, employment, application requirement, job characteristics, selection and staffing, procedures of employment, corporate structure, professional and individual improvement, education costs, performance appraisal, personnel planning, organizing etc. Besides this data are used for many purposes simple or complex.

According to Kavanagh (2008) one of the major advantages of the design, development, and Implementation of an HRIS is to reduce the amount of time the HR staff has to spend on transactional activities, allowing the staff to spend more time on traditional and transformational activities. This notion of using technology to process transactional activities more efficiently is the central theme of this study and provides one of the primary justifications for a computer-based system. It is clear that, technology and HRM have a broad range of influences upon each other, and HR professionals should be able to adopt technologies that allow the reengineering of the HR function, be prepared to support organizational and work design changes caused by technology, and be able to support a proper managerial climate for innovative and knowledge-based organizations (Hempel, 2004). These technological advances are being driven primarily by strong demands from human resource professionals for enhancement in speed, effectiveness, and cost containment.

Parry (2011) argued that the development of technology has allowed firms to provide services directly to employees and managers through the use of self-service systems. Over recent years, Florow ski and Olivas - Lujan (2006) underscored that there has been a shift in the delivery of transactional HRM from an approach which is "labor intensive" to one which is "technology intensive" whereby a large proportion of transactional activities are now delivered using a wide variety of software rather than by HR administrators.

Nowadays, business world is undergoing a substantial change: the employee turn-over rate becomes high, and both the organization structure and management pattern change as well. The traditional HRM style fails to catch up with such rapid changes: the traditional style mainly focuses on supportive personnel activities for a company, for example, collecting employee information, monitoring individual performance, and implementing organization policies. It is a passive, submissive execution, without self-motivated participation into strategic issue to foresee the challenges of tomorrow. Therefore, there comes a demand for the new HRM that should understand the business strategy, formulate the corresponding management strategy on human resources to improve delivered service, and act as a strategy partner with top management team (Beer, 1997; Mohrman & Lawer, 1997).This paper seeks to understand how the effect of information technology on human resource function has changed over the years, specifically looking into recruitment and selection technology, which reduce the amount of time it takes to go through every candidates application in ethio-jobs Addis Ababa.

1.2. Statement of the Problem

The HR department representing 'recruiters' or "gate-keepers" have to make important decisions, including whom to target, what message to convey and how to staff recruitment efforts. If not done correctly, an organization's recruitment efforts can produce job applicants who are unqualified, who lack diversity or who may decline job offers. These some applicants may be prone to turnover of hired. A poorly designed recruitment process can miss attractive job candidates, including those who work for competitors.

Specifically, cost seems to be a major bottleneck with spearheading IT innovation in ethio-jobs Recruitment Company. Cost relates to the availability of infrastructure (hardware, soft wares and databases), technical expertise, training and time. Furthermore, upon investigation in the study areas, it came to light that errors are sometimes prone to technologies deployed in recruitment and selection practice. If correctly implemented, the results remain key levers to enhance overall HR service levels and reduce costs of Recruitment.

Meanwhile, part of the HR tasks, such as routine administration and individual performance management, are decentralized to line managers (Hales, 2005). The HR professionals participate in transformative activities to uphold the transaction

(Appelbaum & Wohl, 2000); transactional activities involve day-to-day transactions that have to deal mostly with record keeping for example, entering payroll information, employee status changes, and the administration of employee benefits. To be competent for such challenging activities, they should improve management skills to promote the transaction by appropriate strategy.

As preliminary investigation conducted by researcher through discussion with HR director, hiring manager and some employees the recruitment and selection practices of ethio-jobs recruiting company reveal that there is a delay in filling vacant posts for both external and internal recruitment because of the delays; the best candidates will be taken by other organizations and employees who wait for promotion will also be dissatisfied which result, reduces organizational commitment. Many employee and applicants complaints about recruitment and selection process fairness and transparency. Due to the online social network recruitment method vast numbers of applicants join this pages and much burden on employees‟ of hiring department, instrument used for selection candidate is ineffective it came to light that errors are sometimes prone to technologies deployed in recruitment and selection practice. Due to this company miss a chance of screening again and having best employee who help to achieve its objectives. All these problems make the HR function ineffective at large.

Therefore the researcher initiated to conduct research in this topic:

- ✓ There was no conducted study based on assessment the effect of IT on recruitment and selection practice in the study area.
- ✓ The implementation challenge of IT in recruitment and selection practice is still exist there.

1.3. Research Questions

I. What are the changes that e-recruitment tools are bringing about in recruiting strategies and practice?
II. What are the challenges of application of IT on improving recruitment and selection practice?
III. What are the opportunities and facilitation for job seekers and Recruitment Companies using IT tools?
IV. How much it is effective HR department in terms of time & cost using e-recruitment?

V. What are the challenges facing in HRM functions using IT?

1.4. Objectives of the study

1.4.1. General Objectives

The general objective of this study was to assess the effect of information technology on recruitment and selection practice in ethio-jobs Recruitment Company.

1.4.2. Specific objectives of this study

- To find out the changes that e-recruitment tools are bringing about in recruiting strategies and practice in ethio-jobs Recruitment Company.
- To find out that challenges of application of IT on improving recruitment and selection practice.
- To indicate the opportunities and facilitations of jobseekers and Recruitment Company using IT tools.
- To find out effectiveness of HR department in terms of time &cost using e-recruitment activities.
- To indicate the current challenges of using IT in recruitment and selection practice.

1.5. Significance of the Study

This study investigated the effect of IT in recruitment and selection practice in the study areas. In doing so, the study would add knowledge in area of recruitment and selection using IT and it has its own contribution for future research work. The study would provide information on the recruitment and selection practice of Ethio-jobs recruiting company, It has try to identify the major problem that company face when conducting recruitment selection process.

Finally, the study would contributed to the field of knowledge in recruitment and selection and other researchers wishing to carry out further research and contribute to existing literature in the field of recruitment and selection. The research findings, will help other researchers who would want to undertake the same study to come up with more comprehensive research work or highlight the necessary adjustment that were not dealt with in depth by this research.

1.6. Scope of the Study

The study is delimited to assessment the effect of information technology in recruitment and selection Practices in ethio-jobs e-recruitment Company. The researcher actually chooses to descriptive research design to conduct the research. Some private companies of Ethiopia used IT on recruitment and selection of employees; ethio-job is the one. Do to inaccessibility of resources, limited accesses of empirical studies and related literatures the study was delimited at the ethio-jobs headquarter Addis Ababa. Due to the larger number of factors considered the effect of information technology on recruitment and selection practice, the study would undertake identifying of key variables that are influencing implementation of IT in recruitment and selection practice in ethio-jobs recruitment Company. The choice of variables has been based on previous studies on the related topics in different years. Improvement of HR function, specifically recruitment and selection is dependent variable whereas; medium of recruitment strategy, Application of IT in HR activities ,IT tools used for recruitment and selections, effectiveness of HR department in cost and time, and challenges using IT in HR functions considered as independent variables.

1.7. Limitation of the study

There are certain constraints of the study, the major limitation were non-availability of adequate published and documented about effectiveness of IT in HR function which would be useful for the study; and some employees in the selected company refuse to take questioners claiming time constraint. Even though who took questioners to complete had taken several days. Therefore, the researcher had to wait several days to collect the questioners. Hence, the time and unavailability of some employees (managers) due to some offices works were among major constraints faced by the researcher during conducting of this study. This may have affected the depth of analysis and inclusion of some relevant findings about the effect of IT in recruitment and selection practice in the study area. But the researcher used different techniques to handle these constraints and finalized this thesis.

1.8. Organization of the Study

The study would organize under five chapters. The first chapter included background of the study, statement of the problems, research questions, objectives of the study, significance of the study, and scope of the study. In the second chapter literature review,

The third chapter deals with in deep presentation of research design and methodology, in this part research design would have discussed, population, sample size and sampling techniques would show, what type of data required and from which source it obtained, what analysis method be implemented. The fourth chapter consists of results and discussion from respondents. The last chapter would contain summary of major findings, conclusion and recommendation part. Finally the references and appendixes would be attached at the end of the research paper.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2. Introduction

The intention of this chapter is to examine the extensive body of literature related to the effect of information technology in recruitment and selection practices.

2.1. Theoretical literature review

Arising from the motivation of HR functions in organizations, models were developed and tasted to help in predicting and using HR acceptance. In most HR studies, theories such as Building theory, personality job-fit theory, people theory, Technology acceptance Model (Davis, 1989) among others have been used. However, the purpose of this study, the e-recruitment model was used. The e-recruitment model was adopted Ruel et al. (2004) to consolidate previous e-recruitment related studies.

Firms internal factors, such as the IT implementation capability and the strategic contribution of IT, determine whether that activity is undertaken internally or outsourced, whereas the technical skills set and the firm size do not affect that decision.

E-recruitment type; Based on Lepark and Snells(1998)HRM type, Operational e-Recruitment concerns basic e-recruitment transaction characterized by short term applicant relationships, global messages and automation. On the other hand Relational e-recruitment characterized by the development of "real" applicant relationships through better feedback and the use of web 2.0 tools. Lastly, Transformational type of e-recruitment concerns strategic e-recruitment, anchored in a talent management strategy. Employer branding and reputation could be a solid support.

E-recruitment outcomes were adapted from Beer et al. (1984) outcomes. High commitment such as outcome can be characterized in terms of job satisfaction, psychological contract, motivation, integration. High competence; this point towards the ability employees have to learn new task and roles. It requires careful selection of employees from the beginning. Cost effectiveness can be attained by means of recruitment activities by accurately setting pay levels, rigorous selection that improves job satisfaction and performance. Higher congruence concerns the internal organization, the "input, though output" of personnel structured in the interest of all stakeholders.

2.2. Concept of E-recruitment

According to Jovanovic (2004) recruitment refers to the process of attracting, screening, selecting, and on-boarding a qualified person for a job. At the strategic level it may involve the development of an employer brand which includes an 'employee offering. The stages of the recruitment process include: job analysis and developing a person specification; the sourcing of candidates by networking, advertising, or other search methods; matching candidates to job requirements and screening individuals using testing (skills or personality assessment); assessment of candidates' motivations and their fit with organizational requirements by interviewing and other assessment techniques. The recruitment process also includes the making and finalizing of job offers and the induction and on-boarding of new employees. Depending on the size and culture of the organization recruitment may be undertaken in-house by managers, human resource generalists and / or recruitment specialists. Alternatively parts of all of the process might be undertaken by either public sector employment agencies, or commercial recruitment agencies, or specialist search consultancies. In order to define e-recruiting properly, Galanaki (2002) proposes an overview of the most common ways to use the Internet as a means to recruit and identify other online activities within the scope of e-Recruiting.

The most common means have been described as threefold: (1) adding recruiting pages to an existing organization site, (2) using websites specialized in recruiting, and (3) using electronic advertisements on media sites. Activities that fall within the scope of e-Recruiting are remote interviews and assessments, smart agents to search the Internet and interactive tools (Galanaki, 2002). Surprisingly, within the sample of articles, no other authors gave a well-founded definition of e-Recruiting. According Galanaki (2002) e-Recruiting is the online attraction and identification of potential employees using corporate or commercial recruiting websites, electronic advertisements on other websites, or an arbitrary combination of these channels including optional methods such as remote interviews and assessments, smart online search agents or interactive communication tools between recruiter and applicant. Note that e-Recruiting research heretofore has focused not only on the attraction and identification of potential applicants, as this definition of e-Recruiting could suggest. Rather, as shown earlier, research covers the entire process of recruiting, although e-Recruiting is a narrower concept that can be

influenced by those other steps in the recruiting process and vice versa (Parry &Tyson, 2008).

E-Recruitment or e-Recruitment is the process of personnel recruitment using electronic resources, in particular the internet. Companies and recruitment agents have moved much of their recruitment process online so as to improve the speed by which candidates can be matched with live vacancies (Tong & Sivan and, 2005). Using database technologies, and online job advertising boards and search engines, employers can now fill posts in a fraction of the time previously possible. An online e-Recruitment system may potentially save the employer time as usually they can rate the e-Candidate and several persons in HR independently review e-Candidates.

In terms of HRM, the internet has radically changed the recruitment function from the organizational and job seekers' perspective. Conventional methods of recruitment processes are readily acknowledged as being time-consuming with high costs and limited geographic reach. However, recruitment through World Wide Web (www) provides global coverage and ease. Likewise, the speedy integration of the internet into recruitment processes is primarily recognized due to the internet's unrivalled communications capabilities, which enable recruiters for written communications through e-mails, blogs and job portals (Hamilton & Bowers, 2006).

In recent years, recruiting using the Internet is growing and the banking industry has been quick to adapt. Advantages of the Internet recruitment include lower recruiting costs, faster recruiting cycle, higher caliber recruits and increased audience reach. IT as a structural factor and instrument transforms architect of organizations, business processes and communication, and is increasingly integrated into HRM. While IT has impacts on human resource (HR), at the same time managers, employees, customers and suppliers increase their expectancies for HR functions. The importance of knowledge and human capital make extra suppression on HR functions and new competencies for HR professionals are expected. IT assists HR professionals in the delivery of services and affects all HR practices (Hendrickson, 2003). Each IT tool can be used by different HR functions. For example, web data bases are used for learning at work, decision making and completing works (Benson et al., 2002).Ulrich (1997) argued that technology is seen by many to affect organizations (small and big) and work relations by enabling the

accessibility to information and to join people electronically. As posited by Hendrickson (2003) with new processes in competitive organizations in Europe and beyond, the use of IT provides some benefits by changing the traditional HR processes and it is expected that IT will provide the functionality for realization of organizational objectives and goals. Basically, IT affects the organization in several ways.

2.3. HR Functions

The actual function of HRM within the value chain of an organization is of significance. It has been postulated by some researchers that the role of HRM within a banking industry is a significant factor in the firm's ability to achieve its organizational objectives and develop a sustainable competitive advantage within the marketplace within which it operates. Accordingly, Holland, et al. (2007) state that this is achieved via the policies each firm enacts, and the methods it uses to attract and retain the right employees for its needs. The HR function can be thought of as having six menus, from which companies can choose the most appropriate practices. De Cieri and Kramar (2008) state that each of these menus refers to a particular functional area of HRM: job analysis/ design, recruitment/ selection, training and development, performance management, pay structure/ incentive/benefits, and labor/ employee relations.

2.3.1. Job Analysis and Design

This refers to the process of getting detailed information about a job (De Cieri & Kramar, 2008), which could provide information for a variety of purposes, including determining training needs, development criteria, and appropriate pay and productivity levels (Price, 2003).Job design deals with making decisions about tasks that will be required in a given job (Hacker, 2003).There are two specific elements at play here. The first concerns the need to meet the organization's needs in terms of productivity, achievement and quality, while the second relates to the needs of individual employees and the requirement to provide them with a work environment that is challenging and rewarding (Armstrong, 2009; Stewart, 2006). The effectiveness of HR practices requires that the job be clearly understood by both jobholders and the organization. The ultimate purpose of job analysis is to improve organizational performance and productivity, helping the organization creates a proper infrastructure by defining the tasks to be performed as well as the timelines for performing them. Job analysis thus has the potential to make a contribution to organizational performance both directly and interactively with other key HR practices

(Anthony, et al., 2002; Siddique, 2004). It has been argued that job analysis and design can enhance performance of the employees and job satisfaction (Moyes, Shao, & Newsome, 2008).

2.3.2. Employee Recruitment and Selection

Any process for which an organization seeks applicants and attracts potential employees is called recruitment; selection refers to the process by which an organization identifies those applicants with the knowledge, skills, abilities, and other characteristics that will help it achieve its goals (De Cieri & Kramar, 2008). The overall aim of the recruitment and selection process is to obtain at minimum cost the number and quality of employees required to satisfy the human resource needs of the organization (Armstrong, 2003, p. 395).

Hiring capable people is an attractive point of departure in the process; but building and sustaining a committed workforce is more likely to be facilitated by the employment of a range of sophisticated human resource management infrastructures (Chew, 2005). Employers try to select and recruit the right candidates. At the same time, job seekers gather information about organizations and current jobs offers; because they cannot gain complete knowledge of all alternatives and their potential characteristics, they rely on imperfect signals (Chan & Kuok, 2011). It has been noticed that organizations that want to fill their vacancy very quickly or who are unwilling to have recruitment processes such as job analysis, are possibly less discriminating in the quality and quantity of the candidates (Carless, 2007) while organizations who put effort into the process of recruitment turn on more search channels than organizations who do not (Russo, Rietveld, Nijkamp, & Gorte, 2000).

2.3.3. Employee Training and Development

Training is not simply a means of arming employees with the skills they need to perform their jobs: it is also often deemed to be representative of an employer's commitment to their workforce (Storey & Sisson, 1993). It may also be perceived to reflect an overall organizational Strategy that involves adding increased value, as opposed to reducing costs. Many of the world's most successful companies are aware that the provisions they make for training and development activities lie at the heart of their ability to attract and retain the best employees for their organization (Bernsen, Segers, & Tillema, 2009). It is therefore imperative that employers provide an opportunity for their workforce to learn

(Arlond, 2005;), as proactive development schemes will not only improve the capabilities of their team but will also motivate staff and subsequently engender a more loyal employee set (Kyndt, Dochy, Michielsen, &Moeyaert, 2009).In summary, appropriate training contributes positively to employee retention because it makes employees feel recognized for their strengths, and it creates possibilities to develop their qualities (Kyndt, et al., 2009; Visser, 2001).

2.4. Emergence of IT in HRM

According to Becker, Huselid and Ulrich (2001) the economic landscape underwent radical changes throughout the 1990s with increasing globalization, technological breakthroughs (particularly Internet-enabled Web services), and hyper competition. Huselid, Becker and Beatty (2005) argued that the Business process reengineering exercises became more common and frequent, with several initiatives, such as right sizing of employee numbers, reducing the layers of management, reducing the bureaucracy of organizational structures, autonomous work teams, and outsourcing.

Firms today realize that innovative and creative employees who hold the key to organizational knowledge provide a sustainable competitive advantage because unlike other resources, intellectual capital is difficult to imitate by competitors. Accordingly, the people management function has become strategic in its importance and outlook and is geared to attract, retain, and engage talent. These developments have led to the creation of the HR or workforce scorecard (Cascio, 2000) as well as added emphasis on the return on investment (ROI) of the HR function and its programs (Fitz-Enz, 2000, 2002).

The increased use of technology and the changed focus of the HRM function as adding value to the organization's product or service led to the emergence of the HR department as a strategic partner. With the growing importance and recognition of people and people management in contemporary organizations, strategic HRM (SHRM) has become critically important in management thinking and practice. SHRM derives its theoretical significance from the resource-based view of the firm that treats human capital as a strategic asset and a competitive advantage in improving organizational performance (Becker & Huselid, 2006).

2.5. New Processes supported by IT

Adaptation of IT in HR functions has created new HR processes. These applications are learning, virtual recruitment, self-service HR and portal technologies and new types of working (Strohmeier, 2007).

i. E-learning: e-training, e-learning or web based training is a growing HR application (Hendrickson, 2003). IT tools can be used for formal and informal. E-mail, mail lists, dash boards, message systems, web pages, online courses, and media applications are some of BT tools which support learning in workplace (Benson et al., 2002).

ii. Virtual recruitment: Web based recruitment; virtual interview, CV searching, online psychological test and online job announcements have changed and fastened the recruitment process. These applications also removed the potential obstacles to reach larger candidate pool (Gardner et al., 2003).

iii. Self Service HR and portal applications: Employees can perform some of their own HR activities by means of accessing HRIS. This is called self-service HR. Self- service applications can include 60 percent of all HR activities (Ulrich *et al.*, 2008).

Employees who use self-services can easily update and verify personal information, have information about internal job vacancies, access corporate handbooks, and receive notices about training programs. Managers can analyze candidate profiles; construct salary models, view benefits programs and monitor absentee trends. Moreover, performance appraisal and career development can be managed (Lippert and Swiercz, 2005). This also increases perceived quality of supplied HR services (Ulrich *et al.*, 2008). HR portals are complex information technology tools (Ruta, 2005). HR portals give the chance for each individual user to arrange or customize his or her own portal according to his or her own job responsibility or preferences (Hendrickson, 2003).

Lepak and Snell (1998) underscored that the HR Function must challenge four apparently contradictory pressures. Accordingly, Lengnick-Hall et al. (2003) identified that HR departments in almost all organizations are required to be simultaneously strategic, flexible, , and customer-oriented. Certain authors have suggested that the use of technology may enable them to achieve these goals.

The recruitment process is in harmony with a comprehensive approach to competence management (Tong, 2009): acquire, promote and regulate individual and collective skills.

Today, competence management is considered to be strategic and a source of competitive advantage. Thus, according to the Resource-Based View (Wright et al., 1995), companies should not be seen only in terms of their business portfolio, but should be defined as a unique set of tangible and intangible resources, a portfolio of core competencies and distinct resources. Employees also play a real role in the success of organizations.

Recruitment is thus the first stage in a comprehensive approach to competence and talent management. Peretti (2004) divides the recruitment activity into four stages: preparation, research, selection and integration. With the Internet, recruitment methods are evolving and diversifying. According to a recent survey conducted by APEC (2008), the French association for executive employment, the job market is becoming more and more transparent: 63% of recruitment operations result in job advertisements. E-recruitment can be defined as "the use of any technology to attract, select or manage the recruitment process" (Peretti, 2004).

Among them include:

Cost decrease: Effects of IT on HR costs appear in several ways. First, IT reduces costs of Processes and works. For example, transforming from traditional HR to e-HR reduces costs of some HR applications, such as, postal cost, announcement cost and data processing cost (Lin, 2011). Using self-service technology reduces the processing costs of HR up to 75%. E-selections and e-recruiting decrease costs of staffing and selections due to reduced employee turnover, reduced staffing costs, and increased hiring efficiency (Strohmeier, 2007). Second, using self-service HR allows employees to perform their own work themselves directly. Thus, HR professionals spend less time on routine tasks (Baloh and Trkman, 2003).

Saving Time: IT allows HR professionals to spent less time on routine tasks (Gardner *et al.*, 2003) and make easier to acquire and analyze information (Bell et al., 2003). For example, researches show that recruiting process shortens twelve days (Baloh & Trkman, 2003).

Increase in Efficiency: Intense use of IT aromatizes and standardizes routines. HR professionals may focus less on administrative activities and more on interpreting information. HR professionals may spend more time on other aspects of their jobs. Thus, HR professional can access more information, respond the problems in a timely major

from managers and employees and evaluate the complex information more effectively (Gardner *et al.*, 2003).

Enabling communication and collaboration: IT is a tool for effective communication and collaboration. E-mail, messaging, discussion lists, videoconferencing, virtual teams, electronic workgroups, and teleporting have changed the nature of workplace communication and collaboration. These make workplace interactions possible for employees even they are not physically present in the workplace (Benson *et al.*, 2002).

IT improves the skills of workers for collaborating, accessing information and decision making (Tafti, 2009). Participative decision making becomes an organization-wide activity. Internet and web based technologies facilitate sharing of decision making responsibility through the organization hierarchy and structure (Benson et al., 2002). HRIS as an integrated system also increases the capacity of reporting in the organization (Dessler, 2008).

Competency Management: IT tools enable HR professionals both to reach larger candidate pool and make decision making more objective and effective to employ more relevant and competent candidates by means of decision making techniques in the selection and recruiting process. Improving and shortening the recruiting process increases competencies of incumbents and as a result quality of works. At the same time, because of distance access e-HR can be used to develop human capital of the organization effectively (Lin, 2011).

Knowledge Management: Knowledge management is a systematic process of acquiring, creating, capturing, synthesizing, learning, and using information, insights, and experiences to enhance decision making (Ardichvili, 2002). Knowledge management system is a natural extension of HRIS and HR development activities (Hendrickson, 2003). HR professional should integrate traditional HR functions into knowledge management (Hendrickson, 2003).Because organizations should acquire and manage organizational knowledge to prevent knowledge loses when employees leave the job.

On-line recruiting also provides access to *passive* job seekers, that is, individuals who already have a job but would apply for what appears a better one that is advertised on the Internet. These job seekers may be of a better quality since they are not desperate for a job change as are the active job seekers who may be frustrated, disgruntled workers looking for a new position (Wallace, et al., 2000).

2.6. Interface between HR and Technology

According to Gachunga (2010) the technological revolution presupposes global computerized networks and the free movement of goods, information and people across national boundaries. Hence the internet and global computer networks make globalization possible, by producing a technological infrastructure for the global economy.

Globalization has an effect on employment patterns worldwide**.** It has contributed to a great deal of outsourcing which is one of the greatest organizational and industry structure shifts those changes the way business operates (Drucker, 1998).The IT-driven automation and redesign of work processes certainly help reduce costs and cycle times as well as improve quality. Management information systems (MIS) can further help decision makers to make and implement strategic decisions.

However, IT is only a tool and can only complement, not substitute, the people who drive it. Often, organizations mistake IT as a message and not the messenger and divert time, effort, and money away from long-term investment in people to developing and deploying information technologies (Thite, 2004).

In fact, the critical success factors in information systems project implementation are nontechnical and are due more to social and managerial issues (Martinsons & Chong, 1999).With the increasing use of information technologies in HR planning and delivery, the way people in organizations look at the nature and role of HR itself may change (Roehling et al.,2005). With HR data and reports now being readily available on their desktop, would managers interact less with the HR department and see it as being less important? If that is so, how would it affect the attitude of HR professionals toward their jobs and profession? Would they resist adoption of technology if they perceive that technology lessens their status?

Using IT tools such as intranet, virtual collaborations, data storage and data mining can improve skills for knowledge acquisition and distributions (Ardichvili, 2002). Knowledge Management tools also facilitate knowledge participation and empower the specific task areas (Tafti, 2009). IT assists HR professionals to access and disseminate information more efficiently (Gardner et al., 2003).

IT is accepted as an important impetus for strategic HR since it builds stronger HR units and allows HR to engage in more significant strategic roles. More importantly, IT solutions free HR from the burden of routine administrative tasks (Haines and Lafleur,

2008). If HR professionals rely on IT, they hold a more strategic role. Because they will have time to interpret information, develop strategies and think about corporal transformation (Gardner etal. 2003).

2.7. E-recruitment tools

In the recruitment framework, the most representative IT tools are blogs, Online Social Networks, Virtual Worlds, Co-optation websites, Identity Management Websites, RSS feeds, Video Platforms:

Blogs are personal editorial spaces that allow individuals to publish and distribute content easily. A great number of the blogs that can be seen are created by applicants and recruiters. They use these spaces to broadcast their job offers and create their own "job blog". For instance, Microsoft has developed blogs, such as *Microsoftjobsblog.com*, for recruiting purpose. Other forms of blogs are evolving, called « micro-blogs ». Micro-blog differs from a traditional blog because posts (*tweets*) are limited to 140 characters. The most famous example of a micro-blogging tool is *Twitter*. Tweets are displayed on the user's profile page and delivered to subscribers who are known as *followers*. Recruiters can use it to display job offers and source applicants. Job search engines for Twitter have even been created.

Online Social Networks: These relationship platforms can be generalist such as *Facebook and Myspace or* specialized like *Linkedin* or *Viadeo* (the two main professional platforms). Such sites make it possible to stay in touch with former friends and colleagues but also to find customers, suppliers, partners and future employees. Recruiters can do head hunting and contact "passive applicants" (Dekay,2009). A recommendation system makes it possible to put one's profile to advantage with the comments of former employers.

Virtual worlds: These are 3-D platforms, like *Second Life*, where user create a character ("avatar") and evolve in a world of virtual reality. It is a real place of expression that encourages the creation of Communities. Virtual worlds offer a broad range of research opportunity (Mennecke et al., 2008). There are many issues: marketing, IT, legal, psychological, social and of course HR issues. In June 2007, the first French recruitment forum on *Second Life*, called "Neo- JobMeeting", was organized.

Co-operation websites: These websites, which are based on a network of people who are motivated (financially speaking) to find potential applicants within their entourage,

are also a way of attracting new talents (the two French leaders are *Jobmeeters* and *Cooptin*). These platforms are showing greater confidence.

Identity management websites: These websites, such as *Ziki*, make it possible to improve your visibility on the internet by, for example, centralizing and synchronizing on one page: your blog, your social profiles… and by promoting your page through a Google commercial link.

RSS feeds (Real Simple Syndication): This is a web feed format used to publish content. It makes it possible to follow in real-time different kinds of information contained on several web sites, for instance blogs. Updated information is automatically posted to your navigator, on a search engine of job offers (*Moovement.fr* for example), or on other Internet sites such as aggregators (like *Netvibes* and *iGoogle.*). Applicants can select several RSS feeds and be informed about new job opportunities as they become available.

Video platforms: These platforms, such as *YouTube* or *You job*, give companies the opportunity to present their work and job offers, and applicants the possibility of introducing their CV. Another use of video is to allow interviews by means of web cams during a meeting or online specialized events.

2.8. HRM Practices on organizational performance

Çalişkan (2010) argued that the people who make up an organization -human resources- are considered to be one of the most important resources of today's firms. People and how they are managed are becoming more important because many other sources of competitive success are less powerful than they used to. Recognizing that the basis for competitive advantage has changed is essential to develop a different frame of reference for considering issues of human resource management and strategy Indeed, HRM practices enhance organizational performance. Rondeau & Wager (2001) examined the relationship between HRM practices, workplace climate and perceptions of organizational performance, in a large sample of Canadian nursing homes and found that nursing homes, which had implemented more 'progressive' HRM practices and which reported a workplace climate that strongly valued employee participation, empowerment and accountability tended to be perceived to generally perform better on a number of valued organizational outcomes. Also, Chand & Katou (2007) conducted a study to investigate whether some HRM systems affect organizational performance.

They found that hotel performance is positively related to the HRM systems of recruitment and selection, manpower planning, job design, training and development, quality circle, and pay system. Joseph & Dai (2009) found that there are significant connections between HRM systems and firm performance; that the strategic alignment of HRM is also a driver for firm performance.

In the study conducted by Nayaab et al. (2011), it has been found that HRM practices, specifically systems contribute to the enhanced banks performance. Further, the result indicated that HRM practices like training, employee participation in decision making was found significantly related with banks performance. Further, Osman et al. (2011) found that the effectiveness of implementing HR practices in a company does indeed have a major impact towards a firm's performance. The findings also show that HR practices have an impact of nearly 50 percent on firm performance.

2.9. Barriers to E-Recruitment

Regardless of the widespread growth of the IT (Internet) and the inherent advantages of this new technology, Brake and Lawrence (2000) advocated that there exist significant shortcomings from both a demographic and technological perspective. The Digital Divide affects many demographic groups in Africa and even Ethiopia has technology barriers including limited access, usage problems, and flawed infrastructure affect all.

Digital Divide is a term used to describe the disparities in access to ICT facilities such as telephones, personal computers (PCs), and the Internet across certain demographic groups. For this thesis effort, the Digital Divide will refer to disparity between the rich and the poor or the have and have not and perhaps Internet access, only. As suggested by Carl et al. (2001) Community access centers (CACs)-such as schools, libraries, and other public access points play an important role. The Dessler (2000) demonstrated that community access centers are particularly well used by those groups who lack access at home or work. These same groups (such as those with lower incomes and education levels, certain minorities, and the unemployed) are also using the IT (Internet) at higher rates to search for jobs or take courses. Providing public access to Internet will help these groups advance economically, as well as provide them the technical skills to compete professionally in today's digital economy.

For instance, studies have revealed that significant disparities existed between the Urban and rural households and one party (urban) are more likely to have access to the Internet

than rural households. Regardless of income level, Ghanaians living in rural areas are lagging behind in Internet access. At the lowest income levels, those in urban areas are more than twice more likely to have Internet access than those earning the same income in rural areas. Providing public and private access to Internet will help these groups advance economically, as well as provide them the technical skills to compete professionally in today's digital economy.

Limited Access: In addition to the demographic challenges of the Digital Divide, technological challenges of the Internet impact all users. The principal access device continues to be the PC, which can be tricky to use, unstable, inconvenient to transport and expensive (Brake and Lawrence, 2000). Companies such as telecommunications; are addressing this problem through new potential sources including wireless, PDA and cell phones. Consumers are responding accordingly. Based on a market study by NDP intellects, 48% of cell phones purchased at retail during the second quarter of 2000 were Internet-ready cell phones (NDP, 2000).

E-commerce, location based applications, and pipeline improvements promise to keep this trend going. The big challenge will be finding user-friendly ways to enter and access information on an increasing miniaturized device. Whether that means improved displays, full keyboard, or voice-activated technology remains to be seen. Consumers have already shown an appetite for Internet applications on PCs. The big winners will be companies that figure out a way to ease access to similar applications on cellular devices' (NPD, 2000). Internet Economy companies are also addressing this challenge with free Internet access deals across major e-merchant segments: brokers, banks, retailers, travel companies, etc. In some cases, free Internet appliances (e.g. Web phones, PDAs and PCs) will also be offered. In addition, Wal-Mart and American Online (AOL) have announced a joint effort as well but have not yet revealed Internet pricing.

Usage Problems: A second technological challenge with the Internet includes finding specific information reliably and efficiently. Many Internet users know the difficulty, frustration and inefficiencies of sorting through information to find applicable and useful material. Also, many companies find it difficult to integrate the Internet with their existing systems (Brake & Lawrence, 2000).

The main problem in using the Internet, searching the web and integrating it with existing systems is due to ability for the Internet to read and understand the originally created protocols. A new protocol, Extensible Mark-up Language or XML, describes

content in terms that machines can understand. With XML, searching for information and integrating existing (data-driven) systems will become much more straightforward and streamlined than it is today. At the same time, developments in language-translation technology and speech recognition and synthesis will mean that content can be created and expressed as electronic text or spoken word in any language. Windows in the world of the Internet will look less like the windows on a computer screen and more like windows on a storefront (Brake & Lawrence, 2000)

Flawed Infrastructure: The third technological challenge with the Internet includes problems in the infrastructure on which the network runs including insufficient bandwidth or under-capacity and lack of security (Brake & Lawrence, 2000). It is anticipated that infrastructure problems will be eliminated with implementation of new broadband telecommunication technologies including Digital Subscriber Link (DSL) and new mobile technologies by solving capacity problems on the network. DSL allows copper wires of old-fashioned fixed telecom networks to carry more than10 times as much traffic. New mobile telecom technologies like Universal Mobile Telecommunication System will do the same for mobile networks, while high-capacity cable networks will offer yet another channel (Brake & Lawrence, 2000).

However, IT investments seldom seem to deliver the expected benefits organizations anticipate. IT, itself, cannot fix processes or solve procedural problems. Davidson (2007) identified that problems associated with IT investments range from poor implementation to over-customization of applications to investing in systems or solutions that do not fit an organization's needs. "Unfortunately, many organizations fail to understand fully their requirements prior to making such investments".

"They may also fail to make the necessary improvements or changes to their HR processes prior to selecting a specific IT solution or system. With the investment made, processes are then adapted to fit the IT system even if the results are less effective. Finally, if the information entered into a system is inaccurate and unreliable, the output of the system will not prove useful; that is, 'garbage in, garbage out" (Davidson, 2007). Despite these challenges, many HRM departments find value from incorporating IT applications and systems into their recruiting and staffing efforts, especially in operations with high volumes of applicants and information.

Social networking sites, such as Face book and Twitter, allow individuals to post and share personal information, which has led many US employers to use social networking sites to screen job applicants (Shea and Wesley, 2006; Withiam, 2011).

2.10. Empirical Literature Review

According to a study conducted by Rozelle & Landis, (2002).a reason for using social networking sites to screen employees is that employers might want to verify information provided by applicants. Other reasons for using social networking sites for selection purposes is that social networking sites have some advantages over traditional human resource tools, such as being accessible without costs (Jacobs, 2009) and are perceived to be reliable sources by users (Kluemper and Rosen, 2009).A research was conducted to examine the relationship between use of the social media as a recruitment source and student attitudes. They hypothesized that that Internet recruitment would be seen as presenting less accurate information to applicants as compared to informal forms of recruitment. In addition, greater applicant use of Internet-based recruiting information was expected to be associated with lower satisfaction with the organization. The data did not support the hypotheses, hence the role of online recruitment was significantly established through they study.

A paper was recently presented at an international conference by Florea&Badea (2013), which emphasized the manner in which the organizations use technology increases or decreases its positive net effect. The findings suggest that through the Internet, HR can develop an effective recruitment program, which helps manage the highly competitive and time-consuming process of finding skilled personnel.

Another study addressed an important issue while using social media as a hiring tool that the reliability and validity of using social networking sites to screen and select applicants is Unknown. Until the reliability and validity of the information from social networking sites is examined, hiring organizations should be cautious when relying on social networking sites to make selection decisions (Madera, 2012).

Other researchers Terpstra and Rozell (1993) have found a positive relationship between the extensiveness of recruiting, selection test validation and the use of formal selection procedures and firm profits. Other studies have shown that implementing an effective staffing process is positively related to organizational performance (Syed and Jama, 2012). Koch and McGrath (1996), also found that sophisticated recruitment and selection

procedures are positively related to labor productivity as cited in Asiedu-Appiah et al. (2013).

Kaplan and Norton (2004) found that the number of people who refused to provide screening information tended to be higher by telephone than in person. However, refusals over the telephone tend to be less likely than with mailed surveys (Kelly, 2006).

It should be noted that telephone methods can be used not only for recruitment, but also for data Collection. Recent advances in telephone survey methodology have made telephone recruitment and surveying an increasingly attractive option in many research fields (Kaplan & Norton, 2004).

According to Kaplan and Norton, (2004) a common problem in recruitment and selection is poor HR planning. Rigorous HR planning translates business strategies into specific HRM policies and practices. This is particularly so with recruitment and selection policies and practices.

The key goal of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labor market are important in recruiting and deploying appropriate employees at the right time. Past research shows that the competency level of HR managers has a major influence on recruitment and selection and experienced HR experts within the HR department will not only shorten vacancy duration, but also improve the quality of the applicants.

Moreover, effective recruitment and selection is possible only if there is a dedicated and competent HR team (Kaplan and Norton, 2004). In the strategy implementation phase, the extent of recruitment and selection strategic integration can be gauged through four distinctive indicators. These indicators are: the timely supply of an adequately qualified workforce, effective job analysis and descriptions, effective selection, and the involvement of line managers in the recruitment and selection practices. A key source of uncertainty in the business strategy implementation is whether there is a timely supply of adequate qualified people, and to a great extent this uncertainty involves the quality of employees.

For instance, a firm might decide to leverage a different human capital pool in terms of skills and education level than its rival firms as a competitive strategy even within the

same industry to develop specific capabilities or to develop a HR process advantage. An organization can successfully eliminate this uncertainty if its recruitment and selection policies and practices are strategically integrated with business (Whitmell Associates, 2004).

Effectively conducting job analysis and targeting right potential candidates ensures a good match between applicants and the jobs. Argument has been given that under qualified employees may not able to effectively perform their job positions due to lack of knowledge and competencies, while on the other hand over qualified employees tend to experience less job satisfaction due to their higher qualification than a desired level for a given job.

For every job in the organization, a thorough job analysis, which includes job description and job specifications, is necessary and based on this, an appropriate selection criteria is vital. The job description provides indications of the duties to be undertaken, and the job specification usually prescribes relevant personal qualities and attitudes as well as skills and knowledge required for the job (Johnston, 1999).

2.11. Conceptual frame work of the study

Based on theoretical and empirical literature review in preceding section the under depicted conceptual framework is developed. Although, it is not possible to list all determinant effects of IT in HR functions but the following variables are taken from the literature.

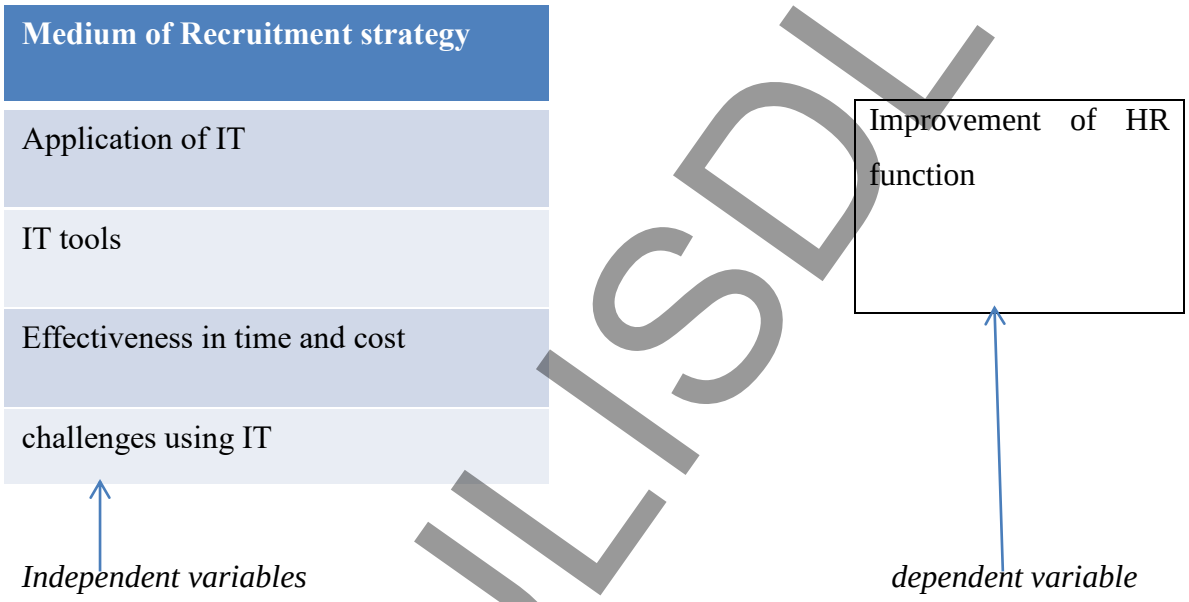

Figure2. 1 ; Source own construction based on literature (2020)

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

In this chapter the overall research design and methodology was explained. Hence, type of research design, population, sample size and techniques, data source, data analysis techniques and data gathering tools, validity, reliability and ethical consideration were considered.

3.2. Research Design

The research design used in the study was descriptive. This design was selected because the purpose of this study was to assess the effect of IT in recruitment and selection practices of ethio-jobs Recruitment Company. Descriptive is the appropriate research design for this study with the intention of getting the general picture of the existing recruitment and selection practice.

Both qualitative and quantitative data were gathered. The researcher believes using both data in combination is provide better understanding of research problems than using either approach alone.

3.3. Target Population

Population is the whole group of individual, phenomenon or things that the researcher aims to generalize results. This study the target Population is defined as HR staff or employees in ethio-jobs and user company employees of ethio-jobs.

Ethio-job head quarter has total 45part-time and permanent employees; and Employee from four User Company who have documented evidence hiring in ethiojobs.net the last three years was 60. Therefore, the population for this study was 105.

3.4. Sampling technique

In this research, the researcher used census method; non-probability sampling technique is employed in order to get best result. The purposive sampling method is employed to select the human resource managers and company heads who have rich information

about the overall IT in recruitment and selection practices.and also census method is used to include all professional employees in ethio-jobs and user company.

3.5. Sample size determination

There were105 employees from ethio-jobs and user companies are considered to be the target population of the study. Hence, the population is manageable in size. To ensure the representativeness of the population, all the staff were included in the study.

Using census method, considering 5 percent margin of error, 95 percent level of precision and a proportion of 95 percent for the maximum possible degree of variability 96 questionnaires were administered to HR staffs and 9 interview questionnaires were administered to managers of ethio-jobs and employees of User Company that was available to participate in the study. The following table shows the total target population of the study.

Table3. 1 total target population of the study

Target institution		Total no of managers	Total no of employees	Total population
Ethio-jobs head quarter		3	42	45
User company's	1/East Africa bottling share company coca-cola plcs	2	26	28
	2/alpha trading partners plc	1	7	8
	3/care Ethiopia	1	10	11
	4/save the children	2	11	13
Total		9	96	105

(Source; researcher Own survey 2020)

3.6. Data collection approach

In this research both qualitative and quantitative approach were used. The mix use of these data types is from the standpoint that insufficiency and incompleteness will be minimized.

3.7. Sources of Data and Tools of Data collection

For this study the researcher used both primary and secondary sources of data collection. The primary data was collected through employees of ethio-jobs and employees of User

Company. The questionnaire's has two parts; the first part has related to demographic profile of the respondents, the second part has consisted about recruitment and selection practice focusing on ethio-jobs. The questions were both close and open ended. An open ended question was design for interview of HR managers & heads of ethio-jobs and user company HR professionals. Close ended questions was prepared for employees of ethio-jobs and employees of User Company those previously hiring in ethio-jobs. The secondary data collection method that would be used includes annual reports, HR policy and procedure documents, Human Resources Manual of the organization, literatures, journals, previous researches and websites or internet.

3.8. Procedures of Data Collection

The researcher was communicating the heads of ethio-jobs for their willingness to have an interview with him and make a schedule with each of them who were willing to participate. The researcher himself 96 questioners was distributed to employees of ethio-jobs and employees of User Company. For the secondary data the researcher was communicated the HR department heads to provide all the necessary materials which were helpful for this study.

3.9. Data Analysis Method

The data were assessed and analyzed using descriptive and inferential statistics. To analyze the research questions and demographic characteristics of the respondents; descriptive method of data analysis were used.

The method of data analysis was based on the type of instrument that was employed to gather information. To analyze the data descriptive analysis techniques and inferential statistics such as correlation and regression was used. All the analysis was made with the aid Statistical Package for the Social Sciences (SPSS) version 21software. The interpretations were made for all five point Likert scale measurements based on the following scale: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree; 1=Strongly Disagree. Consequently, the neutral attitude„3"will be taken as a reference point by averaging the scales; that is, the mean scores as above 3 (neutral) if opinions tend to be favorable to the given point of view; and below 3 (neutral) if opinions tend to be unfavorable to the given point of view. This corresponds to what Best and Kahan (1995) explains about Likert Scale interpretation. Accordingly, the study used a key for

interpretation data as follows 1.0-1.8 = strongly Disagree, 1.81-2.6=Disagree, 2.61-3.40= Neutral or undecided, 3.41-4.20=Agree and 4.21-5.00= Strongly Agree.

Finally, the data that were collected through interviews were processed through qualitative discussions. Then discussions, comparing and contrasting the information obtained through all the tools and the information narrating the theoretical issues from literature review will be held. Finally, based on the findings of the study conclusions were drawn and recommendations would be forwarded to alleviate the observed problems.

3.9.1. Validity

Validity refers to the extent to which an instrument measures what is supposed to measure. Data need not only to be reliable but also true and accurate. If a measurement is valid, it is also reliable (Joppe 2000). The content of the responses given by the respondents are checked against the study objectives. Evidence of content relevance, representativeness and relevance to the research variables indicates that the research instruments are valid (Joppe 2000). Prior to the actual data collection, pilot test was conducted by distributing sample questionnaires to 25respondents.

3.9.2. Reliability

There are different reliability tests. cronbachs alpha coefficient test is One of the most commonly used reliability test. Hence, in this research, a cronbachs alpha coefficient test has been employed to measure the reliability of all variables. According to Sakaran (2000) Cronbachs Alpha reliability coefficient indicates how well the items (variables) are positively correlated to one another. The closer Cronbachs alpha to1 is the higher internal consistency. Furthermore according to Sekaran(2000) classification in general, reliabilities less than 0.60 are considered to be poor, those in the range of 0.60- 0.70 are considered acceptable and those over 0.80 are good.

For this particular study, the questionnaires Likert scale items reliability was checked by Cronbachs – alpha coefficient with the help of SPSS software and as shown below in table3.2

Variables	Cronbachs Alpha Coefficient	Number of Items
Medium of recruitment Strategy	0.876	5
Application of IT	0.867	5
IT tools	0.789	5
Effectiveness in cost and time	0.745	5
Challenges using IT	0.65	5

As shown in the table the each variable result has fall between 0.65 to1. Therefore, the result indicated that the questionnaires of the study were internally consistent.

3.10. Ethical Considerations

The researcher gives emphasis to the ethical issues in every aspect of this study that demands it. The participants have been selected based on their consent/free will/. Beyond that when distributing the questionnaire, respondents have been informed and guaranteed that the information they provide as to be kept confidential and used only for academic purpose.

Moreover, a statement that conforms to the prohibition of disclosing identity detail or personal reference in the questionnaire is used. This helps to avoid any biased responses or unauthentic data provided by respondents and to make participants feel safe in filling the questionnaire. Therefore, the collected data is kept confidential and not used for any personal interest. Generally, the whole process of the study is conducted within the frame of acceptable professional ethics.

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND INTERPRETATION

4.1 Introduction

This study as mentioned in the previous chapter is aimed at investigate the effect of IT on HR functions, specifically in recruitment and selection practice in the case of ethio-jobs recruitment company. To collect relevant data for the study, questionnaires were developed and distributed to the sampled respondents; besides interviews were conducted with nine company heads and HR managers.

In this chapter, the collected data by the questionnaires have been analysed with SPSS software and presented by using mean and frequency.

The first section presents descriptive analysis of independent and dependent variables using tables to provide an insight on the distribution of the data by ethio-jobs and user companies. Section two presents the classical linear regression model assumptions diagnostic test results. Section three presents the correlation analysis result of dependent and independent variables. The fourth section presents the results of the regression analysis and finally discussion of the regression results has been presented under section five.

4.2. Response rate

In this section the researcher discussed data analysis in the context of the study's objectives. The individuals who participated in the study were employees of ethio-jobs and user companies that worked in addisketema, akakikality, and bole and lafto sub city in Addis Ababa.

Response rate was the percentage of respondents in the sample who completed and returned the questionnaires' during the survey. In this study 96 questionnaire were distributed to sampled respondents out of which 77 were completed and retrieved successfully. The response rate was 80.2%. And also 9 interviewees were interviewed successfully.

4.3. Demographic characteristics of respondents

This part discussed about the background characteristics of respondents such as age, gender, educational qualification, job Category and years of service: This helps to

understand the sex, age, and educational level, experience, and job categories for employees of the company. Such understanding helps the company to design efficient and effective IT in recruitment and selection practice intended to improvement of HR functions and overall company achievements. Hence, such variables are presented and discussed below at in the table.

Table4. 1 *Frequency distribution of respondents based on gender*

		Frequency	Per cent	Valid Per cent	Cumulative per cent
Valid	Female	14	18.2	18.2	18.2
	Male	63	81.8	81.8	100.0
	Total	77	100.0	100.0	

Based on the data collected 18.2% of the respondents are females while the rest 81.8% of them are males. This shows the number of male respondents dominates the number of female respondents in this study. The study tried to represent fairly balance but the selected staffs had more male than female.

Table4. 2 Age of respondents

		Frequency	per cent	Valid per cent	Cumulative per cent
Valid	21-30	51	66.2	66.2	66.2
	31-40	24	31.2	31.2	97.4
	41-50	2	2.6	2.6	100.0
	Total	77	100.0	100.0	

Source: own survey, computed in SPSS (2020)

As we can see in the above table that nearly 66.2 % of the respondents were at the age of 21-30, 31.1% of respondents were at the age around 31-40years and 2.6% of respondents are at the age of 41-50years.from the above information more respondents were at the age of 21-30. Therefore, they were younger and ability to analyze to give valuable response about the questions.

Table4. 3 Respondents education level

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	degree	58	75.3	75.3	75.3
	MSC	19	24.7	24.7	100.0
	Total	77	100.0	100.0	

Source: own survey, computed in SPSS, (2020)

As we can see in the above table that nearly 75.3% of the respondents have bachelor (1st) degree and 24.7% of the respondents have master's degree. Based on this the above data it's possible to say that most of the respondents were 1st degree holders and well education status to give a response in order to achieve the predetermined goals.

Table4. 4. Respondent work experience

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	less than 5 year	9	11.7	11.7	11.7
	6-10 year	39	50.6	50.6	62.3
	11-15 year	29	37.7	37.7	100.0
	Total	77	100.0	100.0	

(Source: own survey, computed in SPSS, 2020)

As presented in the above table 4.4, 11.7 % of the respondents have less than five year 50.6% respondents have 6-10 and 37.7% respondents have 11-15 years' experience. Most of the respondent are have 6-10 years' work experience, it is possible to say that they are well-experienced and exposure related to recruitment and selection practice, Therefore, reducing levels of biasness in the study.

Table4.5 Respondent job position

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	manager	9	11.7	11.7	11.7
	Supervisor	14	18.2	18.2	29.9
	Employee	54	70.1	70.1	100.0
	Total	77	100.0	100.0	

(Source: own survey, computed in SPSS; 2020)

As presented in the above table 54 (70.1 %) of the respondents work as professional employees or non-managerial; 14(18.2 %) supervisory position and the rest 9(11.7 %) were working in managerial position. This indicates that the majority of the respondents from the selected target population was found in the position of under organization team members in Ethio-job and user companies and has information about in recruitment and selection practice.

4.4. Descriptive statistics concerning effect of IT in HR function.

Table4.6.mediums of recruitment strategy

No	Item		SA	A	N	D	SD	Mean	Sta.Dev
1	IT policy manual used implementing recruitment and selection process.	F	5	71	1			4.05	0.276
		%	6.5	92.2	1.3				
2	Employees are aware the company's recruitment and selection strategies.	F	10		20	47		3.87	0.615
		%	13		26	61			
3	Companies rule on ICT is adequate in guiding recruitment practice.	F	7	59	11			3.97	0.484
		%	14.3	76.6	14.3				
4	The recruitment and selection process passed through Internet, company websites adverts.	F	52	25				4.68	0.471
		%	67.5	32.2					
5	The company recruitment and selection process passed through of appropriate newspaper and magazine adverts.	F		12	60	3	2	3.06	0.546
		%		15.6	77.9	3.9	2.6		
6	The company recruitment and selection process passed through school career-fair and colleges.	F	11	50	14	2		3.91	0.653
		%	14.3	64.9	18.2	2.6			
7	The company recruitment and selection process passed through Real simple syndication feeds.	F	5	55	15	2		3.82	0.579
		%	6.5	71.4	19.5	2.6			
Total average mean								3.905	1.964

(Source, own survey; 2020)

SA (strongly agree), A (agree), N (neutral), D (disagree), SD (strongly disagree)

As indicated on the above table 4.6, 5(6.5%) of the respondents were strongly agree and 71(92.2%) agree that There is an IT policy manual to be followed while implementing Information Technology in recruitment and selection process; 1(1.3%) of the respondents were neutral. (The item scores average mean4.05 and SD .276). According to this analysis indicates that the majority of the respondents were replay agree on There is an IT policy manual to be followed while implementing Information Technology in recruitment and selection process.

Table4.6 item 2; the data collected from respondents indicate that 10(13%) of the respondent were strongly agree, 20(26 %) of the respondents were neutral, 47(61%) of the respondent were disagree and strongly disagree. (The item scores average mean 3.87 and SD .615).This analysis indicates that the majority of the respondents responded that in the recruitment and selection process employees are not aware of the company's recruitment and selection strategies.

From the above Table 4.6, item 3; One can learn that 7(14.3%) of the respondents were strongly agree and 59(76.6 %) agree, 11(14.3%) of the respondents were neutral. (The item scores average mean 3.97 and SD .484). The data indicates that the majority of the respondents were indicating agreed that the companies rule on ICT is adequate in guiding implementation of recruitment and selection.

From the above Table 4.6, item 4; 52(67.5 %) of the respondents were strongly agree and 25(32.2 %) agree that the company sets for the general parameters medium of recruitment and selection process passed through Internet, company websites adverts. (The item scores average mean 4.68 and SD .475). This analysis indicates that the company sets for the general parameters medium of recruitment and selection process passed through Internet, company websites adverts.

From the above Table 4.6, item 5; 12(15.6%) of the respondents were agree while 60(79.9%) of the respondents were neutral and 3(3.9%) disagree&2(2.6%) strongly disagree that The company sets for the general parameters medium of recruitment and selection process passed through of appropriate newspaper and magazine adverts. (The item scores average mean 3.06 and SD .546). This analysis indicates that majority of respondents response was neutral that company either used set for the general parameters medium of recruitment and selection process passed through of appropriate newspaper and magazine adverts or not.

As indicated from the above table item 6; 11(14.3 %) of the respondents were strongly agree and 50(64.9%) agree. while 2(2.6%) of the respondents were disagreed and strongly disagree that The company sets for the general parameters medium of recruitment and selection process passed through school career-fair and colleges.,14(18.2%) of the respondents were neutral. (The item scores average mean 3.91 and SD .653). Majority of respondents agree that the company sets for the general parameters medium of recruitment and selection process passed through school career-fair and colleges.

As indicated from the above table item 7; 60(77.9%) of the respondents were strongly agree and agree while 2(2.6%) of the respondents were disagreed and strongly disagree that The company sets for the general parameters medium of recruitment and selection process passed through Real simple syndication feeds.,15(19.4%) of the respondents were neutral. (The item scores average mean 3.82 and SD .579). Majority of respondents agree that the company sets for the general parameters medium of recruitment and selection process passed through real simple syndication feeds.

Generally, from the above table 4.6, it is observed that overall strategy of recruitment and selection practice scored average mean and standard deviation of 3.905 and 1.964 respectively. The item "medium of recruitment and selection process passed through internet companies website adverts the mean score is4.68 and.471". The company sets for the general parameters medium of recruitment and selection process passed through school career-fair and colleges (mean 3.91 standard deviation.653), The companies rule on ICT is adequate in guiding implementation of recruitment and selection" (mean= 3.97 and SD= .484), There is an IT policy manual to be followed while implementing Information Technology in recruitment and selection process" (mean= 4.06 and SD= .276), are fall above the average mean score. These indicate that the company used internet companies website adverts, school career-fair and colleges, and companies rule on ICT implementation procedure used as medium of recruitment and selection practice.

The items scores below the average mean, were: - "medium of recruitment and selection process passed through of appropriate newspaper and magazine adverts" (mean= 3.06and SD= .546), "medium of recruitment and selection process passed through Real simple syndication feeds" (mean= 3.82 and SD=.579) and the recruitment and selection process

employees are aware of the company's recruitment and selection strategies (mean= 3.87 and SD=.615).

Based on the above data, medium of recruitment and selection process passed through of appropriate newspaper and magazine adverts, real simple syndication feeds, and employees are aware of the company's recruitment and selection strategies evaluated in ethio-jobs, as practice of recruitment and selection, below the midpoint with mean of 3.90. The interviewer asked to the company head, human resource managers of ethio-jobs and User Company through narration. For the questions about the general parameters medium of recruitment and selection process the forwarded responses of participants the company has IT policy manual used to recruit and follows the rule on ICT is adequate in guiding implementation practice following this rule majority of respondents responded the recruitment and selection process passed through company websites adverts, school career-fair and colleges than through print media advert and Real simple syndication process channels.

Therefore, it can be observed that there is a significant gap using of print media advert& real simple syndication feeds in recruitment and selection strategy. This problem is also linked with lack of proper strategies for recruitment and selection process to be more realistic, if an organization has widely used channels of communication helps the company to prepare ahead of time for these vacancies rather than acting in a reactionary manner when an employee resigns unexpectedly. Thus, ethio-jobs lack such an advantage in this case.

Table4. 7 Application of IT in recruitment and selection

No	Item		SA	A	N	D	SD	Mean	St.Dev
1	The company using of HRIS in recruitment subsystem	F	26	36	14	1		4.13	0.750
		%	33.8	46.8	18.2	1.3			
2	Time spent decreased on recruitment due to HRIS	F	41	17	11	8		4.18	1.035
		%	53.2	22.1	14.3	10.4			
3	Time spent on training decreased due to HRIS	F	37	36	3	1		4.42	0.636
		%	48.1	46.8	3.9	1.3			
4	HRIS decrease the time spent on inputting recruitment and selection.	F	37	33	6	1		4.38	0.689
		%	48	42.9	7.8	1.3			
5	Time spent on communication decrease due to HRIS	F	10	46	12	9		3.74	0.834
		%	13	59.7	15.6	11.7			
6	HRIS maintains skill inventory on the company	F	4	50	21	1	1	3.71	0.646
		%	5.2	64.9	27.3	1.3	1.3		
7	Efficient reporting and comprehensive performance by HRIS	F	29	26	19	3		4.05	0.887
		%	37.7	33.	24.7	3.9			
8	HRIS maintains relationships with individuals	F	37	28	9	3		4.29	0.825
		%	48.1	36.4	11.7	3.9			
Total average mean								**4.11**	

(Source, own survey; 2020)

As indicated from the above table 4.7: item 1; the respondents were responded that level of agreement in terms of the Company using of HRIS in recruitment sub-system, The data indicated that 26(33.8%) of the respondents were strongly agree and 36 (46.8%) agree, 14(18.2%) neutral, 1(1.3%) disagree. according to these analysis indicated that the

majority of respondents were agreed on the Company using of HRIS in recruitment subsystem with a mean score 4.13.While,18.2 % neutral about the Company using of HRIS in recruitment subsystem.

On the other hand as the same table terms 2; the respondents were responded that application of IT recruitment and selection practice; Time spent decreased on recruitment due to HRIS score mean 4.18 &SD 1.035. The collected data indicated that 58(75.3%) of the respondents were strongly agree and agree, 11(14.2%) neutral, 8(10.38%) disagree. according to the analysis indicate that the majority of respondents were strongly agree and agreed with a mean score 4.18.

the same table in terms3; Time spent on training decreased due to HRIS; the collected data indicated that 37(48.1%) strongly agree, 36(46.8%) agree, 3(3.89%) neutral, 1(1.29%) disagree. according to the analysis indicate that the majority of respondents were strongly agree and agreed that Time spent on training decreased on recruitment due to HRIS in the Company with a mean score 4.42.

As indicated from the above table terms4; 70(90%) of the respondents were strongly agree and agree, 1(1.29%) disagree., 6(7.8%) neutral. according to the analysis indicate that the majority of respondents were strongly agree and agreed that HRIS decrease the time spent on inputting recruitment and selection in the Company with a mean score 4.38

As indicated from the above table item5; 56(72.72%) of the respondents were strongly agree and agree, 9(11.7%) disagree, 12(15.6%) neutral. according to the analysis indicated that the majority of respondents were strongly agree and agreed that Time spent on communication decrease due to HRIS with a mean score 3.74.

As indicated from the above table item 6; 54(70.12%) of the respondents were strongly agree and agree, 2(2.59%) disagree and strongly disagree, and 21(27.27%) neutral. according to the analysis indicated that the majority of respondents were strongly agree and agreed that HRIS maintains skill inventory on the company with a mean score 3.71 .

On the other hand as the same table in terms7; efficient reporting and comprehensive performance by HRIS the collected data indicates that 55(71.4%) strongly agree and agree, 19(24.7%) neutral, 3(3.9%) disagree and strongly disagree. from these analysis indicated that majority of respondents were strongly agree and agreed that HRIS maintains efficient reporting and comprehensive performance with a mean score 4.05.

Finally, as the same table in terms8; HRIS maintains relationships with individuals the collected data indicated that 65(84.4%) of the respondents were strongly agree and agree, 9(11.68%) neutral, 3(3.9%) disagree. according to the analysis indicated that majority of respondents were strongly agree and agreed that HRIS maintains relationships with individuals with a mean score 4.29 .

Generally, the result in table 4.7 shows that amidst the factors of application of IT in Recruitment and Selection a mean average 4.112. From the item value of means generated, Time spent on training decreased due to HRIS mean of (4.42), HRIS maintaining relationships with individuals scored mean of (4.29), The company using of HRIS in recruitment subsystem scored mean of (4.13), Time spent decreased on recruitment due to HRIS (4.18), HRIS decrease the time spent on inputting recruitment and selection (4.38), were fall above the average means score. Whereas Time spent on communication decrease due to HRIS, Efficient reporting and comprehensive performance by HRIS, company using HRIS' maintains skill inventory' were rated below the average means score. Therefore, it can be observed that there is a significant gap in HRIS applications in Time spent on communication decrease, efficient reporting and comprehensive performance and skill inventory'. It appears to be a challenge with the introduction of IT in HR functions in the recruiting company.

Table4. 8 IT tools used for recruitment and selection

No	Item		SA	A	N	D	SD	Mean	St.Dev
1	Blogs is sufficient for implementation of recruitment and selection.	F	4	37	22	14		3.40	0.847
		%	5.2	48.1	28.6	18.2			
2	Video platform systems are used for facilitating voice communication is sufficient.	F	4	57	16			3.18	0.970
		%	5.2	74	20.8				
3	An IT database system is used for maintaining the institution's dynamic data.	F	4	57	16			3.84	0.488
		%	5.2	74	20.8				
4	virtual worlds used for storing static information	F	12	46	19			3.91	0.632
		%	15.6	59.7	24.7				
5	Identity management web sites, is used for internal and external communication.	F	4	48	22	3		3.69	0.634
		%	5.2	62.3	28.6	3.9			
6	Online social network helps in providing efficient and convenient access to computing information.	F	53	14	10			4.56	0.716
		%	68.8	18.2	13				
7	co-operation web sites tools, discovers interrogate meaningful information	F	10	50	13	4		3.86	0.702
		%	13	64.9	16.9	5.2			
	Total average mean							3.77	

(Source, own survey 2020)

As shown in the above table4.8; shows that amidst the factors of opportunity and facilities of IT tools used for Recruitment and Selection practice average mean score 3.777, amidst the factors of respondents agreed company used tools HR online social network helps in providing efficient and convenient access to computing information

resources and facilitating the exchange of any type of information is sufficient scored mean of (4.56) per respondent, The availability of IT database systems which is used for maintaining the institution's dynamic data manipulated by administrative systems is sufficient majority of respondents agreed with scored mean of (3.84), The availability of virtual worlds or IT documents systems which are used for storing static information about your company in either text or image is sufficient58 (75.32%)strongly agree and agree with mean score of 3.91, The availability of co-operation web sites /information access tools/ is used to allow users to search data base, discovers relationships, and interrogate data to find meaningful information60(77.9%) strongly agree and agree with mean score of 3.86, was scored above average mean score 3.777. Thus, the respondents did agree to the fact that use opportunity and facilities of IT tools used for Recruitment and Selection practice is sufficient.

On the other hand, the statement the availability of blogs is sufficient for implementation of recruitment and selection (3.4). The availability of video platform systems is used for facilitating voice communication is sufficient (3.18). The availability of identity management web sites, Electronic mail and / or fax servers which is used for internal and external communication in the recruitment and selection practice is sufficient (3.69) was rated the lowest below average mean score of 3.777. These indicate that there is a problem using video platform systems, identity management web sites, Electronic mail and / or fax servers used for Recruitment and Selection practice.

The interviewee were asked their perception on Tools used for recruitment and selection of ethio-jobs recruitment and selection practice accordingly, interviewees conformed that it is ineffective especially in terms of availability of diversified and locally accessible tools.

Table4. 9 information technology leads to effectiveness of time and cost

No	Item		SA	A	N	D	SD	Mean	St.Dev
1	Implementation of HRIS has decreased cost per hire	F	4	40	11	22		3.78	0.448
		%	5.2	51.9	14.3	28.6			
2	Elimination of unsuitable applicant through HRIS	F	13	56	18			4.09	0.566
		%	16.9	72.7	10.8				
3	Implementation of HRIS has decreased training expense	F	10	51	11	5		4.16	.563
		%	13	66.2	14.2	6.5			
4	Implementation of HRIS decreased recruiting expense.	F	10	43	16	8		4.27	.577
		%	13	55.8	20.8	10.4			
5	Implementation of HRIS decrease in puts data expense.	F	24	51	1	1		4.27	0.531
		%	31.2	66.2	1.3	1.3			
6	HRIS makes recruiting process effective	F	7	58	12			3.94	0.496
		%	9.1	75.3	15.6				
	Total average mean							4.084	

(Source, own survey 2020)

From the value of average means rated 4.084, Implementation of HRIS decrease in puts data expense, Scored mean of (4.27) per respondent, Implementation of HRIS decrease in recruiting expense, Scored mean of (4.27), Implementation of HRIS decrease in training expense, Scored mean of (4.16) and Elimination of unsuitable applicant through HRIS Scored mean of (4.09) was scored above the mean average. Thus, the respondents strongly agreed that information technology leads to effectiveness of time and cost.

However, the statement 'HRIS as decreased cost per hire' was rated the lowest with a mean score of (3.78), HRIS makes recruiting process effective a mean score (3.94) was

rated below a mean average. Thus, respondents disagree and neutral that HRIS has decreased cost per hire.

It was also found out those interviewees who had positive experiences of online recruitment believed that this form of recruitment could minimize the time taken to hire employees because posting advertisements on the Internet was faster. Interviewees also described the online recruitment as cost-effective since it reduced the use of paper. As regards the success of the online recruitment, mixed results were reported. Interviewees described the success of online recruitment in terms of sufficient generation of shortlist candidates or the ability to attract good-quality applicants. However, this was not true for all who were interviewed. Some interviewees conformed that it is ineffective especially in terms of time but there are a lot of reason for being ineffective ,unavailability of update employees database, all process done by IT and unavailability of IT professionals high level of work load exit in HR departments.

Table4. 10 Challenges using IT in recruitment and selection practice

No	Item		SA	A	N	D	S D	Mean	St. Dev
1	The managerial IT skill in competitive environment.	F	17	57	3			4.18	0.479
		%	22.1	74	3.9				
2	ICT skills gap.	F	22	41	11	3		4.06	0.767
		%	28.6	53.2	14.3	3.9			
3	Marketing and customer orientation.	F	14	57	6			4.10	0.502
		%	18.2	74	7.8				
4	Technology trends.	F	11	48	12	6		3.83	0.768
		%	14.3	62.3	15.6	7.8			
	Total average mean							4.045	

Source, own survey 2020

As one can learn from the above table in terms of The managerial IT skills in competitive environment .The data collected from respondents indicate that 74(96.1%) of the respondents were strongly agree and agree, 3(3.9%) of the respondents were neutral. The fact indicated that the majority of the respondents responded there is a challenge of managerial IT skills in competitive environment with a mean score 4.18.

The above table indicates that 63(81.8%) of the respondents were strongly agree and agree that the ICT skills gap, 11(14.3%) neutral, 3(3.9%) disagree and disagree. this fact indicate that there is ICT skill gap while performing HR activities with a mean score 4.06. in terms of Marketing and customer orientation; the data collected from respondents indicated that 71(92.3%) strongly agree and agree, 6(7.8%) neutral. majority of respondents agree that there is a challenge of marketing and customer orientation while conducting HR activities with a mean score 4.10. 59(76.6%) of the respondents were strongly agree and agree, 6 (7.8%) disagree and strongly disagree and the remaining 12 (15.6%) neutral about challenges of Technology trends to implement IT in recruitment and selection practice.

Generally, the analysis of challenges of IT in recruitment and selection rated the average mean score (4.045); the greater proportion of respondents indicated the managerial IT skills in competitive environment as a challenge facing in recruitment companies among the others like Marketing and customer orientation, and ICT skills gap. It can be concluded from the results that most of respondents choose managerial IT skills in competitive environment as the key challenges in recruitment and selection practice in ethio-jobs recruitment.

The challenges using IT in recruitment and selection the interviews response showed that some applicants were still somewhat skeptical about whether computers are really capable of choosing the right candidates. “talking to a computer does not seem to be good at all, there are, of course, still mistakes in the interpretation of the computer: people can do better, they can interpret it better.” most respondents indicate that they are open for recruitment technologies when they have to apply for their dream job, but there are also a number of candidates who would find the threshold too high to apply when, for example, they would have to make a video application. These candidates then will drop out, which can be a potential loss for the organizational performance.

It was found out that the finding in the study was similarly identified by other previous studies. Kovach and Cathcart (1999) mentioned that lack of top management support, funds, HR knowledge of system designers and HR solutions are the main factors that keep organizations away from HRIS.

Table4. 11 E-recruitment and selection practice on improvement of HR function

No	Item		SA	A	N	D	S D	Mean	St.Dev
1	The use of IT in recruiting plays an important role in improving job efficiency.	F	20	48	8	1		4.13	0.636
		%	26	62.3	10. 4	1.3			
2	The use of IT system in the recruitment and selection practice is well planned and organized work activities.	F	35	38	4			4.4	0.591
		%	45. 5	49.4	5.2				
3	The use of IT system in the recruitment and selection practice is strictly follows the policy and procedures in relation to staff activities.	F	10	57	5	5		3.94	0.675
		%	13	74	6.5	6.5			
4	There exist infusion of organizational goals and missions	F	26	27	18	6		3.95	0.944
		%	33. 8	35.1	23. 4	7.8			
5	IT system increase effectiveness decision making.	F	23	47	7			4.21	0.592
		%	29	61	9.1				
	Total average mean							4.12	

(Source, own survey 2020)

Table 4.11, Indicates that 68(88.31%) of the respondents were strongly agree and agree that the use of IT in recruiting plays an important role in improving job efficiency.8 (10.38%) of the respondents were neutral and 1(1.29%) were disagree.

As indicated from Table4.11, item number2; 73(94.8%) of the respondents were strongly agree and agree, that the use of IT system in the recruitment and selection practice is well planned and organized work activities whereas 4(5.19%) of the respondents were neutral. item number3; 67(87.01%) of the respondents were strongly agree and agree, that the use of IT system in the recruitment and selection practice is well planned and organized work activities whereas 5(6.5%) of the respondents were neutral, and5 (6.5%) of the respondents were disagree.

The above table Indicates that 53(68.83%) of the respondents were strongly agree and agree that there exist infusion of organizational goals and missions into the process of

implementing IT in recruitment and selection Practices. whereas 18(23.37%) of the respondents were neutral and 6(7.79%) were disagreed. Finally, 70 (90.9%) of the respondents were strongly agree and agree that the use of IT system in the recruitment and selection practice is increase effectiveness decision making. whereas 7(9.1%) of the respondents were neutral.

According to the above analysis e-recruitment and selection practice on improvement of HR function rated average mean 4.12. Items rated above the average were the use of IT system in the recruitment and selection practice is well planned and organized work activities rated a highest score mean. These indicated that IT system used in well planned and organized work activities in order to improvement of HR function in the organization.

while items rated below the average mean were the use of IT system in the recruitment and selection practice is strictly follows the policy and procedures in relation to staff activities with mean score 3.94, and there exist infusion of organizational goals and missions into the process of implementing IT in recruitment and selection Practices with mean score 3.95. These evidence indicate that there is a problem in following recruitment policy rules and infusion of organizational goals and missions while implementing IT in recruitment and selection Practices.

4.5. Results and Discussion of Inferential Statistics

In this study, to process the correlation analysis, data from the scale typed questionnaires were entered in to the SPSS software version 21. Pearson correlation coefficient is used to specify the strength and the direction of the relationship between the independent variable medium of Recruitment Strategy, Application of IT, IT Tools Used For Recruitment, effectiveness of IT in time and cost and challenges using IT in recruitment) and the dependent variable i.e. improvement of HR function. The results of the correlation between these variables are shown in Table 4.12 below

4.5.1. Correlation results

Correlation is a way to index the degree to which two or more variables are associated with or related to each other. The most widely used bi-variant correlation statistics is the Pearson product movement coefficient, commonly called the Pearson correlation which was used in this study. Correlation coefficient between two variables ranges from +1 (i.e.

perfect positive relationship) to -1 (i.e. perfect negative relationship). Correlation coefficient of -1 indicates that two variables are perfectly related in a negative linear sense and a correlation coefficient of 0 indicates that there is no linear relationship between the two variables (Sekeran, 2008 & Kothari, 2004).

Table4. 12 Pearson Correlations

		SR	AP	TOOL	ETC	CHIT	HRF
SR	Pearson Correlation	1	.687**	.697**	-.327**	.407**	.015
	Sig. (2-tailed)		.000	.000	.004	.000	.895
	N	77	77	77	77	77	77
AP	Pearson Correlation	.687**	1	.936**	-.231*	.386**	.523**
	Sig. (2-tailed)	.000		.000	.043	.001	.000
	N	77	77	77	77	77	77
TOOL	Pearson Correlation	.697**	.936**	1	-.300**	.327**	.375**
	Sig. (2-tailed)	.000	.000		.008	.004	.001
	N	77	77	77	77	77	77
ETC	Pearson Correlation	-.327**	-.231*	-.300**	1	.415**	.049
	Sig. (2-tailed)	.004	.043	.008		.000	.673
	N	77	77	77	77	77	77
CHIT	Pearson Correlation	.407**	.386**	.327**	.415**	1	.087
	Sig. (2-tailed)	.000	.001	.004	.000		.451
	N	77	77	77	77	77	77
HRF	Pearson Correlation	.015	.523**	.375**	.049	.087	1
	Sig. (2-tailed)	.895	.000	.001	.673	.451	
	N	77	77	77	77	77	77

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

*. Correlation is significant at the 0.05 level (2-tailed).

Table 4.12, the correlation coefficient between strategic recruitment, and improvement of HR function was found to be 1 to .015. This implies that positive weakly correlated between these two variables (strategic recruitment and improvement of HR function).

Table 4.12, the correlation coefficient between application of IT, and improvement of HR function was found to be 1 to .523. This implies that positive moderately strong correlated between these two variables (application of IT and improvement of HR function).

Table 4.12, the correlation coefficient between IT tools, and improvement of HR function was found to be 1 to .375. This implies that positive weakly correlated between the two variables (IT tools and improvement of HR function).

Table 4.12, the correlation coefficient between effectiveness of time and cost, and improvement of HR function was found to be 1 to .049. This implies that positively correlated between the two variables (effectiveness of time and cost and improvement of HR function).and the correlation coefficient between challenges of using IT in recruitment and selection practice, and improvement of HR function was found to be 1 to.087. This implies that positively correlated between the two variables (challenges of IT in recruitment and selection practice, and improvement of HR function).

Although the independent variables (medium of recruitment strategy, application of IT, effectiveness in time &cost, facilitate of IT tools, and challenges of using IT) have positive relationship with the dependent variable (HR function). Medium of recruitment strategy, application of IT, facilitate of IT tools, have significant at p-value 0.05.

Table4.13 collinearity check

Model		Collinearity Statistics	
		Tolerance	VIF
1	SR	0.396	2.527
	AP	0.116	8.593
	TOOL	0.114	8.783
	ETC	0.512	1.954
	CHIT	0.475	2.106

In linear regression the collinearity between dependent and independent variable must be checked in order to know validity each variables with other variables.as Table 4.13, indicate that all independent variable Tolerance rate (Collinearity Statistics)<1and VIF<10.this indicate that there is no collinearity problem.

4.6.2 Multiple regression analysis

Table4. 14 Model Summaries

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.747[a]	.558	.527	1.13790

a. Predictors: (Constant), CHIT, TOOL, ETC, SR, AP

The R-squared value measures how well the regression model explains the actual variations in the dependent variable. R-squared values range from 0 to 1 and are commonly stated as percentages from 0% to 100%. An R-squared of 100% means all movements of dependent variable are completely explained by movements in the independent variable (Brooks, 2008). As per the result of the Regression analysis model shown on table 4.14 above, R-squared statistics and the adjusted-R squared statistics results was 55.8% and 52.7% respectively. R squared value of 55.8% indicates the improvement of HR function moves in line with the independent variables.

The ANOVA results indicated that improvement of HR activities with strategy recruitment, application of IT, effectiveness of time and cost, recruitment tools and challenge of IT in HR functions.

The SPSS Output shows which contain an analysis of variance (ANOVA) that tests whether the model is significantly better at predicting the outcome than using the mean as a 'best guess'. Specially, the F-ratio represents the ratio of the improvement in prediction that results from the model, relative to the accuracy that still exists in the model.

Table4. 15 ANOVA a

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	116.146	5	23.229	17.940	.000[b]
	Residual	91.932	71	1.295		
	Total	208.078	76			

a. Dependent Variable: HRF

b. Predictors: (Constant), CHIT, TOOL, ETC, SR, AP

Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (improvement of HR function) that is explained by all the Five independent variables (strategy of recruitment, effectiveness in time and cost, application of innovation technology, facilitation e-recruitment tools, challenges of E-recruitment). Dependent Variable: improvement of HR function.

Table4. 16 Coefficient of determination

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.191	4.453		5.208	.000
	SR	-.434	.106	-.515	-4.109	.000
	AP	.544	.080	1.570	6.787	.000
	TOOL	-.366	.130	-.660	-2.825	.006
	ETC	.132	.146	.100	.908	.367
	CHIT	-.133	.114	-.134	-1.171	.246

a. Dependent Variable: HRF

Table 4.16 shows strategic recruitment was found to have a negative influence on improvement of HR function. This is illustrated by the regression result at 95% confidence interval with unstandardized beta coefficient of-.434and t-value 4.109

(p<.001).indicating inversely proportional to improvement of HR function. The magnitude of marginal changes other things remaining the same; a one percent change in Strategic recruitment brings about a decrease in HR function by 0.434percent.

According to the results, indicated company website advert used as the medium of recruitment and selection practice decreased in order to increase improvement of HR functions.

Application of IT in recruitment and selection practice result revealed that was found to have a positive influence on improvement of HR function. This is illustrated by the regression result at 95% confidence interval with unstandardized beta coefficient .544 and t-value 6.787 (p<.001).indicating direct proportional to improvement of HR function. The magnitude of marginal changes other things remaining the same; a one percent change in Application of IT in recruitment and selection practice brings about a increase in HR function by 0.544. One of the primary justifications of a computer-based system, It is clear that, technology and HRM have a broad range of influences upon each other, and HR professionals should be able to adopt technologies that allow the reengineering of the HR function, be prepared to support organizational and work design changes caused by technology, and be able to support a proper managerial climate for innovative and knowledge-based organizations (Hempel, 2004). These technological advances are being driven primarily by strong demands from human resource professionals for enhancement in speed, effectiveness, and cost containment.

The same result addressed in line with Kavanagh's study (2008) one of the major advantages of the design, development, and Implementation of an HRIS is to reduce the amount of time the HR staff has to spend on transactional activities, allowing the staff to spend more time on traditional and transformational activities and decreased Conventional methods of recruitment processes.

Table 4.16, shows the dependent variable improvement of HR function and IT tools, the magnitude of marginal changes other things remaining the same, a percentage of IT tools usage decrease brings about an increase in improvement of HR function by 33.6% and significant at p-value of 0.006.

Regardless of the widespread growth of the IT (Internet) and the inherent advantages of this new technology, this is in line with the study of Brake and Lawrence (2000) advocated that there exist significant shortcomings from both a demographic and technological perspective.

The Digital Divide affects many demographic groups in Africa and even Ethiopia has technology barriers including limited access, usage problems, and flawed infrastructure affect all. IT collaborates with private sector institutions to implement some software components of electronic management systems has a negative result, indicating that the IT centers' collaboration with private sector institutions is limited. This is explained by the availability of IT professionals. In addition, there is a lack of material funding, as dealing with the private sector is relatively expensive.

Table 4.16, shows the dependent variable improvement of HR function and independent variable effectiveness in time and cost. The magnitude of marginal changes other things remaining the same; IT usage in recruitment and selection practice brings effectiveness in time and cost about in improvement of HR function by 13.2% at p-value of 36.7%. This indicates that effectiveness in time and cost for improvement of HR function.

Table 4.16, shows the dependent variable improvement of HR function and independent variable challenges of using IT in recruitment and selection practice. This is illustrated by the regression result with unstandardized beta coefficient of-.133and t-value -1.171 at p-value: 24.6%.indicating negative influence between challenges of using IT in recruitment and selection practice and improvement of HR function.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter deals with summary, conclusions and recommendations that are drawn based on the findings of data analysis and discussion in the fourth chapter of the study. The chapter is classified into three sections. The first section deals with the general summary, the second section deals with the conclusion of the study and the third section deals with possible recommendations and suggestions for future research.

5.2. SUMMARY OF MAJOR FINDING

In this study, the researcher was interested in assessing the effect of information technology in recruitment and selection practice in ethio-jobs recruiting company. Accordingly, to meet the research objective, descriptive type of research design with mixed approach has been adopted. 96 samples questions were distributed via census method where 77 questionnaires have been properly filed and collected. Finally, quantitative data has been analyzed via SPSS software package and narration data has been analyzed qualitatively based on the questionnaires.

According to the discussion results with regard to medium of recruitment and selection strategy, majority of respondents forwarded their responses ethio-job used company websites adverts than Real- simple syndication feeds, appropriate newspaper and magazine adverts and also did not create awareness of the company's recruitment and selection strategies. This finding was in line with Brake and lawrance (2000) IT short comings from both demographic and technological perspectives.

With regard to the application of IT in recruitment and selection practice, majority of respondents forwarded that there is a challenge on fast communication between applicants and HR professionals, and also has a challenge in maintains skill inventory on the company.

Interviewees also described the online recruitment as cost-effective since it reduced the use of paper; on the other hand they confirmed that it is ineffective especially in terms of time. These Interviewees finding relates to there is a challenge on fast communication between applicants and HR professionals. This study supports Abu,sabt(2005) the current

information system do not rise to the level of expert systems, according to their knowledge, the IS are still under development.

Based on the opportunity and facilitation of IT tools in recruitment and selection practice, majority of respondents forwarded that the company did not use identity management website, Electronic mail and / or fax servers which is used for internal and external communication for recruitment and selection purpose. Accordingly, interviewees conformed that it is ineffective especially in terms of availability of diversified and locally accessible recruitment tools.

According to the discussion results, with regard to implementation of IT leads to effectiveness of time and cost saving; the finding indicates that; implementation of IT did not necessarily decreased time and cost per hire. interviewees conformed that it is ineffective especially in terms of time but there are a lot of reason for being ineffective ,unavailability of update employees database, all process done by IT and unavailability of IT professionals high level of work load exit in HR departments.

According to the analysis of challenges of using IT in recruitment and selection based on respondent's response that there was the managerial IT skills and support in competitive environment was rated the highest score. These indicate that lack of managerial support to implement IT in recruitment and selection practice. This study supports Kovach and Catcart(1999) lack of top management support funds, and HR knowledge of system designer are the main factor that keep organizations away from HRIS.

5.3. CONCLUTION

It was clear that information technology benefits internal operations of the organization to a large extent. Use of computer, printer, and fax machine, telephones, robots etc. helps in the movement of information very quickly. With the help of information technology, HRM plan is made more quickly and HR function becomes effective. Information technology is a set of software and hardware for employee and organization and plays important role in the human resource development (Ghorbani and Sangani, 2011). Information technology has an influence on all the sector of human resources management in terms of planning and management, recruitment, training and development and maintenance functions.

This study finding shows that the company's used mostly company website advert, there is a problem newspaper & magazine advert& real simple syndication feeds recruitment and selection strategies. These would have negatively affected the improvement of recruitment and selection practice.

Based on the finding of the study application of IT has significant impact on Time spent on communication decrease due to HRIS and HRIS maintains skill inventory within the company. these opinion that one of the most significant challenges faced by personnel executives today is measuring the performance of their human resource information system (HRIS) in order to justify the value-added contribution of HRIS towards accomplishing the organization's mission.

According to opportunities' and facilities of IT tools usage, study finding shows there was applicants identity management website & usage problems, the IT centers' collaboration with private sector institutions is limited. This is explained by the availability of IT professionals was limited in number in the study area. This would negatively affect the recruitment and selection process of potential candidates for the position.

Based on the findings of the study recruitment and selection practice ethio-jobs Recruitment Company HRIS has decreased cost per hire is not significant impact on recruitment and selection practice, timely to fill, quality of hire, satisfaction level of both hiring manager and employees and intent to leave. Overall assessment of recruitment and selection shows there is a gap need to improvement. The response of the interviewee conform that they did not measure the effectiveness of IT in recruitment and selection and also there is no standards that measure effectiveness in the company.

Even if the challenge of E-recruiting to deploy the system is not significant the successful utilization of HRIS to improvement of HR functions. The managerial skills in competitive environment' as the key challenge of that lack of top management support, funds, HR knowledge of system designers and HR solutions are the main factors that keep organization's away from HRIS. It was found out that the finding in the study was similarly identified by other previous studies. Kovach and Cathcart (1999) mentioned that lack of top management support, funds, HR knowledge of system designers and HR solutions are the main factors that keep organizations away from HRIS.

In conclusion, this study is an initial attempt to determine the effect of IT in improving HR functions. To a large extent, the study reveals that IT has reached these potential benefits. Based on responses from a sample of HR staffs from ethio-jobs could do more in the modern information or technological age. Traditional methods should not be replaced by the e-recruitment, it should rather supplement. The loopholes of e-recruitment can be covered by the traditional methods and recruitment process will be faster, global due to e-recruitment. One method should not replace the other. When two vacancies are there and two candidates are available the companies do not have much choice, thus they prefer to widen their search and attracts numerous applications.

5.4. RECOMMENDATION

Based on the findings and conclusions of the study obtained above, the researcher has forwarded the following recommendations.

- Now a day's e-recruitment is the most effective and widely used methods all over the world (vacancy announcement via internet) which can help in cutting costs and covering larger population. Therefore, Company should diversify and broaden the vacancy announcements channel.
- The management or concerned body of the company; Provide training for HR employees on customer handling system, fast communication and quality of information exchange system and refreshing course on recruitment and selection tools in order to be upgrading their skill and knowledge about the services they offer.
- The management or concerned body of the company should have been focused on Right use of Information technologies. The purpose of these IT systems is to allow the corporation to collect and disseminate Consistent internal data and these sophisticated internal information systems deliver vast quantities of data to managers and concerned bodies.
- The management or concerned body of the company should have been focused on increase the efficiency of HR planning through HRIS. The research findings clearly show that senior HR executives are aware that they can increase the efficiency of HR planning through HRIS, saving time and cost. However, findings do not support the premise that HRIS has decreased cost per hire other

than in functional works. Therefore, ethio-jobs should identify the strategic value and competitive advantage that they can gain through HRIS in HR planning.

- The management of the company should allocate Adequate Funds. The challenges like the E-recruiting, a related constraint, lack of top management support, inadequate funds/insufficient financial support undermined the adoption to full implementation of IT by the company. Therefore, the management of etho-jobs should ensure proper IT implementation and achieving the benefits of HRIS, should carry out a lot of benchmarking from organizations that are already operating the HRIS and seek advice on how to effectively carry cost effective HRIS implementation.

5.5. Suggestions for future research

There is limitation with regard to sample in which the target population contains professional employees who have supervisory, administrative or strategic exposure in the business and managers who are working at head office and User Company. However, the finding of the research might be different includes sample from all other private e-recruiting institution's. It suggested that the future research should be broadened by including other e-recruiting institutions and government organizations which are located in different regions of the country.

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APPENDIX I

Questionnaire to be filled by employees of Ethio-jobs

Dear respondents,

This questionnaire is prepared by, AndamlakBarega who is a postgraduate student at wolkite University field study of Master of Business administration(MBA). The objective of the questionnaire is to collect data regarding assessment the effect of information technology on recruitment and selection practice in the case of Ethio-jobs Ethio-job recruitment company head quarter Addis Ababa Ethiopia, which will be used to prepare a Thesis required for my MBA degree. The aim of this research is to contribute to a better understanding of the circumstance under which effect of IT in HR department of Ethiopia.

You (respondent) are kindly requested to read the questions thoroughly and respond accordingly.

The result of this survey will be treated with utmost confidentiality and will be strictly used for academic purpose only. Therefore, your genuine, frank and timely responses are quite vital to determine the success of this study. So, I kindly request your contribution in filling the questionnaire honestly and responsibly.

NB. No need of writing your name.

Thank you in advance for your cooperation!!

AndamlakBarega

andamlakbarega@gmail.com

Part one: **Demographic information**

Instruction;-

Dear respondents the following are essential Demographic information you are requested to fill it put the ['√''] mark in the box of your choice.

1. Gender

Male ☐ Female ☐

2. Age

Less than 20 ☐ 21-30 ☐ 31-40 ☐

41-50 ☐ More than 50 years ☐

3. Education Level

Certificate ☐ Diploma ☐

Degree ☐ Masters and above ☐

4. Work Experience

Less than 5 years ☐ 6-10 years ☐

11- 15 years ☐ More than 15 years ☐

5. Job category

Management position ☐ Supervisor position ☐

Employee ☐

Part-II: Question related to effect of IT in recruitment and selection practice

Indicate your agreement by marking an ‘’√’’ in the space provided

SECTION A: medium of RECRUITMENT STRAGEY

To what extent do you agree with the following statements on The company sets for the general parameters medium of recruitment and selection practice? (Mark on a scale of 1-5) 1- strongly Disagree, 2-disagree, 3- not sure, 4- Agree,5- strongly Agree						
No	**Items**	**1**	**2**	**3**	**4**	**5**
1	There is an IT policy manual to be followed while implementing Information Technology in recruitment and selection process.					
2	The recruitment and selection process employees are aware of thecompany’s recruitment and selection strategies.					
3	The companies rule on ICT is adequate in guiding implementation of recruitment and selection.					
4	The company sets for the general parameters medium of recruitment and selection process passed through Internet, companywebsites adverts.					
5	The company sets for the general parameters medium of recruitment and selection process passed through of appropriate newspaper and magazine adverts.					
6	The company sets for the general parameters medium of recruitment and selection process passed through school career-fair and colleges.					
7	The company sets for the general parameters medium of recruitment and selection process passed through Real simple syndication feeds.					

SECTION B: APPLICATION OF IT IN RECRUITMENT AND SELECTION

To what extent do you agree with the following statements on The company sets application of IT in recruitment and selection processes? (Mark on a scale of 1-5) 1-strongly Disagree, 2-disagree, 3- not sure, 4- Agree,5- strongly Agree						
no	Items	**1**	**2**	**3**	**4**	**5**
1	The company using of HRIS in recruitment subsystem					
2	Time spent decreased on recruitment due to HRIS					
3	Time spent on training decreased due to HRIS					
4	HRIS decrease the time spent on inputting recruitment and selection.					
5	Time spent on communication decrease due to HRIS					
6	HRIS maintains skill inventory on the company					
7	Efficient reporting and comprehensive performance by HRIS					
8	HRIS maintains relationships with individuals					

SECTION C: IT TOOLS USED FOR RECRUITMENT AND SELECTION

To what extent do you agree with the following statements IT tools facilitate for recruitment and selection? (Mark in a scale of 1-5) 1- Strongly Disagree, 2-Disagree, 3- Not Sure, 4- Agree, 5- Strongly Agree.						
1	The availability of blogs is sufficient for implementation of recruitment and selection.	1	2	3	4	5
2	The availability of video platform systems is used for facilitating voice communication is sufficient.					
3	The availability of IT database systems which is used for maintaining the institution's dynamic data manipulated by administrative systems is sufficient.					
4	The availability of virtual worlds or IT documents systems which are used for storing static information about your company in either text or image is sufficient.					
5	The availability of identity management web sites, Electronic mail and / or fax servers which is used for internal and external communication in the recruitment and selection practice is sufficient.					
6	The availability of HR online social network helps in providing efficient and convenient access to computing information resources and facilitating the exchange of any type of information is sufficient.					
7	The availability of co-operation websites is used to allow users to search databases, discover relationships, and interrogate data to find meaningful information is sufficient.					

SECTION D: e-recruitment and selection and improvement of HR functions.

To what extent do you agree with the following statements one-recruitment and selection and employee performance? (Mark on a scale of 1-5) 1- Strongly Disagree, 2-Disagree, 3- Not Sure, 4- Agree, 5- Strongly Agree.						
No	**Items**	**1**	**2**	**3**	**4**	**5**
1	The use of IT in recruiting plays an important role in improving job efficiency.					
2	The use of IT system in the recruitment and selection practice is well planned and organized work activities.					
3	The use of IT system in the recruitment and selection practice is strictly follows the policy andprocedures in relation to staff activities.					
4	There exist infusion of organizational goals and missions into the process of implementing IT in recruitment and selection Practices.					
5	The use of IT system in the recruitment and selection practice is increase effectiveness decision making.					

SECTION E: INFORMATION TECHNOLOGYLEADSTO EFFECTIVENESS OF TIME AND COST SAVINGS

Please indicate the extent to which you agree with the following statements on implementation information technology leads to effectiveness on time and cost savingsin recruitment and selection practicein your company? (Mark in a scale of 1-5). 1- Strongly Disagree, 2-Disagree, 3- Not Sure, 4- Agree, 5- Strongly Agree.						
NO	**ITEMS**	**1**	**2**	**3**	**4**	**5**
1	Implementation of HRIS has decreased cost per hire					
2	Elimination of unsuitable applicant through HRIS					
3	Implementation of HRIShas decreased training expense					
4	Implementation of HRISdecreased recruiting expense.					
5	Implementation of HRIS decrease in puts data expense.					
6	Implementation of HRIS makes recruiting process effective.					

SECTION F: CHALLENGES OF IT INRECRUITMENT AND SELECTION PRACTICE

To what extent do you agree with the following statements onchallenges of IT in recruitment and selection practice? (Mark on a scale of 1-5) 1- Strongly Disagree, 2-Disagree, 3- NotSure, 4- Agree, 5- Strongly Agree.						
No	**Items**	**1**	**2**	**3**	**4**	**5**
1	The managerial IT skills in competitive environment.					
2	ICT skills gap.					
3	Marketing and customer orientation.					
4	Technology trends.					

PART THREE: INTERVIEW QUESTIONNARIES (prepared for company head, HR manager and each department heads)

1. The company sets for the general parameters medium of recruitment and selection process? Do you believe that all in this method of recruitment makes you competitive with others?
2. How the Ethio-jobs clear its policy, guidelines and plan for recruitment and selection of employees? Do you think that every staff member is aware of the policies?
3. Do you explain whether the Ethio-jobs perform job analysis before advertising vacancies for employment? Is there a job analysis for every position?
4. Do you believe that the use of E-recruitment tools,mostly used for recruitment and selection to increase in scope and responsibility of HR functions? If your answer is <yes>can you mention those tools using in your company?
5. In way the stages at which the HR is involved in business strategy development?
6. What are the effectiveness of recruitment and section practice of Ethio-jobs using E-recruitment and selection?
7. What are the major challenges thatEthio-jobs is facing in relation to staff recruitment and selection using IT?

If you have questions or remarks or if you have any to add, please don't hesitate to add it here----------

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Thanks you very much for your cooperation.

APPENDIX II

3.8 Diagnostic Analysis

Diagnostic checking is done to test whether the sample is consistent with the above assumptions. If all the above assumptions are consistent with the sample, E-view result will be accurate and reliable. The following tests are done in this research to test the above assumptions

Multicollinearity

The problem of multicollinearity may lead to less accurate results in the analyses; the coefficients may have very high standard errors and perhaps even incorrect signs or implausibly large magnitudes. Multicollinearity can be detected by calculating the variance inflation factors (VIF) for each independent variable. Multicollinearity is present when VIF values are larger than 10. Furthermore, the critical value can be calculated by 1/VIF. If this value is below 0.1, this would mean that more than 90% of the variation in the variable is explained by the other variables. The variable(s) with VIF values larger than 10 or 1/VIF values below 0.1 should be excluded from the analyses (Rabe-Hesketh and Everitt, 2004).

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.191	4.453		5.208	.000
	SR	-.434	.106	-.515	-4.109	.000
	AP	.544	.080	1.570	6.787	.000
	TOOL	-.366	.130	-.660	-2.825	.006
	ETC	.132	.146	.100	.908	.367
	CHIT	-.133	.114	-.134	-1.171	.246

a. Dependent Variable: HRF

Different empirical studies show different argument towards the mulitcolinarity problem. Mashotra (2007) stated that multilicolliantory problems exist when the correlation coefficient among variables greater than 0.75. Cooper and Schindler (2009) suggested that a correlation above 0.8 between explanatory variables should be corrected for.

Lastly, Hair et al. (2006) argued that also correlation coefficient below 0.9 may not cause serious multicollinary problem. A correlation matrix was used in this study to ensure the correlation between explanatory variables. Then balanced panel data models are applied to control for multicollinearity.

Homoscedasticity, linearity and normality tests

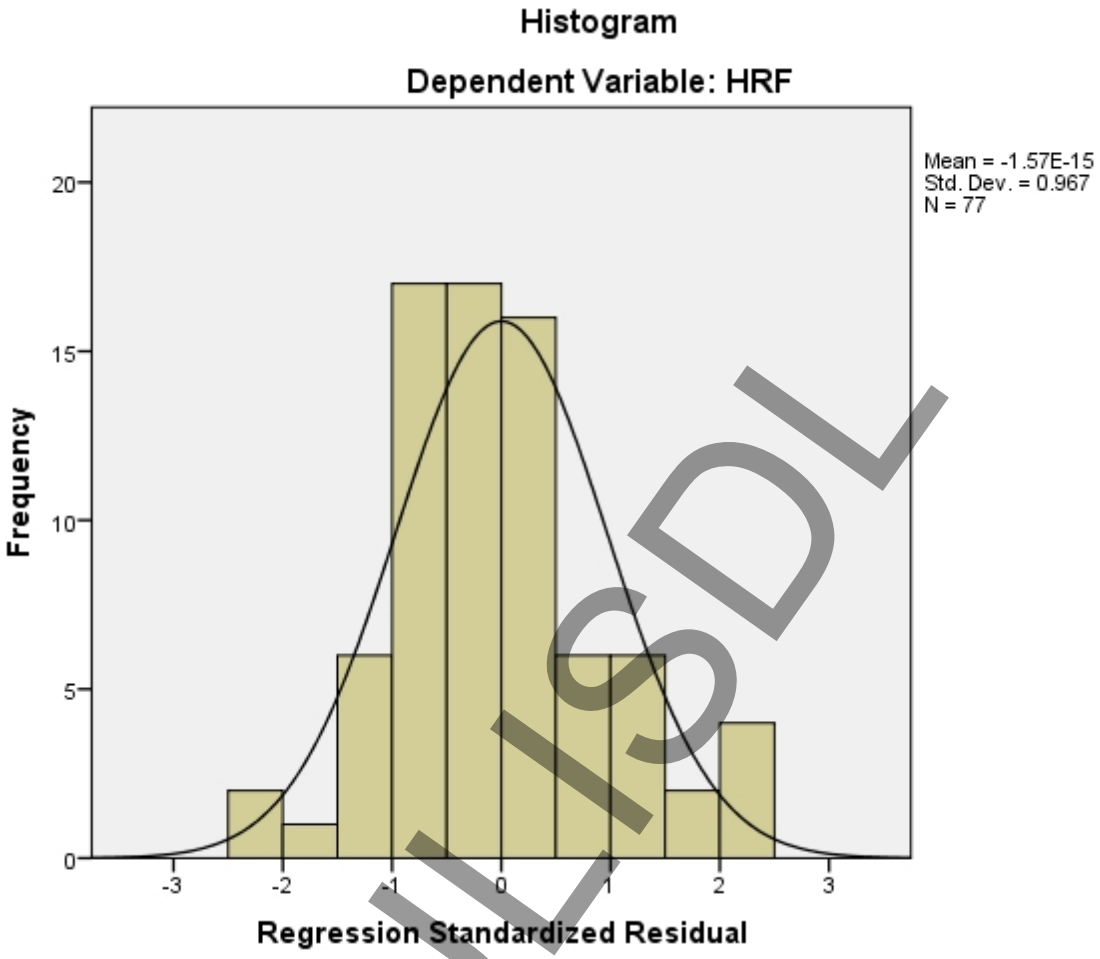
Homoscedasticity Test At each level of the predictor variable(s), the variance of the residual terms should be constant. This just means that the residuals at each level of the predictor(s) should have the same variance (homoscedasticity); when the variances are very unequal there is said to be heteroscedasticity and it can lead to the distortion of the findings and overall conclusion.

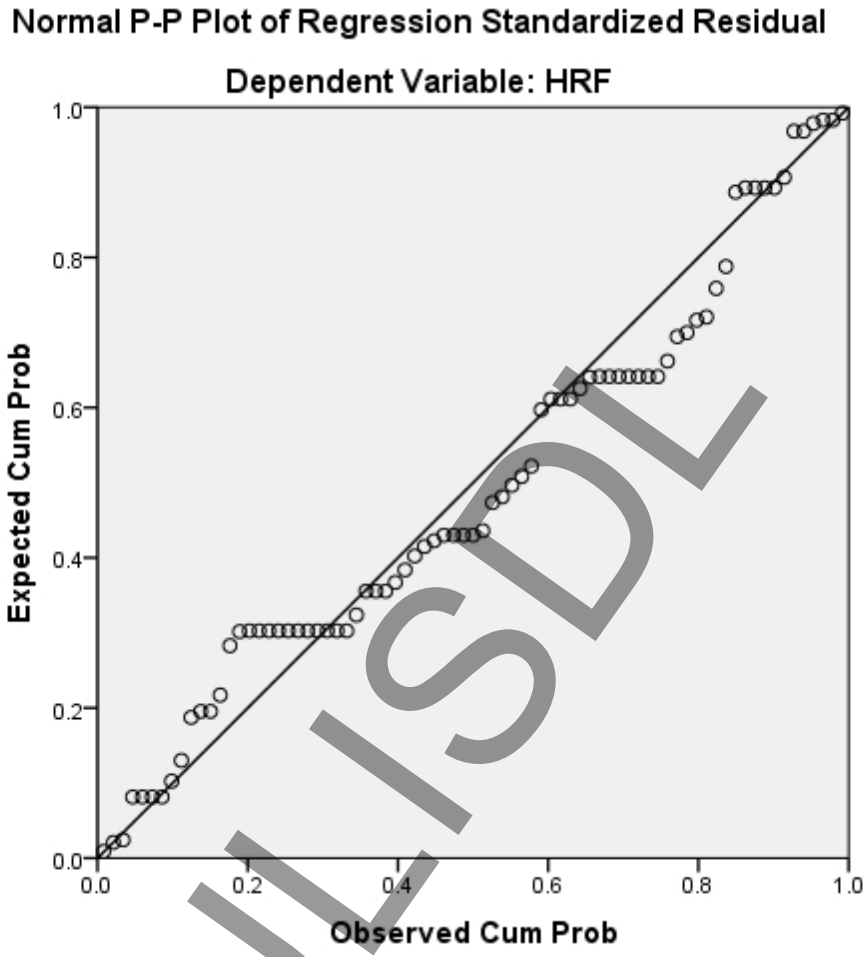
Residuals Statistics[a]

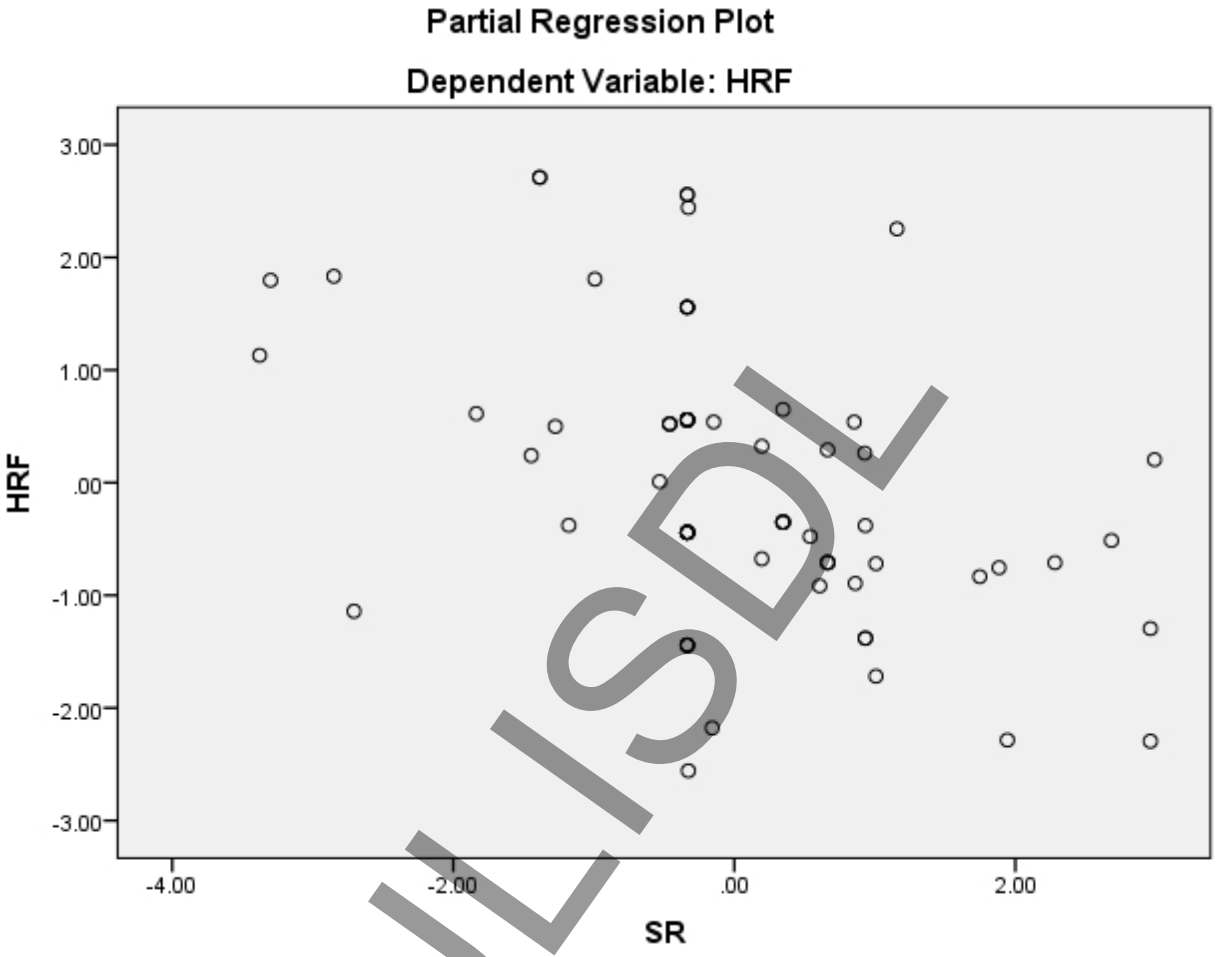
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	17.3487	21.6996	20.6234	1.23622	77
Residual	-2.69960	2.75552	.00000	1.09983	77
Std. Predicted Value	-2.649	.871	.000	1.000	77
Std. Residual	-2.372	2.422	.000	.967	77

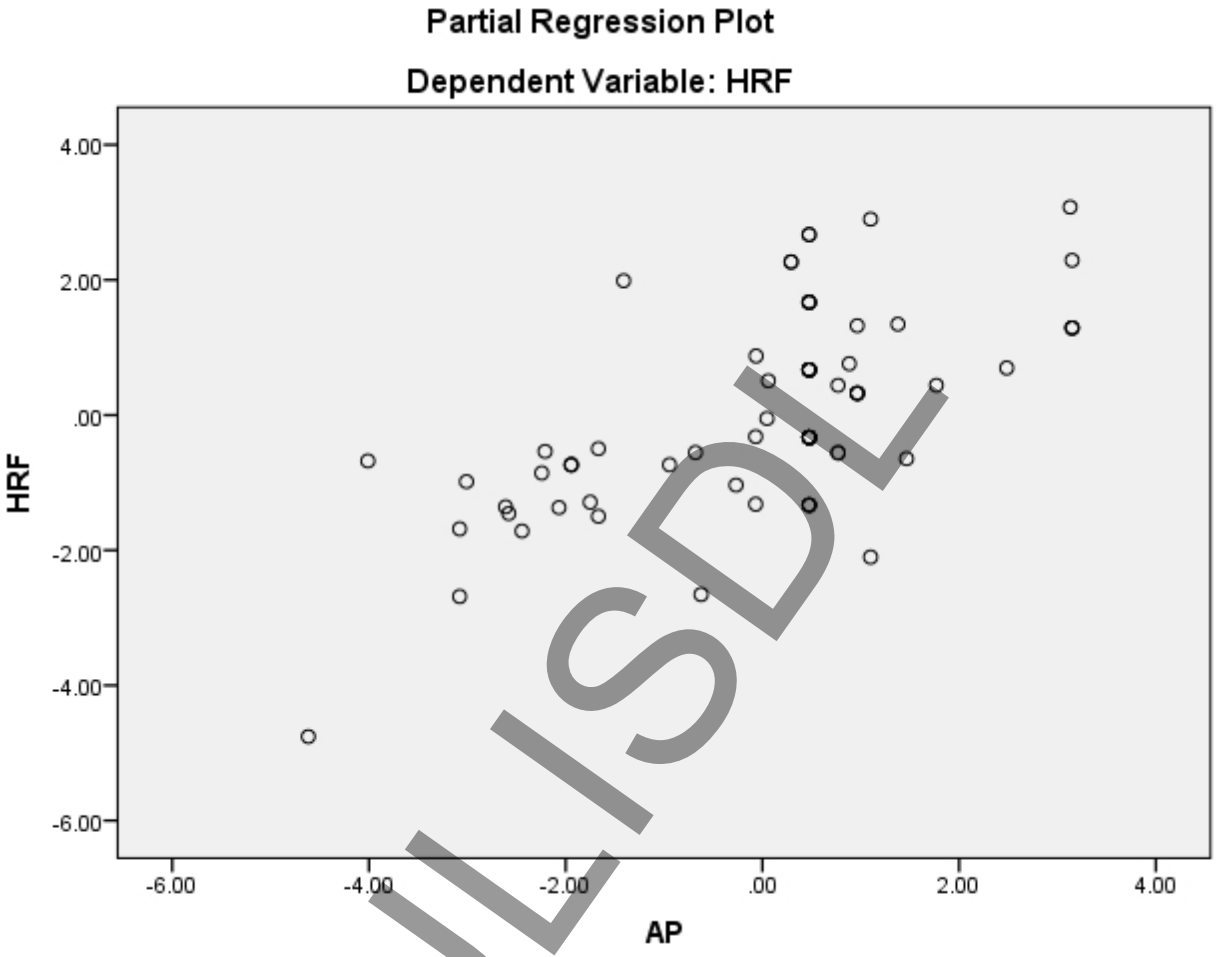
a. Dependent Variable: HRF

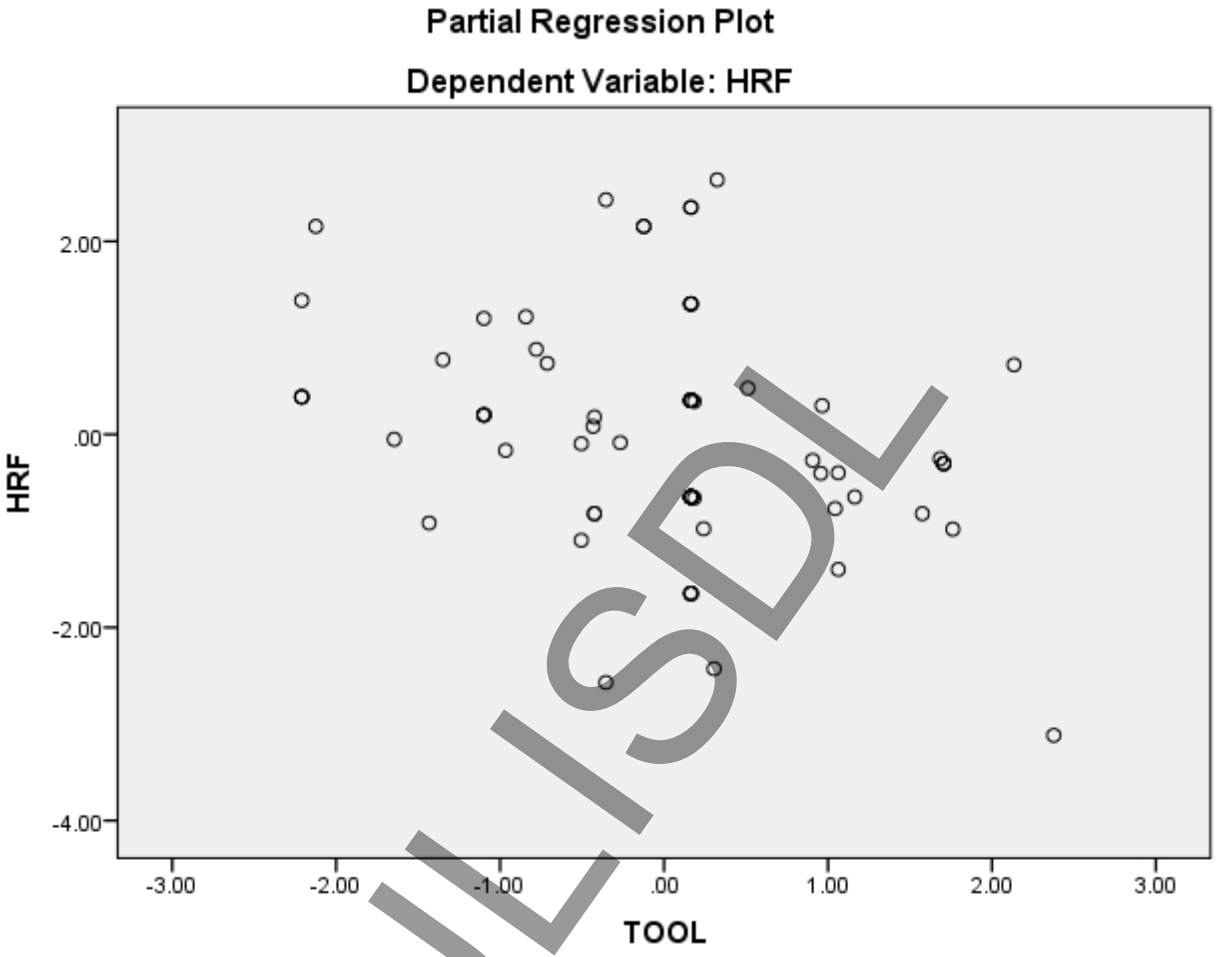
At each level of the predictor variable(s), the variance of the residual terms should be constant. This just means that the residuals at each level of the predictor(s) should have the same variance (homoscedasticity); when the variances are very unequal there is said to be heteroscedasticity and it can lead to the distortion of the findings and overall conclusion. The researcher used SPSS statistical software scatter plots of residuals with independent variables are the method for examining this assumption (Keith, 2006).Homoscedasticity can be checked by visual examination of a plot the standardized residuals by the regression standardized predicted value (Osborne & Waters, 2002), specifically, statistical software scatter plots of residuals with independent variables are the method for examining this assumption (Keith, 2006). Thus the researcher uses same plots to investigate this assumption

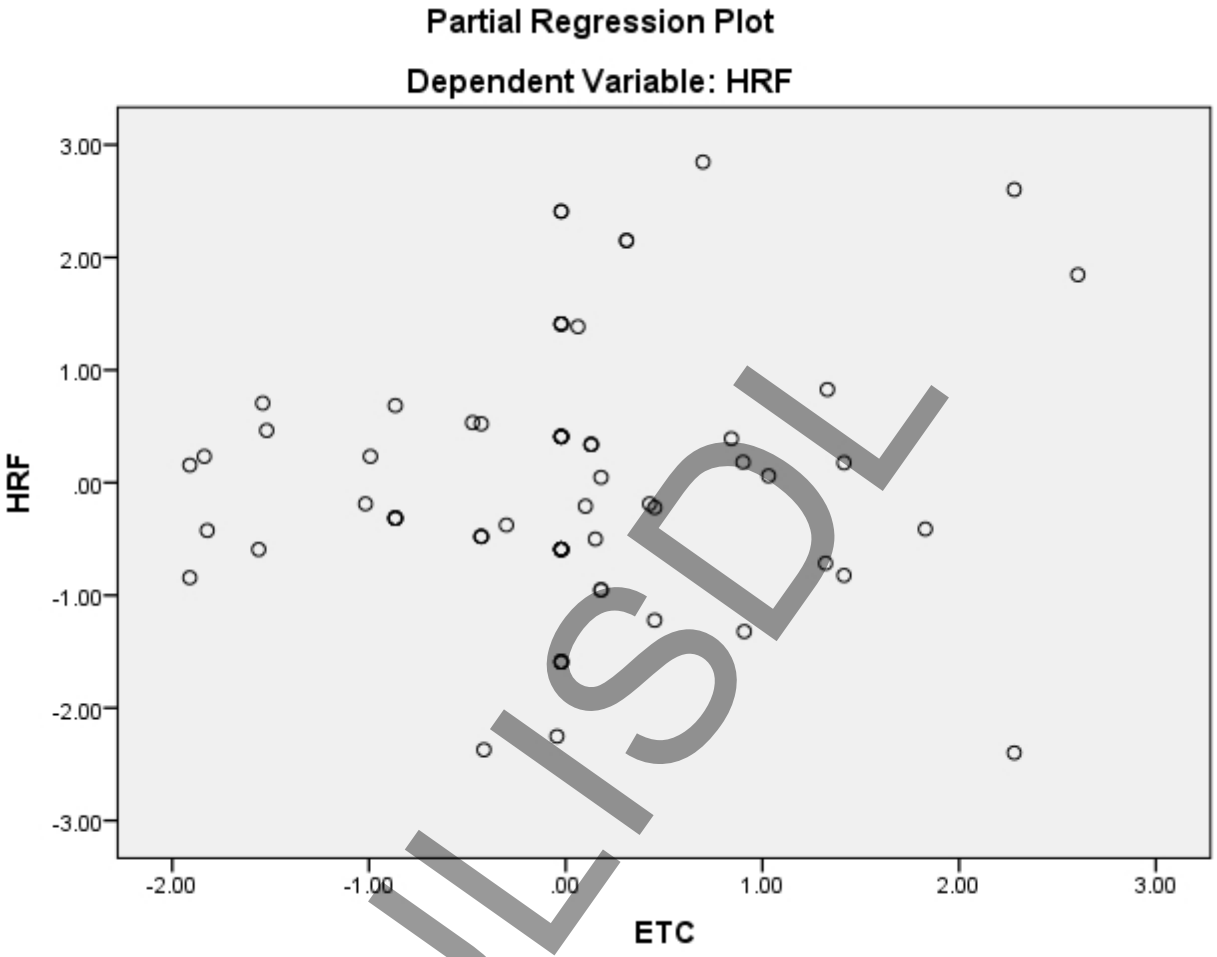

Histogram
Dependent Variable: HRF
Mean = -1.57E-15
Std. Dev. = 0.967
N = 77
Frequency
20
15
10
5
0
-3
-2
-1
0
1
2
3
Regression Standardized Residual

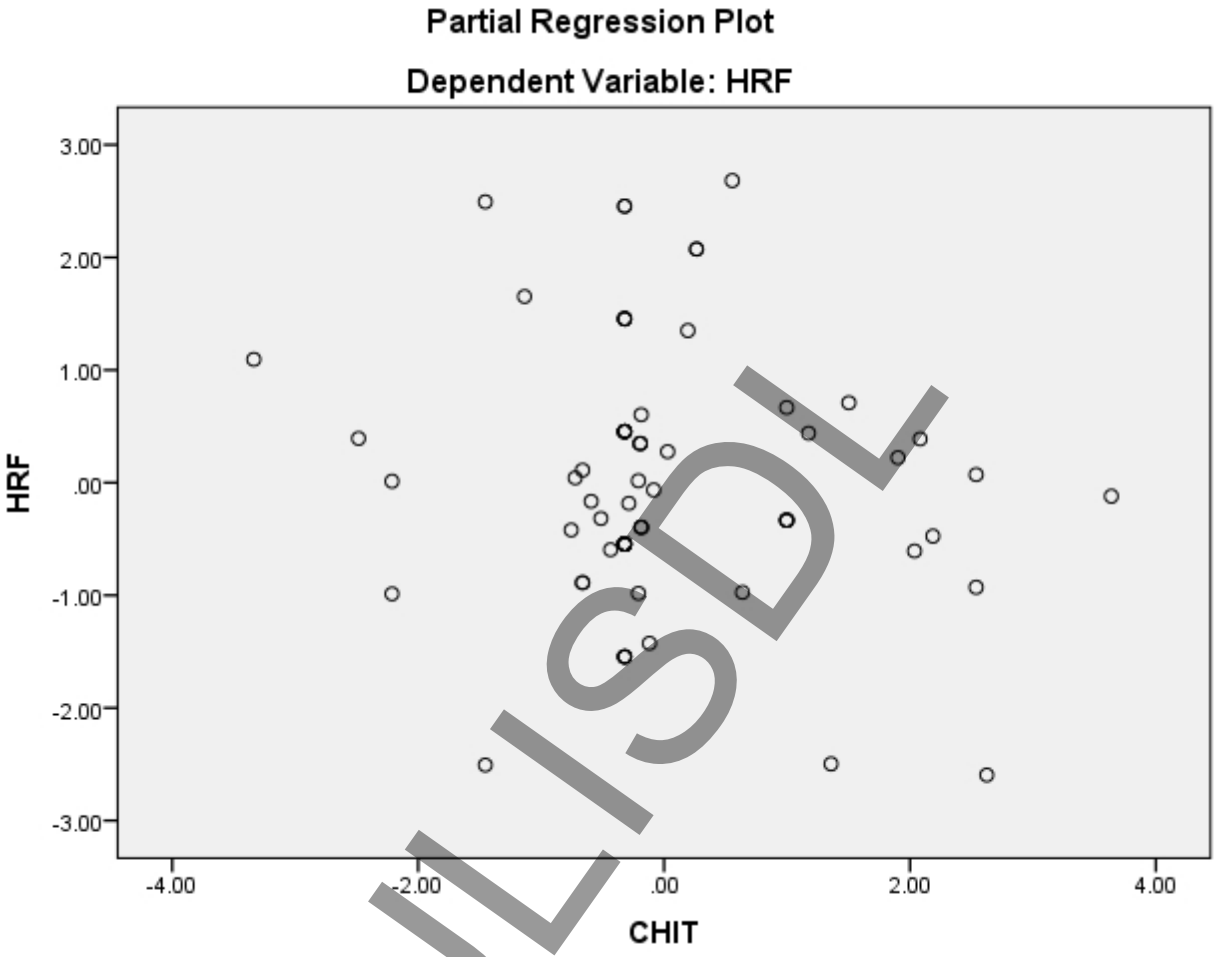

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: HRF
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0


Partial Regression Plot
Dependent Variable: HRF
HRF
SR
3.00
2.00
1.00
.00
-1.00
-2.00
-3.00
-4.00
-2.00
.00
2.00


Partial Regression Plot
Dependent Variable: HRF
HRF
AP
4.00
2.00
.00
-2.00
-4.00
-6.00
-6.00
-4.00
-2.00
.00
2.00
4.00


Partial Regression Plot
Dependent Variable: HRF
HRF
2.00
.00
-2.00
-4.00
-3.00
-2.00
-1.00
.00
1.00
2.00
3.00
TOOL


Partial Regression Plot
Dependent Variable: HRF
HRF
ETC
3.00
2.00
1.00
.00
-1.00
-2.00
-3.00
-2.00
-1.00
.00
1.00
2.00
3.00


Partial Regression Plot
Dependent Variable: HRF
HRF
CHIT
3.00
2.00
1.00
.00
-1.00
-2.00
-3.00
-4.00
-2.00
.00
2.00
4.00