



WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

**THE ROLE OF INFORMATION TECHNOLOGY ON THE EMPLOYEE
RECRUITMENT SELECTION PRACTICE (IN CASE OF COMMERCIAL
BANK OF ETHIOPIA IN WOLKITE TOWN YEJOKA BRANCH)**

**RESEARCH PAPER SUBMITTED FOR THE FULFILLMENT OF
BACHELORS OF ART DEGREE IN MANAGEMENT**

PREPARED BY: Belete Mihiret

ADVISOR: Mr.Samuel Gemechu(MBA)

WOLKITE, ETHIOPIA

DECEMBER, 2020

Contents

ACKNOWLEDGMENT.....	iii
ABSTRACT.....	IV
CHAPTER ONE	1
1. INTRODUCTION.....	1
1.1 Background of the study	1
1.2 Problem statement	3
1.3 Research Questions	3
1.4 Research Objectives.....	4
1.4.1 General objective	4
1.4.2 Specific objective	4
1.5 Significance of the study	4
1.6 Scope of the study	4
1.7 Limitation of the study.....	5
1.8 Organization of the paper	5
CHAPTER TWO	6
2 LITERATURE REVIEW	6
2.1 Job Analysis and Design	8
2.2 Employee Recruitment and Selection.....	9
2.3 Employee Training and Development.....	10
2.4 Emergence of IT in HRM	10
2.5 Interface between HR and Technology.....	15
2.6 E-recruitment tools	16
2.6.1 Potential Barriers to E-Recruitment.....	18
CHAPTER THREE	21
3 RESEARCH METHODOLOGIES.....	21
3.1 Research Design	21
3.2. Population and sampling	21
3.2.1Target population	21
3.3 Data type, source and method of analysis.....	21
3.3.1 Data type and source	21
3.3.2 Instruments and collection procedure.....	21
3.3.3 Data analysis and presentation.....	22
Chapter four.....	Error! Bookmark not defined.
4. Analysis and interpretation of data	Error! Bookmark not defined.
4.1 demographic characteristics of the respondent.....	23
4.2 presence of computerized human resource information system	24
4.3 Electronics Recruitment Technology	25
4.3.2 Regarding the change that e-recruitment bring	25
4.3.3 Risk related to implementing e-recruitment	28

4.3.4	Ways of improving human resource management	29
4.3.4	Opportunities of using e-recruitment	29
CHAPTER FIVE		30
Summary of Findings, Conclusion and Recommendation		30
5.1	Summary of Major Findings	30
5.2	Conclusion	31
5.3	Recommendations	32

Acknowledgement

I would like to express my deep gratitude from the core of my heart to Almighty God, who has given me the strength to carry on in my hard times and for his invaluable gift being with me throughout in my study as the research paper comes to end with his will. I feel the deepest sense of gratitude to my Advisor Samuel Gemechu, a man with true respect for learning, for his proper guidance and encouragement research paper

ABSTRACT

The main objective of this study is to assess the role information technology on the employee recruitment selection practice in case commercial bank of Ethiopia yejoka branch. If recruitment is 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 same applicants may be prone to turnover if hired. Information Technology (IT) has changed the business world many times over. In the Information Age, the advent of computers and the Internet has increased that impact significantly. More over this study has significant to the researcher to increase thinking and experience on the subject matter, for the bank to solve and fill the gaps and used as a reference to the other researcher. Many businesses particularly banking industry cannot even function without the use of computer technology. This impact is seen in nearly all areas of business, including human resources, where technology continues to have a significant impact on Human Resource (HR) practices. The study was conducted via descriptive type of research design and primary and secondary source of data has employed. The study was geographically delaminated in wolkite town at commercial bank of Ethiopia, yejoka branch. Conceptually to investigate the role of information technology on the employee recruitment selection in case CBE yejoka branch and finally the findings will be analyzed and recommendation and conclusion will be given.

CHAPTER ONE

1. INTRODUCTION

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).

Bernik, Florjancic, Crnigoj and Bernik (2007) contends that 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.

The role 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, kpersonnel 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 have 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, Florowski and Olivas - Lujan (2006) underscored that there has been a shift in the delivery of transactional HRM from an approach which is "labour 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. This study will attempt to put forth the role of IT on HR functions in the banking industry by selecting commercial bank of Ethiopia wolkite branch.

1.2 Problem statement

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 same applicants may be prone to turnover if hired. A poorly designed recruitment process can miss attractive job candidates—including those who work for competitors—because they never find out that a position is open.

It may appear that not all CBE banks are using IT introduction in HR functions. Specifically, cost may seem to be a major bottleneck with spearheading IT innovation in CBE. Cost relates to the availability of infrastructure (hardware, software 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 function. For instance, incompetent training personnel in the HR department may feed the database with wrong information which consequently makes the results (output) to be flawed. If correctly implemented, the results remain key levers to enhance overall HR service levels and reduce costs of CBE. This means can help redefining the HR role and assist HR in becoming a real strategic partner to top level management.

1.3 Research Questions

- 1 What are the changes that e-recruitment tools are bringing about in recruiting strategies and practices?
- 2 What are the opportunities for commercial bank of Ethiopia using e-recruitment tools?
- 3 What are the risks for public and private banks using e-recruitment in CBE in wolkite yejoka?
- 4 What are the ways of improving the use in human resource management activities CBE in wolkite yejoka?

1.4 Research Objectives

1.4.1 General objective

The main objectives of this study is to examine the role of information technology on employee recruitment selection in commercial bank of Ethiopia

1.4.2 Specific objective

- ✓ To find out the changes that e-recruitment tools are bringing about in recruiting strategies and practices.
- ✓ To identify the opportunities for CBE in wolkite yejoka branch and job seekers using recruitment tools
- ✓ To find out the risks for CBE and job seekers using e-recruitment in Wolkite yejoka branch
- ✓ To suggest ways of improving on the current e-recruitment tools in CBE.

1.5 Significance of the study

This research unfolds the lapses in recruitment strategies in CBE, in Wolkite Yejoka branch. By identifying these lapses the management of CBE yejoka branch is to consider the suggested recommendations to improve on their current recruitment practices. Despite the spheres competition in the banking industry in Ethiopia, wolkite CBE can adopt the findings to have competitive advantage over other banking competitors. Moreover, the research is of significance to the human resource profession. To the profession, the findings and recommendations could be used as tool for enhancing other similar and future researches and also serves as a secondary source of information. Finally, this research is justified by its ability to fill the existing gap in human resource literature in Ethiopia and the final analysis helping add to the existing literature in terms of evolving nature of technologies and helps broaden academic knowledge in efficient recruitment practices.

1.6 Scope of the study

The study was limited to the HR department responsible for the recruitment functions of wolkite Yejoka branch. This selected bank appear to have dissimilar recruitment strategies and practices in the banking industry, since it is public

1.7 Limitation of the study

The researcher used descriptive research design; it describes the state of view as it exists at present, but it does not establish a cause and effect relationship, other than this, not responding to the questionnaires on time, not even responding at all will the limitations throughout the study. Limited resource inaccessibility to internet and inadequate computer facility, lack of cooperation from organizational respondents those who are concerned in giving information with regard to the study under the consideration may be limitations.

1.8 Organization of the paper

This study has organized into five chapters. The first chapter deals with the introduction of the study, statement of the problem, objectives of the study, significance, scope, limitation of the study and research question. The second chapter deals about review literature. The third chapter deals about research methodology generally. The fourth chapter talk about data analysis and interpretation. Conclusion and recommendation presented in the last chapter

CHAPTER TWO

2. LITERATURE REVIEW

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 organisational requirements by interviewing and other assessment techniques. The recruitment process also includes the making and finalising of job offers and the induction and on-boarding of new employees. Depending on the size and culture of the organisation 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 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 & Sivanand, 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 candidates.

In terms of HRM, the internet has radically changed the recruitment function from the organisational 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 recognised 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 calibre 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 organisations 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.

HR Functions The actual function of HRM within the value chain of an organisation 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 organisational 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 labour/ employee relations.

2.1 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 organisation'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 organisation. The ultimate purpose of job analysis is to improve organisational performance and productivity, helping the organisation 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 organisational 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).

2.2 Employee Recruitment and Selection

Any process for which an organisation seeks applicants and attracts potential employees is called recruitment; selection refers to the process by which an organisation 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 organisation (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 organisations 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 organisations 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 organisations who put effort into the process of recruitment turn on more search channels than organisations who do not (Russo, Rietveld, Nijkamp, & Gorte, 2000).

2.3 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 organisation (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, Michielsens, & Moeyaert, 2009). In summary, appropriate training contributes positively to employee retention because it makes employees feel recognised 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). 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 education activities. 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, efficient, and customer-oriented. Certain authors have suggested that the use of technology may enable them to achieve these goals.

Parbudyal and Dale (2003) advocated that recruitment plays a critical role in enhancing organizational survival and success. The recruitment process has been profoundly affected by major changes (Martin et al., 2008): the retirement of the "baby boomers", an increasing need for flexibility and responsiveness, and complex modes of communication. The development of new "social and sociable" media technology called "Web 2.0" offers companies and their recruiters' new perspectives. Despite the growing importance of e-recruitment, research in this area remains very limited. Resource-Based View and e-recruitment

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.

The nature of work in the 21st century presents many challenges for recruitment: knowledgebased work places greater demands on employee competencies; demographic, societal, and cultural changes are widespread and are creating an increasing global shortfall in the number of qualified applicants; the workforce is also increasingly diverse. Chambers et al. (1998) use the term "the war for talents".

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 eHR 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%. Eselections 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).

Comparing with manual processes, reducing data errors, simplifying and fastening processes of HR practices make HRIS more advantageous (Ulrich et al., 2008).

Enabling communication and collaboration: IT is a tool for effective communication and collaboration. E-mail, messaging, discussion lists, videoconferencing, virtual teams, electronic workgroups, and teleworking 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 eHR 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 professionals 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).

2.5 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 et al. 2003).

2.6 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 SecondLife, 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 “NeoJobMeeting”, was organized. Co-optation 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 an online specialized event.

In summary, these recruitment tools can be used simultaneously. For instance, Sun Microsystems uses blogs, Face book fan pages, several islands on Second Life and broadcasts videos on YouTube. Barker (2008) identified that Employees learn to use these tools to “boost innovation, connect with executives and each other - and spread the good word about Sun”. However, many job applicants can place themselves in defenceless positions by posting unattractive, inappropriate, unprofessional materials on publicly accessible social networks sites (Finder, 2006). Indeed, the line between social and business networking is becoming increasingly blurred (Dutta and Fraser, 2009).). Job seekers should to be careful of the information they display online, and companies too.

2.6.1 Potential 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 Ghana and technology barriers including limited access, usage problems, and flawed infrastructure affect all.

Digital Divide: The 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, Ethiopians 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 Intellect, 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, Walmart 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 (datadriven) 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 line (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 than 10 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 banks find value from incorporating IT applications and systems into their recruiting and staffing efforts, especially in operations with high volumes of applicants and information.

CHAPTER THREE

3 RESEARCH METHODOLOGIES

3.1 Research Design

The study was conducted through descriptive type of research. The reason why used this type of method is because it helps to describe the existing condition as it is and it is mostly preferable for studies conducted in the area of business and economics.

3.2. Population and sampling

3.2.1 Target population

The target population of the study is the total employees working in CBE in Wolkite Yejoka branch. There are 16 target populations in the organization. The researcher has used census method because the total number of the population is small

3.3 Data type, source and method of analysis

3.3.1 Data type and source

For this specific study the researcher used both primary and secondary source of data. The primary data gathered through questionnaire, interview and observation (Kothari, 2004). The data gathered from the permanent employees, whereas the secondary data gathered from the published documents of the bank.

3.3.2 Instruments and collection procedure

3.3.2.1 Questionnaire

According to Kothari (2004), a questionnaire is a method of collecting data. In this method data are collect with the help of questions. Questionnaires' were prepared in which to assess role of information technology on employee recruitment selection and the question includes close ended questions that are arranged to staff of the material management.

3.3.2.2 Interview

The interview method of data collection involves presentation of oral verbal stimuli and replying in terms of oral- verbal responses. This method is use through personal interview and if possible telephone interview (Kothari, 2004). In this study the researcher used personal interview which required face to face contacts with the manager.

3.3.3 Data analysis and presentation

The analysis of the data began in the study descriptive method of data analysis to be important for transforming of the raw data in to forms that makes easy to understand and interpret. Tables and percentage can be used for presentation of data based on their appropriateness. Then, interpretation can be made under each table by explaining the result in detail and theoretical explanation used to make clear evidence. Based on the analysis and interpretations the researcher made conclusion and recommendation.

CHAPTER FOUR

4. ANALYSIS OF DATA AND INTERPRETATION

From the total population 16 the researcher take all target population as a sample size and questionnaires were distributed for all target population (to the sample size) and 16 of the questionnaire were collected. Therefore, all question paper was collected because of all respondents have full willingness to fill the given research questionnaires.

4.1 demographic characteristics of the respondent

Before analyzing the general information, it is necessary to know the characteristics of demographic back ground. Therefore, the demographic characteristics of the respondent have been analyzed as follows.

Table 4.2 demographic characteristics

No	Characteristics of respondents	Respondent	Frequency	Percentage
1	Sex	Male	12	75%
		Female	4	25%
		Total	16	100%
2	Experience in bank	Less than year	2	12.5%
		1 to 5 years	13	81.25%
		6 to 15	1	6.25%
		Above 15	0	0%
		Total	16	100%
3	Educational level	Diploma	0	0%
		Degree	12	75%
		Master	4	25%
		Total	16	100%
4	Working position	employees	15	93.5%
		Branch manager	1	6.5%
		Total	16	100%

As it can be noted above from table 4.1, 75% of the respondents were male and the remaining 25% were composed of females. This implies that CBE,wolkite town yejoka

branch are dominated by males. As indicated the above table 4.1 work experience: less than years is 12.5%, 1 to 5 is 81.25%, 6 to 15 is 6.25% and there is no respondent who worked above 15 years. This data show that the majority of respondent experience in this bank between one up to five year

As indicated table above 75% of the respondents were Degree holder, 25% of respondent's master holder, and there is no respondent who hold Diploma. This collected data show that most the respondent were degree holders. As indicated table above 93.5% of respondent were employees and the remaining 6.5% is branch manager, the data indicated that majority of respondent were employees and with one branch manager.

4.2 presence of computerized human resource information system

Table 4.2.1 the response of respondents regarding on existence of computerized human resource information system.

No	Item	Frequency	Percentage
1	Does your organization have computerized human resource information?		
	Yes	16	100%
	No	0	0%
	Total	16	100%
2	Do you use any social media or website for recruitment?		
	Yes	16	100%
	No	0	0%
	Total	16	100

Source: - Researchers' survey (2013)

From table 4.2.1 of item 1, 100% of respondent replied that there is computerized human resource information and there is no respondent who reply No, so the entire respondent agreed on presence of computerized human resource information

As far noted item 2, also the entire respondent were replied yes on the use of social media for recruitment and no respondent replied no. this data show that all of respondent answer ensure the organization is using social media for recruitment.

4.3 Electronics Recruitment Technology

Table 4.3.1, respondent's response regarding e- recruitment technology

No	Item	Frequency	Percentage
1	What e- recruitment technology used in your organization?		
	Blogs	2	12.5%
	Virtual worlds	0	0%
	On line network	6	37.5%
	Video platform	8	50%
	Total	16	100%

Source: - Researchers' survey (2013)

As indicated the table 4.3.1, 12.5% of the respondents replied that the organization is using blogs for recruitment, No respondent have an idea on virtual world, 37.5% of them were replied on line network that organization are using for recruitment and 50% of respondent replied video platform technology for the purpose of recruitment. This data show that the organization is using three website as collected data above and it indicate that the organization mostly uses video platform and sometimes they use on line network and blogs. In the line with this question interviewee were asked via interview to mention types of e-recruitment that organization use, so most of interviewee said the following e-recruitment technology; portal system, on line network and auricle employees system.

4.3.2 Regarding the change that e-recruitment bring

Table 4.3.2.1 Respondents response regarding the change that e-recruitment about recruiting strategy and practice

No	Item	Frequency	Percentage
1	Do you agree that e-recruitment tools can bring change in recruiting strategies and practice?		

	Yes	14	87.5%
	No	2	12.5%
	Total	16	100%
2	Do you agree that strategies and practice of e-recruitment is fastest mode to apply job?		
	Yes	10	62.5%
	No	6	37.5
	Total	16	100%
3	Do you think e-recruitment practice support in bringing better qualified candidate?		
	Yes	7	56.25%
	No	9	43.75%
	Total	16	100%

Source:-Researchers' survey (2013)

From the table 4.3.2.1 of item 1 87.5% of the respondent replied, Yes while the remaining 12.5% of them replied No.

From this we can conclude that majority of the respondent agree that e-recruitment can bring change in recruiting strategies and practice. In the line with this question interviewee were asked to mention the change that e-recruitment bring. So the interviewee raises the following issue; Efficiency, gaining competent (qualified) pool of candidate and sharing of information in short time.

From the item 2, 62, 5% of respondent replied yes and the remaining 37.5% of respondent replied No, this show that the majority of responses imply that e-recruitment is fastest mode to apply job.

From the item 3, 56.25% of respondent replied yes and the remaining 43.5% replied No , this data indicate that most of respondent believe that e-recruitment can bring better qualified candidate.

Table 4.3.2.2 response regarding opportunities for CBE using e-recruitment

No	Item	Frequency	Percentage
1	What is the opportunity for CBE using e-		

	recruitment?		
	Time saving	10	62.5%
	Increasing efficiency	2	12.5%
	Both	4	25%
	Total	16	100%
2	Do you agree that e-recruitment has opportunity to reduce cost?		
	Yes	12	75%
	No	4	25%
	Total	16	100%
3	Do agree that large pool of applicant can be collected through e-recruitment?		
	Yes	11	68.75%
	No	5	31.25%
	Total	16	100%
4	Do you agree that e-recruitment save time in collecting quantity of resumes?		
	Yes	13	81.25%
	No	3	18.75%
	Total	16	100%
5	Do you believe e-recruitment play an important role in organization success?		
	Yes	10	62.5%
	No	6	37.5%
	Total	16	100%

Source:-Researcher survey (2013)

From the above table item number 1: 10(62.5%) of respondents replied time saving, 2(12.5%) of respondents replied increasing efficiency and the remaining of 4(25%) of respondents replied both. So we can conclude using e-recruitment is better to save time. In

the line with this question interviewee were asked to state opportunities of e-recruitment, interviewee replied the following answer: improve organization human resource, time saving and increase efficiency.

Regarding item Number 2: 12(75%) of respondents replied “Yes” and the remaining 4(25%) of respondents replied “No”. From this data, we can conclude e-recruitment can reduce cost of recruitment.

With relation to item Number 3: 11(68.75%) “Yes” and the remaining 4(31.25%) replied “No”. The researcher can conclude large pool of applicant can be collected through e-recruitment.

Regarding item Number 4: 13(81.25%) replied “Yes” and the remaining 3(18.75%) replied “No”. From this collected data, e-recruitment can save time in collecting quantity of resumes.

With the relation of item Number 5: 10(62.5%) of respondents replied “Yes” and the remaining of 6(37.5%) of respondents replied “No”. so the researcher can conclude e-recruitment can play important role in organizational success.

4.3.3 Risk related to implementing e-recruitment

An open ended question “what are the risk related implementing e-recruitment in CBE?” is provided to respondent. Below is summery of the response.

- Network and other software failure
- Internet technology and connectivity are expensive
- Method is not popular among candidate and therefore would make the bank lose out good candidate who may not be exposed it.
- The technology is not important because recruitment is not done frequently.
- Lack of expertise in the area
- Risk of privacy and security issue
- Rapid outdate of information and frustration of recruiter to identify perfect candidate

4.3.4 Ways of improving human resource management

Second open ended question and at same time with interview analysis “what are the ways of improving the use of human resource activities?” most respondents and interviewees raise below points;

- **Training**
- recruitment**
- teamwork**

4.3.4 Opportunities of using e-recruitment

From interview analysis, interviewees raise the following points as opportunities of implementing e-recruitment.

- Fastest mode to share information
- Time saving
- Increasing efficiency
- Help to get competent manpower

CHAPTER FIVE

Summary of Findings, Conclusion and Recommendation

This chapter deals with major findings of the study, Conclusion and Recommendation of possible solutions for the problems identified.

5.1 Summary of Major Findings

Regarding sex distribution and Educational status of the respondents: 75% of respondents were male sex and first-degree holders. All most all respondents (93.5%) working position is employees. Concerning respondents' experience in bank, 57.89% of respondents are working 4 up to 7 years in bank.

With the relation to major question all respondents agree on the presence computerized human resource information system and on using of social media or website for recruitment. Regarding technology used for recruitment 50% of respondents agree on use of online network. Beside this 87.5% agree that e -recruitment can bring change in recruiting strategy and practice. Also 62.5% agree on strategies and practice of e-recruitment is fastest mode to apply job. Moreover, 56.25% agree that e-recruitment practice support in bringing better qualified candidate.

Other issue respondents requested to give feedback is opportunity of using e-recruitment; 62.5% of respondents replied time saving is major opportunity of using technology. In addition to this 75% of respondents agree that e- recruitment can reduce cost and 68.75% agree that large pool candidate collected through e-recruitment. On other hand 81.25% of respondents agree that e-recruitment can saves time in collecting quantity of resumes and 62.5% of respondents believe e-recruitment play an important role in organization success.

5.2 Conclusion

This data is concluded from the analysis part of this study which is presented in the previous chapter and depicted in the following main conclusion..

Regarding the change that e- recruitment strategy and practice bring three items used to assess the perception of respondents and the researcher ascertained that e- recruitment can save time, collect better qualified candidate and fastest mode to apply job.

From the opportunities of using e-recruitment the researchers conclude that the bank gets the following benefit: increasing efficiency, saving time in collecting quantity of resumes cost reduction and highly important to achieve success. Online recruitment can attract candidates and aid the recruitment process. For online recruiting most recruiters use one's own company website, a third-party job site or job board, a CV database, social media or search engine marketing as part of the recruitment process. The effectiveness of online job recruitment system is based on Performance, Reliability and Security. In terms of performance, reliability and security online recruitment is more efficient companies. However, if different companies develop an online recruitment system in their own web portal rather than putting the advertisement in online websites.

The risk of recruitment toward using technology the bank system has the following issue; network and other software failure, internet technology and connectivity are expensive, Method is not popular among candidate and therefore would make the bank lose out good candidate who may not be exposed it, the technology is not important because recruitment is not done frequently, and lack of expertise in the area.

From the ways of improving the uses of human resource management activities of CBE: Commercial bank ye joka branch uses the following ways; Training, Teamwork, Recruitment, and promotion.

5.3 Recommendations

The recommendations were made to assist the recruitment and selection practices at banks.

The research findings clearly show that they on line recruitment can increase the efficiency of HR planning through HRIS, saving time and cos. Therefore, banks should identify better recruiting strategy that they can gain through technology in HR planning.

The bank e-recruitment system should provide better opportunities that will increase brand awareness by attracting candidates to our website. It will enhance candidate perceptions of the employer brand with fast response times. It will streamline communication between our company and qualified candidates.

The Bank should develop information technology based human resource planning that reduce the risk of using e-recruitment like system failure , connectivity problem and security issue.

Strengthening HRIS helped improve HRM Service Delivery, therefore the Banks should draw much emphasis on strengthening IT system implementation and use that as a means of achieving efficient and effective human resource planning. It is therefore imperative that Managerial staff in banks give the much needed training in competence skills for staff in areas of customer care and service, change management, decision making, diversity management and leadership and teamwork.

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WOLKITE UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

APPENDIX

Questionnaire to be filed by Employees of CBE in wolkite, yejoka branch

1. Dear Respondents,

This questionnaire is prepared to gather pertinent data from the employees of CBE, wolkite town yejoka branch for the preparation of research entitled “The role of information technology on employees recruitment selection practice in CBE in wolkite town, yejoka branch” The research will be conducted in a partial fulfillment of the requirements of BA degree in management. And I strictly assure you that your response will used only for academic purposes and safely and confidentially treated.

Thank you for your cooperation.

General Direction

- Don't write your name
- Put tick mark ☒ in front of your best option
- You can choose more than one option
- Give your answers for open-ended questions in the blank space.

Part 1- Background Information of respondent

1. Sex: ☐ Male: ☐ Female : ☐

2. Experience in the bank:

Less than a year ☐ 1 to 5 years ☐ 6 to 15 years ☐

Above 15 years ☐

3. Working position _____

4. Educational Qualification

Diploma ☐

Masters ☐

First Degree ☐

any other, please specify _____

Part two: major question on the title

1. Does your organization have a computerized Human Resources Information System?

Yes ☐

No ☐

2. Do you use any social media or website for recruitment?

Yes ☐

No ☐

3. What e-recruitment technology used in your organization?

Blogs ☐

virtual world's ☐

On line social network ☐ video platform ☐

4. Do you think that e – recruitment tools can bring change in recruiting strategies and practice?

Yes ☐ NO ☐

5. Do you agree that strategies and practice of e-recruitment is fastest mode to apply job?

Yes ☐ No ☐

6. Do you think e- recruitment practice support in bringing better qualified candidate in an Agree?

Yes ☐ No ☐

7. What is the opportunity for commercial bank of Ethiopia using e-recruitment?

Time saving ☐ increasing efficiency ☐

8. Do you agree that e- recruitment has opportunity to reduce the recruitment cost?

Yes ☐ No ☐

9. Do agree that large pool of applicant can be collected through e-recruitment?

Yes ☐ No ☐

10. Do you agree that e-recruitment save time in collecting quantity of resumes?

Yes ☐ No ☐

11. Do you believe e- recruitment play an important role in organization success?

Yes ☐

No ☐

12. What are the risks related to implementing e-recruitment in CBE?

13. What are the ways of improving the use of human resource management activities?

Part three: Interview question

14. Is there any technology used to recruit applicant in your organization?

15. What type of technology your organization can use for recruitment purpose?

16. What are the changes that e-recruitment practice can bring?

17. What are the opportunities and risk of implementing e-recruitment?

18. What are the ways improving the use of human resource management?

