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**E-RECRUITMENT AND EMPLOYEE PERFORMANCE IN NGOs**

**CASE STUDY: AVSI FOUNDATION- UGANDA**

A dissertation presented to

**FACULTY OF BUSINESS ADMINISTRATION AND MANAGEMENT**

in partial fulfillment of the requirements for the award of the degree

**Master of Business Administration**

UGANDA MARTYRS UNIVERSITY

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September 2025

**DECLARATION**

**UGANDA MARTYRS UNIVERSITY**

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**Master's Dissertation**

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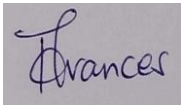
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## **DEDICATION**

I dedicate this work to my mother, Mrs. Jjuuko Jane Frances, and the Most Rev. Paul Ssemwogerere, the Archbishop of Kampala Archdiocese. Your unwavering encouragement, prayers, and support have been a source of strength and a guiding light throughout this journey.

To my family and friends who have shared in the triumphs and tribulations of this journey, I offer my heartfelt gratitude for your support.

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## ABSTRACT

This study intended to examine the effect of e-recruitment on employee performance in NGOs with AVSI Foundation- Uganda as the case study. This study was guided by three specific objectives; To assess the effect e-job advertisement on employee performance at AVSI foundation- Uganda. To examine the effect of e-selection on employee performance at AVSI foundation- Uganda, To evaluate the effect e-job interviews on employee performance at AVSI foundation- Uganda .The study was guided by Social Network Theory (SNT) by William N, 1983 and the Systems Theory (ST) by Drover G, 1977. Literature was organized according to the above specific objectives. The study adopted a cross sectional research design together with qualitative and quantitative approaches. Data was collected using a self-administered questionnaire and an interview guide. The study considered a population of 94 from which a sample of seventy-three (73) was selected. Sixty- seven (67) questionnaires were fully filled and returned hence 91.8% response rate. The study findings revealed that e-job advertisement had a strong and significant relationship with employee performance ( $p = 0.000$ ,  $r = 0.792^{**}$ ), and was the best predictor of employee performance with  $\beta = 0.692$ . This is followed by E-job interviews with a positive strong relationship with employee performance ( $p=0.000$ ,  $r=0.693^{**}$ ) and a positive significant effect with  $\beta = 0.532$  and lastly E-job selection which had a positive moderate relationship with employee performance ( $p=0.000$ ,  $r=0.589^{**}$ ) and positive effect with  $\beta = 0.396$ . From the regression analysis, E-Job advertising was found to be the best predictor of employee performance, followed by E- job interviews and E-job selection was found to be the least predictor of employee performance. The researcher has concluded that all the dimensions of E-Recruitment that were considered under this study positively and significantly influenced employee performance at AVSI Foundation-Uganda. From the study, the researcher recommends that AVSI Foundation should continue to embrace e-job advertising by concentrating on the most commonly known and used job boards.. On E-selection that AVSI Foundation-Uganda develops a data bank with comprehensive profile of the ideal candidate, including significant skills, proficiency, and character needed for cultural fit. Once the information is detailed, shape the e-recruitment system to search for this data. Keep a pool of capable employees who may be recruited as a rehire. These employees have confirmed skill sets and are known to be a good fit culturally. And finally on e-job interviews, audio visual systems should be employed to ensure access to applicants' expressions and also avoid impersonation.

# **CHAPTER ONE**

## **GENERAL INTRODUCTION**

### **1.0 Introduction**

Recruitment activities are directed either towards external candidates from outside organizations or towards current employees, in which case it is called internal recruitment (Yu-Ru, Hsu, 2009). The purpose of this study was to examine the effects of e-recruitment (e-job advertisement, e-selection, e-job interviews) on the employee performance (Timely scheme of work, Timely lesson planning, Students discipline, Lesson delivery), at AVSI Foundation- Uganda.

The chapter discusses the background to the study, problem statement, research objectives, questions, scope of the study, and significance of the study, study justification, conceptual framework and definition of key terms.

### **1.1 Background to the study**

First assessments of the internet as a tool in human resource management (HRM) date back to 1967. As early as 1997, Mike Frost wrote that internet had the potential to bring swift changes in recruiting processes. He cited faster processes, more efficient matches, and lower cost as the main advantages of online recruiting. On the negative side, Frost claimed that most firms considered the Internet as a secondary recruiting source.

A number of earlier studies focused attention on problems of integrating Internet hiring with regular hiring practices. Crispin and Mehler (1997) suggest that the Internet had brought a lot of novelty and ambiguity into the hiring process. They argue that human resource managers are yet to figure out how to adjust hiring strategies to online applicant tracking systems, interactive voice recognition services, PC-to-PC interview software,

web-based testing tool, search engines, intrusive advertising techniques, and numerous job and resume databases.

Over the past one decade, there has been a tremendous increase in the use of internet including online recruitment specifically the web technology to recruit, select and test the applicants. It has been taken as the modern instrument to get highly qualified and effective talented employees who will act as a ladder to achieve the organisational goals (Alateyah, 2019).

Cappelli, (2021) as cited by Lievens, (2023) argues that the use of the internet for recruitment and testing has grown very rapidly in recent years. Organisations have to make a plan for human resources by assessing the quality and quantity of the present labour force to achieve the organizations objectives. In addition, internet recruitment has been considered as the latest hiring tool (Sharma, 2021). The internet technology has enabled the job seekers and corporate websites to interact more easily as the job seekers can upload their resumes in the corporate websites so that recruiters can match their qualifications and the present job vacancies.

Recent recruitment researches show that the use of internet is increasing as a source of applicants for organizations and as job search tools for employment seeking individuals (Pfieffel Mann et al, 2020). According to Kar & Bhacharya (2019), online recruiting allows better targeting and greater availability of candidates for employers rather than the traditional methods of advertising in newspapers or on TV and radio stations. The digital era has brought a new dimension to the world of recruitment. E-recruitment is a means on internet used as a means of attracting qualified candidates for available jobs. In the early

2000's, the main communication source of most organizations were their career websites. These websites ran vacancies, contact details, news of the organizations and changes in the organization (Holm, 2022).

According to Galanaki, (2022) cited from Marr, (2017), he defined online recruitment as the action of advertising jobs and the other sources of information about jobs on the internet. Online recruitment also known as e-recruitment is the practice whereby online technology is used particularly websites as a means of assessing, interviewing, and hiring personnel (Rouse, 2022). Many companies advertise their jobs on corporate websites. Logos Research (2000), cited by Haas et al., (2021) asserted that, in a survey that involved 500 global companies in the year 2000, about 79% recruited their employees through their websites. According to Fortune magazine (2023), the 500 global companies are the world biggest companies with high gross revenue. The survey conducted by Taleo (2003), for the use of companies' website for recruitment show that, in 1998 the e-recruitment practice was 29% and rised to 94% by 2003. Besides using corporate web sites there is also on-line job boards. Job seekers post their resumes to on-line job boards to match their qualifications with available posts.

Aswathappa (2021), stated that, there are some negative aspects associated with internet recruiting as its broader exposure may result in too many unqualified applicants applying for the jobs leading to poor quality work, inefficient and ineffective workforce thus poor organizational performance. Hilton and Pellegrino (2022) conducted a study on the performance of teachers recruited using online systems and found incompetence's in the domain of intrapersonal and interpersonal skills (Hilton and Pellegrino (2022) cited from (McKay Roozen., 2012).

The recruitment systems and processes were found to be inadequate to facilitate quality recruitment of the staff, which presents a great question to be addressed. (Annah, 2010), highlights other weaknesses of using e-recruitment and included the increased number of unqualified applicants, limitations imposed by job portals on the size and design of the job advertisements, and lack of personal contact with applicants. They questioned the ability of teachers that is whether teachers independently seek out resources to enrich their content and practical knowledge before and after program participation.

Case studies of three large multinational Danish companies were carried out in 2018 and 2019. The companies had extensive experience of e-recruiting and deployed a broad range of electronic means in their recruitment practices. The introduction of e-recruitment technology and sources in the case companies affected both recruitment activities and the sequence of some recruitment tasks and subtasks. In 1991, British scientist Tim Berners-Lee introduced the World Wide Web (w.w.w) to academic scientists. This is a harbinger to internet recruiting. Later, Netscape revolutionized the concept of web browsing by making the internet accessible to the public (Samuel Ayodeji., 2015).

In 1997, KPMG established a career website at [www.KPMGcareers.com](http://www.KPMGcareers.com) in order to remain competitive and to enhance its image as an excellent e-recruitment specialist (Hainess & Lafleur., 2008). Furthermore, a survey of 50 organisations in the United Kingdom that used e-recruitment found that the organisations decided to pursue e-recruitment in order to improve their corporate profile, reduce recruitment costs, reduce administrative burdens, and employ better tools for the recruitment team. The survey showed that 55 percent of respondents expected their organisation to reduce its use of other recruitment methods in the future (Kerrin.M.and Kettleby.P., 2002).

In Poland, the generality of Internet users declare their use of e-recruitment (as job seekers). In 2020 almost 100% of respondents stated that they had gone to websites and portals with employment offers looking for work. They ascribed the greatest efficacy in obtaining jobs to such sites. At the level of personal recommendations that is, more than 2/3 of the users chose them as being effective, according to a report from Agora research on a test sample of 1200 persons, see the description in Wozniak (2023). However, what remains unclear are how e-recruitment contributes to employee performance in organizations.

In Sub Saharan Africa particularly in Nigeria, e-recruitment in the public sector is a relatively new phenomenon introduced around 2005 to hire personnel in the public sector. Agencies like Federal Civil Service Commission, Nigerian Army, Nigerian Police Force, Nigerian Customs Service, and Corporate Affairs Commission among others adopted the use of internet in their recruitment process. In contrast to some countries like Malaysia that are using organisational website to recruit potential candidates, in Nigeria the reverse is the case. Many organisations especially those that have the potential of drawing a large number of applicants, have latched on to the scratch card business by engaging private recruiting consultants and in the process, extort money from anxious waiting applicants (Ikechukwu, 2020).

In South Africa, there are several successful online recruitment sites (INet-Bridge 2016). The number of jobs advertised by Career Junction, one of the leading sites, increased by 60% from 13,060 in January 2005 to 20,982 in January 2016, while over that same period the number of registered job-seekers increased by 44% from 326,641 to 673,313 (Biz-Community 2016). The World Wide Web as a recruiting channel offers several key advantages that encourage adoption by users (Haas *et al.* 2021). The global reach of the

World Wide Web exceeds that of print-based newspapers, making it of benefit to both recruitment companies and job seekers (Haas *et al.* 2021).

Labour market in Tanzania has become of a paramount importance as the increase of the number of investors and the dynamic nature of human resource environment. According to, UNCTD (2023), Tanzania (FDI) in 2023 increases for 39% compared to 2022. This has led human resources managers to focus on the best way to recruit their employees for job vacancies and to retain the existing ones in their organisations. Recruitment which comes from the word ‘recruit’, means any activity, which is conducted by an organization to identify and attract potential job candidates (Noe et al, 2017; Byars & Rue, 2024). In other words means searching and attracting a pool of qualified people to fill job vacancies in an organization. On the other hand, due to different organization culture and diversity, every organization may have different emphasis on recruitment issues. Noe et al., (2017) assert that, all companies have to make decisions in three areas of recruiting; personnel policies which insight on position to be filled , recruitment sources insights the kind of job reaches, and the characteristics and behaviour of the recruiter aspire both applicant and vacancies. But the decision will be made by the characteristics of the job to be filled and that of the applicant.

This method of sourcing for candidates online supersedes the recruitment process of advertising, Collating resumes and selecting the right candidates in an easy and cost effective manner (Priyanka, 2014). Despite the rapid growth of using the internet, there is an existing gap between research and the practice of e-recruitment (Anderson, 2003; Sylva and Mol, 2019). Researchers have provided evidences showing a positive relationship between e-recruitment and organizational performance. The findings of research studies

carried out by Khan et al, (2021) and Babalola et al., (2015) showed that e-recruitment had a positive relationship with the organisational performance. However, on what its effect is on employee performance, there is still scarce literature on this. They also commented on it because job seekers have difficulties in accessing company websites with ease.

In a study carried out by Amadasu (2023) on Ajaokuta Steel Mill, it was observed that the poor performance of the steel mill was partly due to the poor performance of the staff. The study reported that proper recruitment strategies were not put in place to ensure that qualified candidates were recruited. This outcome shows that poorly done recruitment brings about poor performance in an organization. Irrespective of the failure of personnel functions at Ajaokuta Steel Mill to achieve its organizational goals, there is an establishment that sourcing for and attracting a competent workforce enhance performance in an organisation (Amadasu, 2023).

In Uganda today, changes in technology have affected how traditional Human Resource Management activities are accomplished. For example, payroll and information systems can be more effectively and efficiently handled through better technology (Adler, 2003). As well, the use of web recruiting and e-learning has grown tremendously (Frank and Taylor, 2024). This increased use of technology and speed is evidenced by the greater usage of technological learning opportunities such as online journaling (Cyboran, 2005), podcasts (Gronstedt, 2017), blogs (Gronstedt, 2017; Karrer, 2017), wikis (Laff, 2017) as well as web discussions (Hulkari and Mahlamaki-Kultan, 2018) and online simulations (Slotte and Herbert, 2018).

One way in which human resources have been significantly impacted by technology is in the area of recruitment. Before the latest technology, human resource recruiters had to rely on print publications, such as newspapers and news boards, to post jobs and get prospects for open positions (posting advertisements and short listing). Other methods such as networking and employee referrals are also used (for receiving applications), but human resource recruiters did not have the ability to post a job in one or more locations and have millions of people see it all at once (Hussain, Wallace & Cornelius, 2017). Therefore, they were limited to local talent (for receiving advertisements) and could not tap labour from other markets in order to make the originations more competitive.

The potential cost savings to organizations that effectively use current technology in their HR function is compelling. For example, the ability to attract and retain qualified personnel has been identified as one of the greatest challenges for organizations in the 21st century (Nasir, 2017). HR is at the forefront of responding to this challenge and saving a great deal of money using current technology (Aston, 2022). In sum, the effective integration of current technology within each of the HR functions can generate tremendous cost savings for organizations (Ashbaugh & Miranda, 2022).

### **1.1.1 Background of the case study**

AVSI, a non-profit organization founded in 1972, implements development and humanitarian aid projects in 38 countries, including Uganda with a vision to work for a world where the person is the protagonist of his or her own integral development and that of his or her community, even in crisis and emergency contexts.

AVSI foundation started its project implementation in Uganda in 1984 and so it has over 450 staff members in Uganda. With its global operations, 99% of its recruitments are done online.

Since 1986, AVSI has remained committed to ensuring the protection, health, education, shelter, livelihoods and other living conditions of refugees and host communities to help them become protagonists, even in their circumstances (AVSII-Uganda annual report, 2021).

## **1.2 Problem statement**

E-recruitment plays a very vital role in the process of recruitment as it provides a suitable number of applicants who full fill the criteria set by the companies (Raghavendra, 2018) and improves organizational performance. The existence of numerous E-recruitment practices show that employers need to identify the specific practices relevant to their firm in order to acquire and retain rare talent, which is considered as a scarce resource that organizations require for competitive advantage (Madia, 2021).

At AVSI foundation, the process of online recruitment involves rigorous stages including job advertisement, candidate's selections, screening, interviewing to the hiring of the best candidate that is done by a selected committee. Despite these efforts, persistent staff performance issues remain a concern at AVSI as highlighted in the AVSI Foundation Uganda annual report (2024). Performance indicators in terms of task performance such as job knowledge and skill application, quality and quantity of work output meeting deadlines and productivity, in terms of adaptive performance such as ability to adapt to new tasks and priorities, flexibility in response to changing situations, initiative and problem solving skills and in terms of contextual performance such as team work

collaborations, communication and interpersonal skills and organisational citizenship behaviour e.g volunteering have all indicated poor results in spite of interventions by policy and procedure within the organisation's charter (AVSI Foundation Uganda annual report (2024). This rises questions about the effectiveness of the e-recruitment process in selecting high performing employees.

This state of nature proved worth a study on the effect of e-recruitment on employee performance in Uganda with AVSI foundation-Uganda as the case study.

### **1.3 Objectives of the study**

#### **1.3.1 General objective**

The study sought to examine the effect of e-recruitment on employee performance AVSI Foundation- Uganda

#### **1.3.2 Specific Objectives**

- i. To assess the effect e-job advertisement on employee performance at AVSI foundation-Uganda Uganda
- ii. To examine the effect of e-selection on employee performance at AVSI foundation-Uganda
- iii. To evaluate the effect e-job interviews on employee performance at AVSI foundation-Uganda

### **1.4 Research Questions**

- i. What is the effect e-job advertisement on employee performance at AVSI foundation-Uganda?

- ii. What is the effect of e- selection on employee performance at AVSI foundation- Uganda?
- iii. What is the effect e-job interview on employee performance at AVSI foundation- Uganda?

## **1.5 Scope of the study**

### **1.5.1 Content scope**

The study examined the effect of e-recruitment on employee performance where e-recruitment was conceptualised in terms of e-job advertisement, e- job selection and e-job interviews whereas employee performance was conceptualised in form of Task performance, Adaptive performance, and contextual performance.

### **1.5.2. Geographical scope**

The study was conducted at AVSI foundation- Uganda that is located on Plot 1673, Ggabba road, Kabalagala Kampala. This company was preferred because it is one of the organisations in Uganda that intensified e-recruitment practices especially during the pandemic.

### **1.5.3. Time scope**

This study focused on the period 2019-2022 because this was period of the pandemic and AVSI Foundation Uganda conducted most of its recruitment using online platform. In addition, in this period AVSI Foundation - Uganda registered declining performance levels (AVSI Foundation –Uganda annual report, 2021). However, data collection was done in 2025.

## **1.6 Significance of the study**

The study will significantly contribute to informing the recruitment policy of the AVSI foundation as an organization. This will involve conducting system audits on the

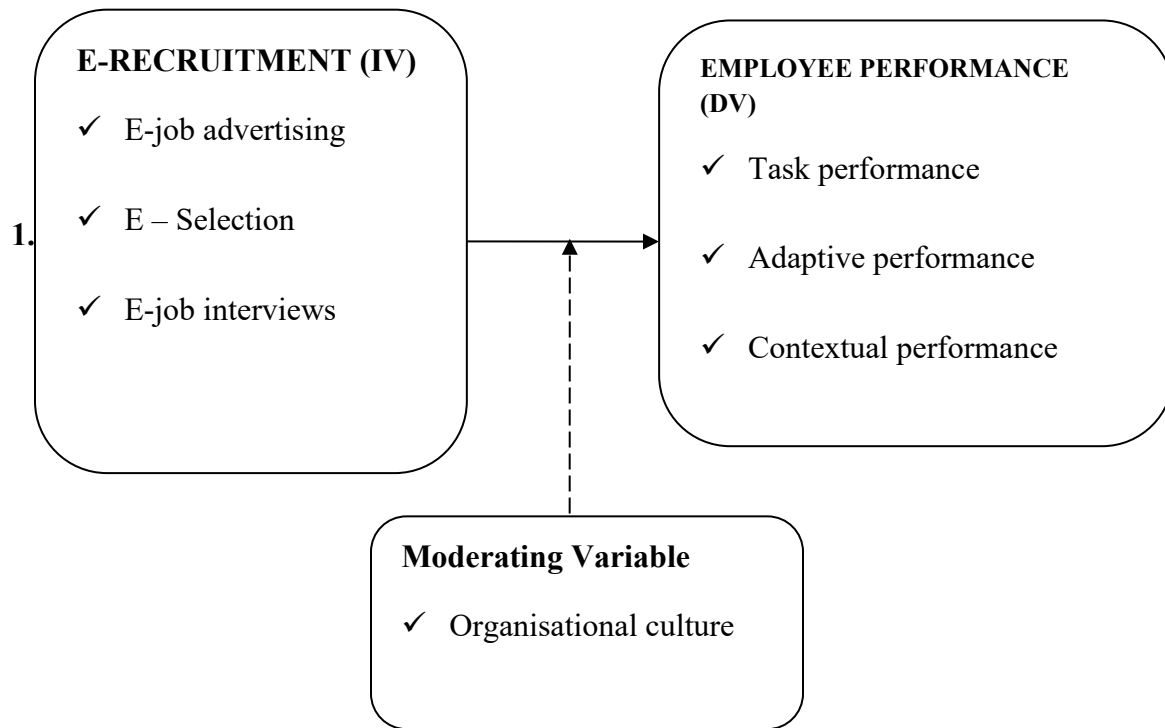
recruitment process especially the issues of online advertisement, selection and interviewing of the potential candidates. The study will also be informative to the organizations who intend to amplify their performance through implementation of technology-based recruitment to benchmark from the findings of this study.

The study findings will be useful for academic purposes to future researchers who intend to carry out studies on e-recruitment and employee performance as a source of literature.

The study is also a partial requirement for the award of a master's degree in business administration and management.

### **1.7 Justification of the study.**

Most studies in the human resource discipline have concentrated on recruitment as a general concept with scarce literature on e-recruitment exercise and its implication on the employee and organizational performance. Most of the scholarly writings have exhaustively examined recruitment processes, and systems used while neglecting the current developmental changes in the field of human resource where online recruitment seems to be taking over events. Candidates now days hardly interact with the employers and recruitment agencies physically due to the advancement in technology and also the desire to phase out too much paper work and to switch to the digital economy. Due to this technological revolution, there is little known about the effects of e-recruitment on the performance of the employees. It is on this basis that the current study seeks to examine the effects of e-recruitment on the performance of the employees at AVSI foundation in Uganda.



**Source:** Etomi E, (2022); Griffin et al, (2020); Tripathy (2018) and modified by the research

According to Etomi E, (2022) recruitment is changing its face from the manual methods to electronic practices in order to attract a bigger audience of potential applicants. The scholar argues that experienced passive applicants are always reluctant to apply using the manual methods and he suggests the use of electronic job advertisements, electronic job interviews, and electronic selection among others. Etomi E, (2022) also argues that, apart from the electronic practices being convenient to the applicant, they are also cost effective to both the applicant and the organisation or recruitment agency.

On the other hand Tripathy, (2018) postulate that employee performance can be recognised in form of task performance, adaptive performance and contextual performance. Performance in the form of task performance comprises of job explicit behaviors that includes fundamental job responsibilities assigned as a part of job description. Task performance requires more cognitive ability and is primarily facilitated through task

knowledge (requisite technical knowledge or principles to ensure job performance and having an ability to handle multiple assignments), task skill (application of technical knowledge to accomplish task), (Conway, 2019).

An effective adaptive performance necessitates employees' ability to efficiently deal with volatile work circumstances (Baard, Rench, & Kozlowski, 2018), for example, technological transformations, changes in one's core job assignment, restructuring of organization and so on. Evolutions of various new occupations as an offshoot of technological innovation need employees to engage in fresh learning and get oneself adaptable with changes in an efficient manner (Griffin, Parker, & Mason, 2020).

Bergeron (2017) recommends that contextual performance should consist of multiple "sub dimensions" such as teamwork, allegiance, and determination. It is believed that an engaged employee works with a sense of passion, which leads to translation into not only high performance but extra role behavior as well (Kahn, 1967).

## **1.8 Definition of key terms**

**E-recruitment-** the process of acquiring talent online (Allden & Harris, 2023)

**Employee performance** - the degree to which one meets the formal requirements of a job and adequately completes assigned duties (Cuddapah, J. and C. Clayton , 2011).

**E-advertisement-**refers to the connection between the use of e-recruiting resources by organizations and applicants' perceptions and intentions to pursue employment (Awang and Ghouri (2016).

**E-selection:** refers to the use of information and communication technologies like HR portals, websites, social media, and job portals for sourcing and selecting employee

selection (Holm,2018 ) as well as utilizing computerised and online assessment tools for evaluating applicants ( Holm & Haahr, 2018).

**E-job interview :** Is a modern approach to personnel selection utilizing various electronic means for conducting interviews (Li & Li 2010, Parvaresh- Masoud & Varej, 2018) streamlining hiring.

**Organizational culture-** the beliefs and values demonstrated by an organization through content and visuals on its career sites to communicate organizational cultural attributes to job seekers (Tsai, 2021)

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter performed critical synthesis on the effect of the e-recruitment and employee performance at AVSI foundation in Uganda. This review of literature was done objectively based on the variables conceptualized in chapter one of this study. The study has also been anchored on several theories which give it a lens to view the problems implied in the study.

#### **2.1 Theoretical framework**

##### **2.1.1 Social Network Theory (William N, 1983)**

Social network theory came from sociology but has been appropriated in business studies and Human Resource Management. It refers to social relations with reference to nodes and ties (Cheng et al., 2020). As noted by Papakonstantinidis (2018), nodes are the individual actors in the networks, while ties represent the relationships between the actors. This situation allows a form of exchange between two or more linked business relationships where the exchange takes place. Thus, organisations and their social networks – involving applicants and recruitment agencies – are in a connected business relationship (Boyd and Elliston, 2017; Gentina et al., 2018).

The idea of the network is premised on the creation of ties amongst business partners, which leads to the establishment of social networks (Kimball and Rheingold, 2000). However, social networks vary depending on heterogeneity and size. While small homogeneous groups can be seen in workgroups, larger networks that are more heterogeneous are characteristically more sophisticated and are linked to more diverse social groups (Wasserman and Faust, 1994). Technological advancement and business

innovation have reshaped the dynamics of social networks (Boyd and Elliston, 2017; Muninger et al., 2019). In contrast to traditional social networks, interactions are currently mediated by computers, which indicate a more impersonal type of communications as well as enhance heterogeneity.

Members of an online network in a social network can thus exchange information and offer solutions from and to diverse locations globally in a short duration of time. So, in view of the significance of social networks and the Internet that enables direct unmediated interpersonal and inter-organisational relationships, it is argued in this paper that social-media-enabled system, and specifically e-recruitment, can support businesses in developing countries by helping build relationship between organisations and their networks and strategically position them. Accordingly, it should not be considered as a technology that changes how individuals live their life, but a tool to further it (Papakonstantinidis, 2018). This contention is vital to this study

In particular, previous studies have examined motivation for the usage of the Internet enabled system (Clark and Roberts, 2020), privacy and ethical matters (Papakonstantinidis, 2018) and its adoption in e-recruitment (Melanthiou et al., 2015). Nevertheless, there is a role of internet in e-recruitment process paucity of research from developing countries perspective (Islam and Rahman, 2016).

Based on the theoretical lens adopted in this study, e-recruitment provides a highly diverse environment for businesses that aim at attracting qualified potential applicants because the businesses can reach individuals who have different backgrounds such as gender, race and

ethnicity (Rad et al., 2020). Thus, this situation creates a heterogeneous employee pool that can increase creativity in the organisations (Cornelius et al., 2021).

### **Criticisms**

Since some minority and disadvantaged groups may face discriminative behaviour from potential employers in the e-recruitment process, this issue brings a new agenda for social network theory. This is because the theory does not encompass the role of prior knowledge by e-recruitment tools in decision-making processes. This situation causes legitimised discriminative behaviour against certain groups since the potential employees have an online public profile that provides information for the potential employers who can have bias based on the prior knowledge (Aydin, 2019).

Also, the experimental study of Acquisti and Fong (2020) demonstrates similar discriminative behaviour in e-recruitment processes. In their experiment, they created applicant profiles, manipulated information and submitted job applications to 4,000 employers, and the results show that many employers search for potential applicants and adopt a discriminative behaviour. For this reason, this research contributes to the social network theory by encapsulating the role of technological advancements/digitalisation in reshaping the dynamics of social networks.

#### **2.1.2 Systems theory (Drover G, 1977)**

Systems theory is based on the belief that individuals do not operate in isolation, but rather grow and develop in interaction with their physical and social environment. Systems theories derive from general systems theory, which explores the parts of a system that interconnect and interact to make a complete whole Teater (2018) within social work.

Systems can constitute technology, individuals, couples, families, communities, organizations, society, and the world. Systems theories hold that each system should be viewed as consisting of several elements that make the system a functional whole, and each system should be viewed in relation to the other systems that can cause a change or reaction within the main system. For example, when working with employees, employers should consider the bio-psycho-social aspects of the employee by looking at physical and psychological functioning, social relationships, and community or societal structures that impact on the employee.

The life model Gitterman & Germain (2018) of social work practice was greatly influenced by system theories as well as the person-in-environment perspective. Snyder (1997) asserts that, both of which examine how social work is a unique discipline, in that it focuses on the point where individuals interact with their environment. Such systems theories aim to move social work practice away from focusing solely on the individual, such as with development theories, psychodynamic theories, and behavioral theories, and instead focus holistically on the individual within her/his environment (often referred to as human behavior in the social environment). Consideration of the environment includes the physical space, the social context, and the individual's culture and history.

Family systems theory adapted the main concepts of general systems theory in understanding and working with families. The family is viewed as a system with each family member playing a critical part. Family systems theory holds that a change in one part of the family system will create a change in other parts of the family system, yet this is often variable depending on the boundaries of the family, the patterns, messages and rules of the family, and the family's responsiveness to change Sharf (2021).

### **Relevance of Systems Theory to the study**

The aim of systems theories is to create homeostasis, or a favorable person–environment fit, in that the individual interacts and responds to her/his environment where interactions and change are contributing to growth and development and social functioning.

Systems theories are useful to social work practice as they provide a theoretical basis for assessing employees holistically by examining all the systems within her/his environment. Such theories are primarily used in assessment and intervention stages of social work practice where the employer assesses the employee holistically by considering psychological, biological, and social functioning, as well as assessing the interaction of other systems within the employees' environment, particularly those that could be contributing to the presenting problem.

Based on the assessment, underpinned by systems theory, the employer determines which system needs the intervention. Although the employee may be an individual, the employer may deem the family system, community system, or even political systems as the focus for intervention. Interventions most used in social work practice include couple and family therapy, family systems therapy, community development, and community practice.

### **Criticisms of the systems theory**

While systems concepts and models were extremely popular and influential across a broad spectrum of disciplines during the 1960s and 1970s, they came to be viewed with increasing skepticism with the emergence of postmodern critiques of totalizing schemes and growing disillusionment with the promise of technological progress that fuelled the countercultural movement of the 1960s. Robert Lillianfeld's argument in *The Rise of Systems Theory* (1978) that the societal claims of the systems thinkers served only to

justify the claims to power and prestige of the technocratic elite, is characteristic of more recent reactions to systems views among social scientists. Systems thinking have come to be associated with the highly rationalized technological and institutional systems of the late twentieth century, and the concept of system has become synonymous with control and tantalization.

## **2.2 Conceptual review**

### **2.2.1 E-recruitment**

Veger (2016) discussed different methods of online recruitment and their benefits in increasing recruitment performance. The process of employment has been radically changed through internet practiced by small and large organizations. Such online recruitment has become a favored medium of both job applicants, and recruiters as the internet are providing the job matching services so cheaply (Kuhn, 2020). Parry& Wilson (2019) have revealed reasons of a company's decision to practice online recruitment.

The factors to adoption of a corporate website and commercial job portals are found different. Human resource managers are less likely to use online recruitment method when they perceive the corporate website use for recruitment negatively (Parry& Wilson, 2019). Although Parry& Wilson (2019) found the relative advantage of using online recruitment less significant, Arthur (2021) have argued that cost and time saving are usually related to the use of online recruitment.

Galanki (2022) identified factors that affect the recruiting organizations on the decision to recruit through online. Cost-effectiveness and a higher rate of response affect companies to recruit through online. Another influencing factor to their decision includes access to the

passive job applicants (Galanaki, 2022). He also disputed that the least important factors to recruiters include worldwide coverage and quality of response. The most significant factor is subjective norms that denote those companies where both the employees and employers tend to be online-centric are more likely to use online recruitment (Parry& Wilson, 2019).

Islam (2016) has revealed that the effectiveness of online recruitment depends on the performance, reliability, security and cost-effectiveness. Although the internet reaches people from broad geographical and social contexts over advertising in single provincial or national newspaper, this also ensures the likelihood to better notify the job seekers about the job description. The extended word limit of online job postings enables a company to communicate accurate job information with prospective contenders letting them self-screening and reducing unfit candidates (Galanaki, 2022).

An advantage of Social Networking Sites (SNS) is that they provide the recruiter with an opportunity to attract and approach 'Passive' candidates. Passive candidates generate and maintain professional profile like active job seekers as they suppose that this can bring them closer to the recruiter although they are not actively seeking for a job (Nikoloau, 2018).

E-recruitment relates to all recruitment activities done online, including job postings in corporate and commercial websites, receiving applications virtually, searching for candidates and screening profiles in social networks, and web-based assessments and interviews (Aboul-Ela, 2018; Wolfswinkel et al, 2020). Recent studies on recruitment have focused on the use of internet and how e-recruitment is taking over from the more

traditional recruitment methods (Aboul-Ela, 2018; Broughton et al, 2023; Jeske and Shultz, 2015; Melanthiou et al, 2015).

Among other sources of recruitment, online recruitment is the most favorite source, and its effectiveness depends on the advertisement placement. As the internet is extensively used by the job applicants, organizations should invest to the establishment of e-recruitment infrastructure that is economically sound as compared to traditional approaches (Khan, Awang & Ghouri, 2023).

An organisation's key asset is its people. Attracting and retaining the best employees is crucial, especially in an extremely competitive labour world. Top talent is scarce and companies need to use the best tools and develop more efficient processes to target, attract and hire the best talent available (Cappelli, 2021). Recruitment and the activities around this function have experienced substantial changes, not only with the implementation of technology in the workplace, but also through the generalized use of the internet in our society (Girard and Fallery, 2020; Lin & Lu, 2021; Stopfer & Gosling, 2023).

E-Recruitment has become a common practice among all size organisations across industries, and the benefits of using technology and the internet in recruitment activities have been a hot topic for researchers (Aboul-Ela, 2018; Broughton et al., 2023; Jeske and Shultz, 2015; Melanthiou et al., 2015, etc.). In an initial phase, the web allowed users to share information with each other (Aghaei et al., 2022). For organisations, this meant moving from paper job ads and applications to posting jobs online and receiving applications through the web. This changed recruitment processes massively, and brought substantial benefits to organisations (Aboul-Ela, 2018; Melanthiou et al., 2015). The

improved efficiency of recruitment activities is the leading benefit brought by the first web generation, including the cost and time savings; the possibility to reach a much higher pool of talent, with no geographical restrictions and the reduction of human efforts put into recruitment activities (Cappelli, 2021; Galanaki, 2022; Parry and Tyson, 2018).

A new generation of the web, the Web 2.0, arrived with the creation of platforms that allow users to not only share information, but give feedback and communicate with each other (Aghaei et al., 2022). This two-way communication gives companies the opportunity to develop what Girard and Fallery (2020) call a relationship approach with candidates (contrasting with a one-way, exchange based approach fostered by the Web 1.0). The Web 2.0 and its implementation in recruitment processes also brought changes and benefits to organisations. The closer interaction with candidates is one of them (Allden and Harris, 2023; Broughton et al., 2023; Thielsch, Träumer, and Pytlik, 2022), but also the access to better quality applications, reaching passive candidates (Melanthiou et al., 2015) and the possibility to spread the organisation's brand widely (Allden and Harris, 2023; Galanaki, 2022; Girard and Fallery, 2020) are other consequences of the implementation of the Web 2.0. The Benefits of E-Recruitment: Web 1.0 and Web 2.0 in recruitment processes. The use of this newer generation of the web is also called Social Recruitment due to the use of Social Networking Sites, such as LinkedIn and Facebook (Caers and Castelyns, 2020; Broughton et al., 2023; Jeske and Shultz, 2015).

E-recruitment practices as part of human resource systems, contribute to organization learning which serves as a determinant to transfer of similar technologies (McDonnell, Gunnigle & Lavelle, 2020). Even though multinationals are known to have higher levels of technology adoption and use, it may be difficult for E recruitment practices to be

transferred to subsidiaries as some of its features may be context-specific. Using the examples of China and India, emerging markets are known to have large pools of labour, which however lack skills by international standards (Thite, Budhwar & Wilkinson, 2018).

The adoption of E-recruitment practices is often favoured by multinationals in such economies in order to reach a wider scope, as not only is it difficult to acquire talent but also to get expatriates to move to such economies. In order to cultivate competencies and skills of the local job market, multinationals develop graduate trainee programs whereby the use of E recruitment practices is effective in screening graduates that can undergo entry-level training and potentially be absorbed by the firm (Peltokorpi & Froese, 2015).

The human communication revolution significantly changed traditional recruiting and job search processes, with the introduction of e-recruitment shifting computer application within the personnel selection process to another level (Joyce, 2016). E-recruiting involves determining hiring needs, submitting a job requisition, approving the job requisition using an online database system, posting the job online, applicants searching the job online, submitting their applications directly into an applicant database, hiring teams screening the applications using an online applicant tracking system, interviewing candidates in person or online, and offering candidates jobs using an applicant tracking system and electronic signature (Lee, 2015). According to Singh and Finn (2023), increased usage of e-recruitment strategies has a significant impact on all aspects of organizational recruitment functions, including organizational structure, people, procedures, and forms.

## **2.3. Actual Literature Review**

### **2.3.1 E- job advertisement and employment performance**

Organizations' investment at the job portal and career content on the website can be beneficial in the long run (Khan, Awang & Ghouri, 2023). A significant proportion of recruiting companies adopting online recruitment. The companies are considering the online recruitment as an effective method in future making a rising trend in its total use (Parry & Tyson, 2018). Parry & Tyson (2018) provided insights into the practice and potential accomplishment of online recruitment systems.

Harris (2015) described online recruitment approaches: we-find-you approach and you-find-us approach wherein we-find-us approach, recruiters search for applicants on job boards and companies' career websites, and in you find-us approach, recruiters place job advertisements enabling job applicants to apply. Online recruitment provides the benefit of reaching a wider audience of both active as well as passive job applicants. Through we-find-you approach, passive job applicants can easily be found (Carter, 2021 and Haudof & Duncan, 2018).

Online advertisement with interactive as well as rich multimedia content can attract the targeted users effectively. Additionally, screening and testing through internet support an organization in its recruitment efforts (Ngai et al, 2017).

Before the internet, recruiters had access to limited pools of talent: active job seekers and recent graduates. Now, recruiters can not only find thousands of potential qualified applicants, they can also screen them and contact them immediately (Girard and Fallery, 2020). From posting jobs online to receiving, screening The Benefits of E-Recruitment:

Web 1.0 and Web 2.0 8 and managing applications electronically, the use of the internet has significantly changed the way recruitment activities are done.

Parry and Tyson (2018) analysed the perceived success of using “electronic advertisement” in both the “corporate websites” and “commercial job boards”. Girard and Fallery (2020) summarize Web 1.0 recruitment in three aspects: Career Sites, Job Boards and Recruitment Systems. These tools allow organizations to attract candidates at a lower cost than with the traditional methods, like paper adverts and application forms or using third-parties like recruitment agencies, thus making it an easy way for candidates and organizations to manage applications and access to a larger pool of talent (Parry and Tyson, 2018).

The online recruitment shows its importance by shortening the time needed for the meeting of both the organization and the job seeker, as well as reducing the cost of it simply because the cost of posting a job vacancy online is less than doing it by other means of advertising like TV, Radio, Newspaper, etc (Thompson et al., 2018). Posting a job on company’s own site is easy enough. Most of the job sites and CV databases are easy to use and you don't need to have vast knowledge of IT to post a vacancy advertisement.

A study by Schreyer and McCarter (2018) also agrees that online advertising has become HR managers’ sharpest recruiting tool; however, the study notes that a proper strategy is of primary importance for overall success. Discussing opportunities provided by the Internet for global recruiting, Laabs (2018) emphasizes the importance of understanding the local labor markets and tailoring approaches to integrate online and traditional practices.

According to Fill (2019), the purpose of advertising is to supply the means which advertising, public relations and sales promotion are communication tools to be accessed by marketers. One distinct feature of communication is that the target population or audience must understand the information and so it must be as simple as possible. Dunn et al. (2018) viewed advertising from its functional perspectives; hence they define it as a paid, non-personal communication through various media by business firms, non-profit organization, and individuals who are in some way identified in the advertisement message and who hope to inform or persuade members of a particular audience. In relation to this present study, it examines the usage of e-advertisement of jobs to solicit employees at AVSI foundation; does it create the required awareness to attract the rightful candidates as they improve the performance of the organizations? Morden (2021) is of the opinion that advertisement is used to establish a basic awareness of the product or service in the mind of the potential customer and to build up knowledge about it.

Khan, Awang, and Ghouri (2016) analyzed the connection between the use of e-recruiting resources by organizations and applicants' perceptions and intentions to pursue employment. They suggested that the overall effectiveness of the e-recruitment strategy was dependent upon the use of advertisement and salary. The two factors were found to be significant motivators for job seekers to become interested in the job posting (Khan et al., 2016).

The question remains how e-advertisement at AVSI foundation could be able to transform the rightful employees to improve its performance in Uganda? Gopalia (2022) investigated the overall effectiveness of using e-recruitment strategies to recruit and select candidates for open positions within an organization. Using an exploratory, theory developing

approach and the research determined that e-recruitment was effective in regard to reducing recruitment and selection related costs.

Another study assessing the effectiveness of e-recruitment conducted by Sultana and Sultana (2017), concentrating on perceived advantages, preferences for various media and improvements in different stages of the recruitment process. Their analysis of perceived advantages revealed that e-recruitment was effective in terms of recruitment related costs, speed, reducing workload, accessibility, screening candidates, meeting requirements, reaching larger pools of potential candidates, increasing organizational performance, and attracting passive job seekers

In the earliest stage of recruiting, organizational attraction is largely dependent upon employment advertising (Barber, 2018). Although Internet-based recruiting is on the rise (Chapman & Webster, 2023), job advertisements (ads) placed in newspapers are still one of the most commonly used recruitment tools. As recently as 2019, evidence suggested that newspapers advertisements were the most common method of recruitment (Olsten Forum, 2019). One poll in the U.S. showed that 95% of career oriented job seekers and 96% of recruiters utilized job advertisements in local newspapers during their searches (Society for Human Resource Management Research, 2021).

In 2022, organizations spent 4.38 billion on employment advertising in U.S. newspapers (Newspaper Association of America, 2024). In 2024, well over 20,000 job advertisements were placed in classifieds sections of major Australian newspapers per week (ANZ, 2024). In Ireland, over 18,000 job advertisements were placed in newspapers during April, 2005, representing a 14% increase over April, 2024 (Finfacts, 2005). Newspapers from all over

the world contain employment ads, including The Jakarta Post, The Ibiza Sun, The Queensland Times and the International Herald Tribune, which has circulation in Europe, the Middle East, Africa, Asia, the Pacific, North America, Latin America and the Caribbean. Thus, job advertising in newspapers is a prevalent form of recruitment that is used throughout much of the world. The emerging question that deserves to be answered in this study is whether such kinds of job advertisement contribute to the recruitment of the rightful employees to improve the performance of the organizations? This is the main interest of the present study in perspective of AVSI foundation.

Knowledge exchange SM provides benefits to business organizations by connecting them to end-consumers directly and facilitating various areas of marketing and public relations (Kaplan and Haenlein, 2020). The findings of Nisar and Prabhakar (2018) provided evidence regarding the effects of Social media knowledge management discussion groups on organizational performance through knowledge exchange and social communication. Parveen et al. (2015) revealed that e-recruitment and advertisement use has improved information sharing and accessibility for organizations. Besides, Eid and Al-Jabri (2016) suggested that educational institutions should contemplate the use of online advertisement M tools in their design of courses to promote knowledge sharing and learning.

Osatuyi (2023) explored information sharing among individuals and concluded that the behavioural act of sharing information is commonly supposed to be benefit oriented. Kuzu and Ozilhan (2018) asserted that knowledge sharing is a significant activity that enriches an individual's competency regarding learning, problem solving and self-improvement. Companies must create open environments and incentive–reward systems to motivate

members to share their knowledge positively and voluntarily including online job advertisement (Kankanhalli et al., 2015).

Aldieri and Vinci's (2018) study describes that knowledge diffusion plays a vital role in the employment effects of sustainable development investments for large worldwide businesses. All the studies have emphasized the importance of knowledge contributions because valid information sharing and obtaining information are linked to the success of employees and organizations; however, they have not answered the question of how the online knowledge management through online advertisement of jobs contributes to the recruitment of rightful employees to improve the employee performance.

However, Challenges have also been identified from the perspective of the candidates when it comes to e-advertisement (Ramaabaanu & Saranya, 2018). One of the most significant complaints by job seekers regarding e-recruitment has been that the process is impersonal (Bondarouk & Ruel, 2019; Ramaabaanu & Saranya, 2018). Another issue candidate's face is applying for an outdated, already-filled job posting (Ramaabaanu & Saranya, 2018). Had candidates known the role was already filled, they would not have applied.

Ramaabaanu and Saranya (2018) also reported that candidates have complained of technical difficulties while attempting to complete online applications. Lastly, receiving no response from an organization after completing an online application has caused applicants to be frustrated with the process (Bondarouk & Ruel, 2019). Langer, Konig, and Fitili (2017) recommended more research be conducted to investigate candidate experiences on the use of technology during the selection process. Therefore, these questions would be

addressed while engaging the employees of the AVSI foundation Uganda to see if they had also experienced such similar challenges during their recruitment processes.

Organizations have prioritized being attractive to top talent as the job market continues to remain competitive (Joseph, Sahu, & Khan, 2018). Due to the scarcity of qualified candidates in many fields, organizations have become creative in their efforts to attract and retain talent (Joseph et al., 2018). Tsai and Yang (2020) defined organizational attractiveness as the willingness of a job candidate to accept an offer of employment and continue the job with the hiring organization. This point of attracting the employees can best be done through persuasive advertisement which gives the job seekers to deploy all their talents to apply and take up such jobs. Organizational attractiveness can have a significant effect on candidate and employee engagement (Slatten, Lien, & Svenkerud, 2019).

Building an employer brand online is an influential trend in e-recruitment (Allden & Harris, 2023). Chartered Institute of Personnel and Development (CIPD, 2022) stated that an employer brand is how an organization differentiates itself from other organizations in the labour market, giving it a competitive advantage or disadvantage when attracting and retaining talent. The brand reflects the organization's reputation to current and potential employees, illustrating its values, policies, and people management strategies (CIPD, 2022). A strong, positive employer brand lets job seekers know that the organization is a good place to work. This brand can be broadcasted directly on an organization's recruitment website. This effective branding can only be achieved through e-advertisement to pool the required employees for the existing job in an organization.

Allden and Harris (2023) attempted to examine the effect that the Internet has on organizational recruitment systems in the hopes of determining how online networks can be used for efficient e-recruitment strategies. Their findings showed that organizations understood the advantages of e-recruitment, specifically regarding its effects on candidate experience and employer branding. However, the majority of organizations were not applying best practices. This could explain why only 50% of participants believed that their e-recruiting endeavours were meeting organizational goals, despite thinking that e-recruitment provided a competitive advantage (Allden & Harris, 2023).

Braddy, Meade, and Kroustalis (2018) investigated whether an organization's recruitment website impacts applicants' opinions about the organization. Their results indicate that applicant perceptions of employer image, favourability, and attractiveness were influenced by reviewing the organization's recruitment website. Regardless of the applicant's familiarity with the organization, the organization's recruitment website had similar influences on the applicant's impression of the organization (Braddy et al., 2018). Joyce (2016) found that job seekers have become increasingly concerned about their online presence due to the rise in e-recruitment practices by employers. Therefore, personal and professional online reputation management are believed an important part of the job search experience. Nikolaou (2018) asserted that both active and passive job seekers create and maintain online professional profiles because they believe hiring 31 professionals with job openings in the job seeker's desired field will be more attracted to them.

According to Deloitte (2015), the average cost of attracting and hiring a new employee is around \$4,000. This is almost three times the cost of training an employee. Thus, organizations are becoming more strategic in recruitment strategies, employer branding,

sourcing, and evaluating candidate experience. Health care organizations reported the highest increase in spending; demonstrating a positive relationship with the increased need for highly qualified candidates with specialized training.

Many organizations today associate speed of hire with being less expensive, resulting in lower overall recruitment costs (Joyce, 2016). Novo Group (2018) found that 53% of organizations rated time to hire, or time to fill, as being the most important recruiting performance metric. Quality of hire was only rated as the most important recruiting performance metric by 25% of organizations. This finding revealed a focus on speed of hire over quality.

According to Joyce (2016), most recruiters spend a single minute reviewing an applicant's resume before deciding to move forward or not, skimming the document for job titles, past employer names, and highest level of education. In a study conducted by GlassDoor (2015), it was determined that the amount of time needed to hire a new employee had actually dramatically increased in recent years. Joyce (2016) argued that the use of e-recruitment and other technological advances are both the problem and cure to the increase in time-to-hire.

However, GlassDoor (2015) contributed the increase in time-to-hire to organizations lengthening the job interview process. The introduction of mandatory panel interviews, skills tests, extensive background screenings, and requiring candidate presentations were all found to have statistically significant relationships with time-to-hire (GlassDoor, 2015). Demographic characteristics of the candidate such as age, gender, and highest level of education were found to have 0 statistical effects on the time-to-hire. A study conducted

by Gopalia (2022) found that e-recruitment and selection practices were effective in reducing recruitment expenses and time-to-hire, assisting in providing the organization with a competitive advantage in attracting qualified candidates.

### **2.3.2 E-selection and employee performance**

The new workforce science acknowledges that the processes of recruitment and selection must be properly managed from interviews, hire and up until retirement (Schweyer, 2021). Selection process through interview may make or mar an organisation (Alvarez and URLA, 2022). A reputable organisation must ensure that it applies and implements best practices and high ethical standard during recruitment processes (Bartram 2018). Although, it is unlikely that all organisations have policy and procedure for selection, most organised and reputable organisations do have such policy and procedure guiding selection and recruitment (Rainey, 2019).

It is equally important to have policy and procedure in place regulating those that will be nominated to serve as interviewers and selection panellists where their duties, obligations, responsibilities and liabilities during the processes are articulated and spelt out (Zapała-Kraj, 2022). This is crucial against the backdrop that some selection and recruitment processes have produced outcomes that do not suit the purposes of the organisation resulting in the hiring of unsuitable persons while suitable ones are frustrated as a result of prejudices shown to them during the selection process (Billsberry, 2018). These prejudices are barriers to appointing suitable person for the job.

According to Rychen and Salganik (2020), selection is the process of differentiating between applicants in order to identify those with greater likelihood of success in the job.

Therefore it can be said that recruitment is the link between the organization and the vulnerable people, but selection is the tool that assist in getting that right person who can satisfy the position and add value to the organization

Online pre-screening tools facilitate the organizations to automatically filter out the fit applications from a large number of applications based on the self- administered tests. Fully integrated and online recruitment system can reduce the administrative burdens and simplify the induction process (Barbar, 2016).

Buckley et al. (2018) Points out that by having automated processes for application it create equality for all applicants regardless of which channel they apply weather it was applied through the organizations site or recruitment agencies. Also in case of large organizations having uniformity for treatment of applicants across multiple locations and office will be solved.

It is believed that mostly applicants through the Internet are more literate compare to non-user. The system will automatically short-list some of the candidates. This way the recruiter can concentrate on quality more (Parry, 2019). Candidate Manager uses the technological advantage of applicant tracking software to reduce the administrative workload for HR staff, who can then concentrate on identifying talent faster, and focus on the most suitable candidates. Detailed reporting allows for evaluation of efficiencies, and whether further efficiencies can be introduced. The talent pool gives a critical competitive edge in the continuous search for new talent.

Braddock and McPartland (2017) mentioned some of these exclusionary barriers thus “segregated networks” at the candidate stage, “information bias” and “statistical

discrimination” at the entry stage, and “closed internal markets” at the promotion stage” (Braddock and McPartland ,1987). Some organisations have prejudice for divorced or pregnant persons and they do, most times, hide under the requirements of the job. This is discriminatory and violates both national and international laws on employment relations (Kirschenman and Neckerman, 2021). It is therefore important that when recruiting, top management must have reasonable amount of impact in the selection process in such a way that a top manager forms part of the selection processes (Gilliland, 2023). This does not mean that other less ranked management staff cannot perform this task but for robust and credible engagement, it is advisable that a top ranking personnel is part of the process (Proctor et al., 2018).

Gatewood et al., (2016) study focuses on image being portrayed by organisation regarding their recruitment messages. Essentially, the adequacy and otherwise of the amount of information available to an applicant is very important at the initial stage when applying for the job. This information influences and shaped the credibility of an organisation one way or the other. Potential applicants use this as consideration of whether to apply for the job or not. It is therefore pertinent to point out that “a time of recruitment and selection is an extraordinary memorable period in someone’s working life. It is a moment when people are acutely sensitive to cues that can help them make sense of the new hiring. Many of the impressions formed during the period stay with applicants and shape their future behaviour” (Billsberry, 2017). This is why it is reiterated that the selectors’ interactions with the applicant at the time of the selection are crucial as they may make or mar the process (Johnson, and Intner, 2018).

The study of Bartram (2024) investigated current practice and emerging trends in assessment in organizations for purposes of recruitment using meta-analysis techniques which is considered to have radically changed the way in which the state and psychological readiness of the applicant is tested in order to assess whether he/she is the right candidate or not.

The work of Zapala-Kraj (2022) reinforces the need for the best candidate that fits the job to be appointed because of the skills and improvement that such person will bring to the organisation and writes thus “regardless of its human resources (HR) policies, the search for a new workforce is a crucial element for all organisations as all employers would like to hire the most qualified candidate who will not only possess the most suitable knowledge, experience, and qualities, but will also fit into the company’s organisational structure. The process also ensures that the best candidates have been selected for the positions offered by an organisation that aims to expand and has concrete targets to fulfil.” Zapala-Kraj (2022) also indicates that “by applying the right methods of employee selection, businesses do not only have an opportunity to achieve their desired results but also to avoid the job mismatch issues leading to enormous costs of staff turnover since recruitment is merely one of the stages of the entire process. To be precise, the process involves finding the most suitable employee on the employment market. During this stage the employer’s responsibility is to encourage the best candidates to apply for the job.” Therefore, the present study seeks to examine how e-interviewing can affect the performance of employees at AVSI foundation.

According to Billsbery (2017), “recruitment and selection is a multi-faceted affair with many players, all of whom have an interest in its conducts and outcomes.” If the process is

not well managed, it could lead to abuse and compromise. Whatever interests a selector has in the process; this must be disclosed and declared so that the organisation can benchmark this with the best practice in the discipline and field of recruitment and selection processes. Therefore, the human resources of an organisation need to provide leadership and professionalism by guiding all recruitment and selection processes. The intrinsic role of a formidable human resources management is aptly put by Zapala-Kraj (2022), it is “responsible for identifying, selecting and inducting the competent people, train them, facilitating and motivating them to perform at the high level of efficiency and providing mechanism to ensure that they maintain their affiliation with their organization.

Human resources management is also an art of developing people and their potentialities for their personnel and the growth of the organization.” As part of effective recruitment and selection best practices, the human resources must ensure that the process follow the structure, policy, procedure, references of the applicants duly obtained, selection are well structured after applications have been scrutinised and candidates shortlisted, the experience and credibility of selectors also properly scrutinised and so on ( Lockyer and Scholarios, 2018).

The application of best practices is important in recruitment and selection because most of the organizations place full reliance on the impressions formed by the applicants during the selection which is more or less a limited amount of information as a result of time and space constrains (Dipboye, 2015). It is this same information supplied within the process that the selectors would evaluate and access for purposes of determining and deciding whether an applicant is the right and proper person for the job. The dilemma is that sometimes, information provided might not reflect the true competency of the applicant

especially if the interview processes are unfair (Goodwin et al., 2018). “Achieving a good fit between people and their jobs is a primary objective of human resources management (HRM). Recruitment, training, performance appraisal, and selection are the chief strategies, and in each case, a structured process has been proposed to achieve an optimal person-job fit” (Dipboye, 2018).

Dipboye, (2018) indicates that “through structuring interview procedures, biases in information gathering, judgment, and decision making can be reduced and the reliability and validity of interviewer judgments improved.” While this assertion might be true, it should be considered whether it is workable where a selector had formed an opinion to be biased during the process. How can this be detected? This question begs for an appropriate answer. However, the selector should be a person of good moral standing who will be able to own up and decline an offer to be a member of the interview panel. This is more noble and dignifying. It will allow the organisation to look for a replacement. Moreover, the essence of the processes is to ensure that the right decision based on well processed and well thought interactions between the panellists and the applicant is taken.

While some studies have shown that selection are unable to predict an applicant’s success on certain jobs; other studies have shown that interview may be used as a valid means of predicting success in various activities (Wagner, 2019). Consequently, almost all studies accept interview as inevitable if not indispensable in recruitment and selection processes (Barber 2018). Confirming the persistent use of selection for recruitment and selection, Arvey and James (2022) indicate that “research dealing with the reliability and validity of the interview, methodological issues, decision making, interviewer training, minority characteristics, nonverbal behaviour, interviewee characteristics, and interviewee training

Greengard (1998) argues that using the Internet for efficient recruiting requires combining technological advances with a well-developed recruitment strategy; the process is reciprocal, since to develop proper strategy, HR managers need to understand the technical capabilities of Internet recruiting services.

Madadha & Kasasba (2016) in his study aimed to measure the impact of e-management in achieving the competitive advantages of Clearance Companies in Jordan. The study found that there is a statistically significant impact of electronic human resources in innovation. However, there is no impact of electronic devices and electronic programs in innovation. There is also a statistically significant impact of human resources and electronic programs on the service quality (Shuai, Ahlam, 2016).

### **2.3.3 E-interviews and employee performance**

While some studies have shown that selection are unable to predict an applicant's success on certain jobs; other studies have shown that interview may be used as a valid means of predicting success in various activities (Wagner, 2019). Consequently, almost all studies accept interview as inevitable if not indispensable in recruitment and selection processes (Barber 2018). Confirming the persistent use of selection for recruitment and selection, Arvey and James (2022) indicate that “research dealing with the reliability and validity of the interview, methodological issues, decision making, interviewer training, minority characteristics, nonverbal behaviour, interviewee characteristics, and interviewee training show why persistence in the use of interview still exists.”

E-Interview is one of the methods being used by an organisation to assess and evaluate the suitability of an applicant for the job (Cable and Judge, 2017). It could be in many forms

but most organisations use the formal structured selection to recruit and select their employees (Cassell et al., 2022). The competitiveness in most of the industry and sectors of the economy dictates that the best person should be appointed to fill the post in order to deliver in accordance with the mission and vision of the organisation (Donnellan, 2020). Cheese et al. (2017) point out that in today's organisations, "the key factor in determining the success of any organisation is its ability to use human talent to discover it, develop it. Human talent-the combined capacity and will of people to achieve an organisation's goals-is a productive resource like no other." Therefore, if a company wants to remain contemporary and competitive, it has to do everything to improve and strengthen knowledge based faster than the competition (Sveiby, 2017).

show why persistence in the use of interview still exists."

Scholarios and Lockyer (2019) writes that "evidence based on a survey of professional firms and in-depth selection with decision-makers responsible for selection examines the most frequently used and valued methods for hiring qualified professional staff." Their study suggested that with regard to recruitment for senior posts, "an emphasis on personality, work experience and general attributes and that high value is placed on selection and informal sources of information in assessing these qualities." They suggested that "informality may play an important role when partners responsible for selection have long tenure with their firm and when firms experience recruitment difficulties. More generally, informal networks and interview processes may act as effective information and communication vehicles for small and medium-sized professional practices" (Scholars and Lockyer, 2019).

Regardless of the method or methods used, the selectors have to ensure that they apply their minds irrespective of how the applicant is perceived prior the interviews. They are to look for the best attributes of the applicant and the value the applicant will bring to the organisation to take it to another higher level. Recruitment should be well planned and must be consistent with overall corporate strategy, culture and values of the organisation (Bryson, 2021). It's important to point out that some organisation's recruitment and selection strategy policy and procedures may adopt the use of internal promotion with the main aim of ensuring that staffs remain motivated and loyal (Meara O, 2023).

While this is desirable, there is need for caution because it might become a problem and work contrary to what was set out to be achieved especially if there are disgruntled members of the interviewees having grudges and prejudices against their colleagues seeking promotions. Also, caution should be taken regarding using internal promotion processes in order not to de-motivate other competing applicants who will fail and found not appoint able (Reichheld and Teal, 2021).

The employment interview continues to be a center piece of employee selection. Next to resumes and application blanks, the interview may be the most commonly used technique for assessing job candidates (Macan, 2019; Tross & Maurer, 2018). Research suggests that selection can provide a high level of criterion-related validity when carefully designed (McDaniel, Whetzel, Schmidt, & Maurer, 2018), and that they tend to do so without extensive impact on protected groups (Huffcutt & Roth, 2017). Moreover, candidates generally view selection with positive reactions (Hausknecht, Day, & Thomas, 2024). However, despite decades of research, we know surprisingly little about the factors that influence how interviewees perform in employment interviews, and in turn how that

performance is translated into and/or associated with ratings made by the interviewer. One of the primary reasons for this lack of understanding is that research has tended to focus on properties of interviewer ratings, such as their reliability (Conway, Jako, & Goodman, 2018), criterion-related validity (McDaniel et al., 1994), subgroup differences (Huffcutt & Roth, 2018), and bivariate associations with measures of constructs such as mental ability (Berry, Sackett, & Landers, 2017).

A focus on interviewer ratings, while revealing many important and useful insights, tends to overlook the potentially complex cause-and-effect chains that precede these ratings. In particular, there are myriad individual differences that may influence the capability of interviewees to present their qualifications, a number of which have received only marginal attention in the literature e.g interview specific self-efficacy; (Tross & Maurer, 2018) or have been overlooked entirely e.g cultural background; Banki & Latham, 2020).

Further, there are situational and interactive factors that can influence how interviewees perform, such as interview medium (Chapman, Uggerslev, & Webster, 2003) and interviewer personality (Graves, 2023).

Impression management refers to a set of behavioral techniques (e.g., patterns of speech, nonverbal behaviors, visual cues) applicants use to influence interviewers' perceptions (Ellis, West, Ryan, & DeShon, 2022; Stevens & Kristof, 2015). Impression management tactics are successful, in that they increase interviewers' ratings (Barrick, Shaffer, & DeGrassi, 2019). However, applicants in technology-mediated interviews may not be able to impression manage as they would in face to face interviews. Extant research demonstrates that seemingly innocuous features of technology can be a force of situational strength that impedes impression management tactics (Blackman, 2022).

The way in which technology impedes impression management will differ across technology type, but all technology-mediated interviews have some degree of impediment. In telephone interviews, all nonverbal cues are removed, and therefore applicants cannot adjust their responses based on the interviewers' facial cues. There is also potential that poor connections interrupt communication. In video-based interviews, verbal communication can be frustrating as there may be a time lag (Wegge, 2016).

Additionally, applicants' social skills can be misinterpreted because eye contact is difficult due to camera angles. In computer-mediated or interactive voice response (IVR) interviews, applicants may not have the opportunity to ask for clarification. Similar to a telephone interview, they cannot see the interviewer and adjust responses accordingly. This is concerning, as applicants rely on impression management techniques to maintain control of how they are perceived by interviewers. Further, impression management has been positively linked to job performance, which suggests it is a valuable workplace skill (Ingold, Kleinmann, König, & Melcher, 2015). Hindrance of impression management may decrease interviewer ratings, as interviewers draw from these cues to evaluate candidates. Further, restriction of these behaviors may lead applicants to become frustrated with limitations in positively swaying the interviewers' rating and consequently react negatively to the interview. As such, we focus on interviewer ratings and applicant reactions as the two outcomes of interest in this study, discussed in more detail below.

The capability to operate successfully in a social environment is highly relevant to the interview given its interpersonal nature (Posthuma, Morgeson, & Campion, 2022). Ferris, Perrewe, and Douglas (2022) used the umbrella term social effectiveness to describe a collection of behavioural tactics and strategies used by individuals to exert social influence

on others in order to maximize positive outcomes. These tactics and strategies include social intelligence (kosmitski & John, 2023).

The personality of the interviewer could influence how interviewees perform. For instance, extraverted interviewers should come across as more talkative, positive, and engaged, while more agreeable interviewers should come across as more friendly, nurturing, and supportive. Both styles could provide positive reinforcement to interviewees and improve their overall level of performance (e.g., they relate more information about themselves and their qualifications). In contrast, interviewees may have a more difficult time with introverted and/or less agreeable interviewers, including being more reluctant to provide information (Graves, 2023). Although interviewer personality constructs have received surprisingly little research attention, there are a few exceptions.

Carless and Imber (2017) found that interviewer characteristics such as warmth and use of humour tended to reduce interviewee anxiety. Finally, Chen et al. (2020) found that interviewer effect moderated the degree to which interviewee impression management tactics influenced their ratings. We encourage exploration of the effects of interviewer personality on other variables in the model. For instance, the work of Carless and Imber could be expanded to include effects of interviewer personality on interview self-efficacy and interview motivation. In summary of interviewer–interviewee dynamics, these factors could play a crucial role in how interviewees describe their qualifications. Some factors may help interviewees to more accurately and thoroughly present their qualifications e.g an interviewer with a positive style, some may be detrimental e.g an interviewer with a negative style, and some have the potential to make interviewee performance greater than what is merited based on qualifications (Barnidge, 2013).

Interview self-efficacy reflects “judgments of how well one can execute courses of action required to deal with prospective situations” (Bandura, ; Bandura & Locke, 2003). There is reason to believe that interview specific self-efficacy, the belief that one can do well in an interview, might be different from underlying levels of general (trait) self-efficacy in that the former could be influenced by employment status and other temporal factors. For instance, receiving multiple job offers from previous selection could boost a candidate’s confidence and engagement, whereas the lack of any such offers could diminish them. Although interview self-efficacy would seem to be a potentially important influence on interviewee performance, very little research has examined it and the mechanisms by which it operates.

In one of the few studies in this area, Tay, Ang, and Van Dyne (2016) found that interview self-efficacy mediated the effect of other factors such as extraversion and leadership experience on interview outcomes, suggesting a proximal effect on interviewee performance. Tross and Maurer (2018) found a modest correlation between interview training and interview self-efficacy, but no association between interview self-efficacy and interview motivation or interview anxiety. A potential implication of the latter findings is that interview self-efficacy can be improved through training, but that the resulting improvements do not necessarily translate into increased interview motivation or decreased interview anxiety.

Clearly, additional research is needed to understand the mediating effects of interview self-efficacy on interviewee performance, particularly that which focuses on presentation of core candidate qualifications. For instance, low interview self-efficacy may inhibit an interviewee's ability to communicate a high level of work motivation. Another line of

research could be to examine the degree to which interviewers pick up on behavioural cues relating to levels of interview self-efficacy, such as lack of eye contact or hesitations. Social attribution theory (Weiner, 2018) suggests that if interviewers do pick up such cues, they are likely to assign an underlying cause, one that could relate to their perceptions of the qualifications and/or fit of that candidate. Our model posits that the primary influence of interview self- efficacy is on interviewee performance, but these and other potential influences on interviewer ratings should also be explored.

The degree to which interviewees are motivated to do well could easily influence their performance. Similar to self-efficacy, considerations such as current status and level of interest could make an interviewee's motivational state different from his/her typical trait level (e.g., the achievement aspect of conscientiousness (Judge & Ilies, 2022)). Only a handful of studies have investigated interviewee motivation, which is surprising given the general tenet that performance is a function of ability and motivation (Campbell et al, 2023). Two studies found a significant association between interview specific motivation and interview outcomes (Maurer, Solamon, Andrews, & Troxtel, 2021; Van Iddekinge, Raymark, & Roth, 2015), whereas a third did not (Tross & Maurer, 2018).

Technology-mediation restricts the interviewers' ability to observe nonverbal behavior and other rich cues, which includes impression management tactics (Barrick et al., 2022; Chapman & Rowe, 2021). Removal of these cues could influence how interviewers draw inferences and in turn either increase or decrease interviewers' ratings (Chapman & Rowe, 2021; DeGroot & Motowidlo, 2019; Howard & Ferris, 2016). Further, the change in context may cause a change in applicants' behavior, which could directly influence ratings (Potosky, 2018). From one perspective, it is possible the use of technology-mediation will

increase ratings as it may reduce interviewee anxiety by removing pressure associated with an in-person interview (Chapman & Rowe, 2021). However, prior research (Wegge, 2016) indicates that the use of technology media in selection procedures can introduce anxiety. Thus, it is most likely that the use of technology in the interview decreases ratings. There are many reasons why interviewers are likely to rate applicants more negatively in technology-mediated interviews. First, impression management signals provide clarity to ambiguous comments; removal of these signals may lead to misunderstanding and in turn harm ratings. Technology can also lead to poor perceptions of interpersonal skills. Telephone communication removes all visual cues, which hinders socio-emotional dimensions of interaction (Walther, 2022). For example, interviewees cannot read the facial expressions of the interviewers and adapt their responses as a means of ingratiation, nor can they smile or create other nonverbal personal connections.

Technology characteristics can influence how applicants perceive the selection process, the interviewer, and the organization, leading to a range of consequences such as intent to accept an offer, recommend the organization, and/or file a lawsuit (Chapman, Uggerslev, Carroll, Piasentin, & Jones, 2015; Hausknecht, Day, & Thomas, 2018). Several features and attributes in technology-mediated interviews may be responsible for negatively influencing applicant reactions (DeGroot & Gooty, 2019; Swider, Barrick, Harris, & Stoverink, 2021). As mentioned above, removal of visual and audio cues, which are present in FTF interviews, may make an applicant feel less free to impression manage. Telephone interviews only allow audio communication, which prevents applicants from using nonverbal techniques such as smiling, professional presence (Chapman, Uggerslev, &

Webster, 2023; Straus, Miles, & Levesque, 2021), or handshakes (Stewart, Dustin, Barrick, & Darnold, 2018).

#### **2.4. Employee Performance**

Performance is a multi-component concept and on the fundamental level one can distinguish the process aspect of performance, that is, behavioral engagements from an expected outcome (Roe, 2019). The behavior over here denotes the action people exhibit to accomplish a work, whereas the outcome aspect states about the consequence of individual's job behavior (Campbell, 2020).

Apparently, in a workplace, the behavioral engagement and expected outcome are related to each other (Borman, & Motowidlo, 2023), but the comprehensive overlap between both the constructs are not evident yet, as the expected outcome is influenced by factors such as motivation and cognitive abilities than the behavioral aspect. Performance in the form of *task performance* comprises of job explicit behaviors which includes fundamental job responsibilities assigned as a part of job description. Task performance requires more cognitive ability and is primarily facilitated through task knowledge (requisite technical knowledge or principles to ensure job performance and having an ability to handle multiple assignments), task skill (application of technical knowledge to accomplish task successfully without much supervision), and task habits (an innate ability to respond to assigned jobs that either facilitate or impede the performance) (Conway, 2019). Therefore, the primary antecedents of task performance are the ability to do the job and prior experience.

In an organizational context, task performance is a contractual understanding between a manager and a subordinate to accomplish an assigned task. Entrusted task performance is broken into two segments: technical–administrative task performance and leadership task performance. The expected job performance comprising of planning, organizing, and administering the day-to-day work through one’s technical ability, business judgment and so on are called as technical–administrative task performance. Leadership task performance is labeled through setting strategic goals, upholding the necessary performance standards, motivating and directing subordinates to accomplish the job through encouragement, recognition, and constructive criticisms (Tripathy, 2018).

Borman, and Motowidlo (2017) defined job performance in the context of task performance as “effectiveness with which job occupants execute their assigned tasks, that realizes the fulfillment of organization’s vision while rewarding organization and individual proportionately.” Werner (2018) has synthesized the earlier propositions of task performance through relating it to organizational formal reward stating as “the demonstrated skill and behavior that influences the direct production of goods or service, or any kind of activities that provides indirect supports to organization’s core technical processes.”

An individual’s ability to acclimatize and provide necessary support to the job profile in a dynamic work situation is referred to as *adaptive performance* (Hesketh, & Neal, 2019). Earlier studies have found that once the employees derive a certain amount of perfection in their assigned tasks, they try to adapt their attitude and behavior to the varied requirements of their job roles (Huang et al., 2018; Pulakos et al., 2020). An effective adaptive performance necessitates employees’ ability to efficiently deal with volatile work

circumstances (Baard, Rench, & Kozlowski, 2018), for example, technological transformations, changes in one's core job assignment, restructuring of organization and so on. Evolutions of various new occupations as an offshoot of technological innovation need employees to engage in fresh learning and get oneself adaptable with changes in an efficient manner (Griffin, Parker, & Mason, 2020; Hollenbeck, LePine, & Ilgen, 2016).

The employees are also expected to adjust their interpersonal behavior in such changed circumstances to work successfully with a wide range of peers and subordinates. In the context of wholesome work performance, Griffin, Neal, and Parker (2017) cited that job proficiency may aid for task performance, but adaptability and pro-activeness to one's job role is important to address uncertain business environments.

Along with the task and adaptability, efforts have been carried out towards ascertaining the significance of non-job components of performance to create a better workplace (Viswesvaran, & Ones, 2020). Industrial psychologists have referred such non-job components as organizational citizenship behavior (OCB) or contextual performance that refers to voluntary actions of employees (Bateman, & Organ, 1983) that benefit employers intangibly. *Contextual performance* is a kind of pro-social behavior demonstrated by individuals in a work set-up. Such behaviors are expected of an employee but they are not overtly mentioned in one's job description. These kind of unstated expectations are called pro-social behavior or extra role behavior. Brief, and Motowidlo (2016) defined it as a behavior that is (i) accomplished by a member of an organization, (ii) which is directed towards an individual, group, or organization with whom the member interacts while carrying out his or her organizational role, and (iii) finally such behavior is performed with

the intention of encouraging the betterment of individual, group, or organization towards which it is directed.

Supporting the aforesaid ideology, many prominent researchers in this field have advocated that expected job performance carries two vital dimensions; one as the work required by an organization concomitant to one's role and the other one as the discretionary work behavior (LePine, Erez, & Johnson, 2022). Impressing on the importance of voluntary work behavior or non task performance, later psychologists have coined it as contextual performance which connotes helping others to adapt with the varied job roles (Borman, & Schmit, 2017). Bergeron (2017) recommends that contextual performance should consist of multiple "sub dimensions" such as teamwork, allegiance, and determination.

It is believed that an engaged employee works with a sense of passion which leads to translation into not only high performance but extra role behavior as well (Kahn, 1967). The contextual performance is elaborated on the ground of "feeling and viewpoint" that employee embraces about their colleagues, which is termed as esprit-de-corps (teams pirit). A kind of fellow feeling gets intensified through team spirit, wherein employees are able to share their issues and problems willingly and freely with each other within the organization (Jaworski, & Kohli, 2023). Esprit-de-corps is an excellent endeavor for deriving organizational success (Jones et al., 2017; William, Swee-Lim, & Cesar, 2015) and earlier researchers in this context have advocated that growth in teams pirit within an organization results in better employee performance and a happier workplace (Cohen, & Bailey, 2019).

Contextual performance is a kind of attitude like volunteering for extra work, helping others in solving difficult task, upholding enthusiasm at work, cooperating with others at the time of need, sharing critical resources and information for organizational development, abiding by the prescribed rules and regulations, and supporting organizational decisions for a better change (Coleman, & Borman, 2020). This kind of behavior contributes for creating a stimulating culture and climate of the organization which aids in achieving individual productivity and organizational effectiveness. For selecting and inducting the right personnel in organizations, introducing personality tests and group discussion for measuring a prospective candidate's ability for contextual performance along with the efficiency tests (ability and experience tests) to measure their task performance is proposed.

## **2.5 Moderating variables**

### **Organizational culture**

Organizational culture assists in defining the underlying or unspoken reason an organization and its people are the way they are based on foundational values, ideologies, and assumptions (Ostroff, Kinicki, & Muhammad, 2022). An organization's culture can be illustrated through its company website. E-recruitment provides an opportunity for employers to establish a brand (Ramaabaanu & Saranya, 2018).

Online job ads can be used to broadcast an image to potential applicants that clearly communicates the organization's values (Ramaabaanu & Saranya, 2018). Organizations should strive to have a fair personnel selection process because the perception of procedural justice can impact candidates' attitudes toward the company and their intention to pursue employment there (Thielsch, Traumer, & Pytlik, 2022). Factors, such as ethnicity and language proficiency, have been shown to affect applicants' perceptions of fairness

(Hiemstra, Derous, Serlie, & Born, 2022). E-recruitment strategies provide organizations with the ability to provide feedback to candidates. Receiving feedback is a significant factor in the perception of fairness of the e-recruiting process (Thielsch et al., 2022).

Culture has been shown to shape many aspects of social and work orientation (e.g., Erez & Gati, 2018). Unfortunately, the influence of culture is a relatively untapped area in the interview literature (Macan, 2019). Researchers have examined the role of interviewee and/or interviewer ethnicity (McFarland, Ryan, & Kriska, 2018; , but ethnicity in many cases is a very limited proxy of culture. Factors such as economic globalization make consideration of culture more important than ever before. One means by which culture could impact the interview process is through social customs and traditions. Research in this area is virtually non-existent, yet there are a multitude of potentially significant issues. For instance, it appears that employment decisions in parts of the Middle East are typically made based on connections and family associations. It is rare for candidates in these parts of the world to even have an employment interview, and when they do, they tend to view it with suspicion and mistrust (Banki & Latham, 2020).

Basic research is needed to document potential levels of interview suspicion in various cultures. Further, potential mechanisms for overcoming candidate mistrust could be explored, including supporting and reinforcing attributes of the interviewer such as positive affectivity and agreeableness. Hofstede's (2021) framework of culture provides additional examples of the potential influence of social customs and traditions, and highlights the rich theoretical issues and empirical research opportunities in this area. One of his five dimensions of culture is individualism versus collectivism. In collectivistic cultures (e.g., Asian), the norm is to be modest about personal accomplishments so that the achievements

of others are not diminished. An excellent example is the popular childhood adage in Japan “the nail that stands out gets pounded down” (Markus & Kitayama, 2021).

In modern selection interviews, at least those conducted in an individualistic environment or from an individualistic perspective (e.g., Western societies), it is expected that candidates will promote themselves as capable and competent individuals. Candidates from collectivistic cultures may have a more difficult time doing that. Similar self-deprecating effects have been identified in other organizational areas. For instance, Fahr, Dobbins, and Cheng (2021) found that Chinese workers gave themselves lower job performance ratings than warranted, a phenomenon they labelled “modesty bias”.

Unlike traditional recruitment media that limited organizations to only communicating job opening related information, e-recruitment websites allow for the marketing of both the vacant position and organizational characteristics like company culture (Braddy, Meade, & Kroustalis, 2016).

Braddy et al (2016) attempted to identify factors within an organization’s recruitment website that impacted a job seeker’s perception of organizational culture. Their findings revealed that website design features, content related to organizational policies, specific references to dimensions of the organization’s culture, and other relevant website content served as significant factors in the job seeker perception of organizational culture. E-recruitment websites with specific references made to culture dimensions through content was identified by candidates as having the most significant impact on an applicant’s perceptions of organizational culture (Braddy et al, 2016).

Braddy, Meade, Michael, and Fleenor (2019) conducted a study that investigated the impact that content features within an organizations' recruitment websites had on applicants' perceptions of organizational culture attributes. Their investigation found that job seekers with weaker cultural preferences developed less desirable person organization fit perceptions. On the other hand, job seekers with stronger cultural preferences developed more desirable person-organization fit perceptions (Braddy, et al, 2016). Thus, those who had stronger person-organization fit perceptions reported having stronger organizational attraction.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter covers the research methodology and description of the methods and techniques that were used in the collection of data. According to Leedy and Ormoed (2021) research methodology refers to “the general approach the researcher takes in carrying out a research project”.

On the other hand, Kothari, (2024) defines research methodology as a scientific and objective understanding of how research is conducted. Through it; various steps are employed in studying a research problem along with the logic behind them.

This chapter is organized into eleven subsections as follows; Introduction, Research Design, Study Population, Sample Size determination, sampling techniques and procedures, Data Collection Methods, data collection instruments, Validity and reliability, procedures of data collection, Data Analysis, and Ethical clearance.

#### **3.1 Research Design**

Research design is the arrangement of conditions for collection and analysis of data in a manner that aims at combining relevance to the research purpose with economy in procedure (Kothari, 2024).

A research design is the plan of action the researcher employs for answering the research questions. Kothari & Gang, (2018) indicates that research design provides the glue that holds the research project together.

The study employed a cross sectional design which is a group of research methods commonly used to determine the present status of a given phenomenon as advised by

(Connaway and Powell, 2020). The basic assumption of most cross-sectional research is that, by carefully following certain scientific procedures, one can make inferences about a large group of elements by studying a relatively small number selected from the larger group (Forza, 2022). Therefore, cross-sectional design on the basis of statistical sampling, and the information gathered from a sample of individuals was used to describe the characteristics of a defined population (Thomas, 2016).

The cross sectional survey approach was used to gather contemporary data, because it is suited for studying a large number of cases, including those that are geographically dispersed (Gray, 2019). The study also employed a mixed approach (both quantitative and qualitative approaches). According to Welman, Kruger and Mitchell (2005) quantitative research emphasizes the measurement and analysis of casual relationships between variables. The purpose of quantitative research is to evaluate objective data consisting of numbers. Johnson and Christensen (2018) refer to quantitative research as “research that relies primarily on the collection of quantitative (numerical) data”.

On the other hand qualitative approach uses qualitative data through which interviews were used for collecting qualitative data. This was preferred because questionnaires allow for collection of structured data from a large number of respondents, are time efficient and ensure that all respondents are asked the same questions thereby reducing interviewer bias and increasing reliability of the data. The qualitative research tries to answer questions through words, pictures, feelings, body language and human activity (Loizos S, 2018). According to Johnson and Christensen (2018) qualitative research relies primarily on the collection of qualitative (non-numerical data such as words and pictures) data.

Since the study suited, the above scholars' descriptions then a cross sectional survey design together with the mixed method approach were considered the most appropriate for this study.

### **3.2 Area of the study**

The study was conducted at AVSI foundation- Uganda that is located on Plot 1673, Ggaba road, Kabalagala Kampala. This company was preferred because it is one of the organisations in Uganda that intensified e-recruitment especially during the pandemic.

### **3.3 Study population**

Burns (1997) as the number of potential units for observation; or an entire group of people, objects, or events, having at least one characteristic in common, refer to population. The study population was determined putting into consideration factors like the confidence level, margin of error and the population proportion and the study design.

Sample size formula:  $n_0 = (Z^2 * p * (1-p)) / E^2$  . Where:

$n_0$  = initial sample size = 127

Z = Score for desired confidence level: 95% Z= 1.96)

E = desired margin of error: 0.05

The target population was 94 as illustrated in the table below

Table 1: *Target population*

<b>Department</b>	<b>Population</b>
Human resources	5
ICT	6
Administration & Finance	7
Learning & sharing	63
Communications	4
Risk management	9
<b>Total</b>	<b>94</b>

Source: *AVSI foundation – Uganda (2024)*

### 3.4 Sampling procedures

#### 3.4.1 Sample Size

Burns (1997) considers a sample as any part of a population; it's the portion of the population selected for a study. Following the study population at AVSI Foundation, **more** attention was made to include samples and sample size representative enough for the study. Saunders et al. (2019) stated that the larger the sample size, the lower the likely error in generalizing to the population. Therefore, sample size for the study was 73 respondents drawn with the help of Krejcie and Morgan table (1970).

Table 2: *Sample size and sampling techniques*

<b>Department</b>	<b>Population</b>	<b>Sample</b>	<b>Sampling technique</b>
Human resources	5	4	Purposive sampling
ICT	6	5	Purposive sampling
Administration & Finance	7	5	Simple random sampling
Learning & sharing	63	49	Simple random sampling
Communications	4	3	Simple random sampling
Risk management	9	7	Simple random sampling
<b>Total</b>	<b>94</b>	<b>73</b>	

Source: *AVSI foundation – Uganda (2024)*

From the above respondents were interviewed and they included doctors, pharmacists and other employees because these categories were anticipated to have the key information concerning the subject matter.

### **3.4.2 Sampling Techniques**

Adwok (2015) defines sampling technique as the method used for selecting a given number of people from a population. He adds that the success in representing a population depends on how well the sample frame corresponds to the description of the chosen population, the sampling procedure, and whether it influences the precision of sample estimates.

Therefore, the researcher intended to use a purposive sampling and simple random sampling techniques. A purposive sample is a non-probability sample that is selected based on characteristics of a population and the objective of the study (**Palys, 2018**). The main

goal of purposive sampling was to focus on particular characteristics of a population that are of interest, which will best answer the research questions.

According to west (2016), simple random sampling is most basic method of sampling where members of a population have the same chance of being included in the sample. In addition to that, under random sampling all possible samples of a given size have the same chance of selection. Simple **random sampling technique was used to make selection of the respondents from employees.**

### **3.5 Sources of data**

#### **3.5.1 Primary data**

The primary data is the data collected in the field or directly from the respondents (**Cooper and Schindler, 2021**). This data is used to explore the originality of data through gathering information relevant to the study. The researcher us the questionnaire and interview guide, documentation review amongst others to collect the primary data (Coldwell and Herbst, 2018).

#### **3.5.2 Secondary data**

Secondary data refers to data, which has not been gathered expressly for the immediate study at hand but for some other purpose (Diamantopoulos & Schlegelmich, 2016; struwig & Steady, 2024). This is already available information. Secondary data is always available and cheap. The secondary data sources included reports, journals, and publications among others (**Diamantopoulos and Schlegelmilch, 2016**). Secondary information sources are data collected neither directly by the user nor specifically for the user. It involved gathering data that had already been collected by someone else. The researcher used previous

researches on services quality and Employee satisfaction as well as other secondary data drawn from textbooks, newspapers, on line journals, internet and other documents that are relevant to the study.

### **3.6 Data collection methods**

#### **3.6.1 Questionnaire method**

A questionnaire is a research instrument consisting of a series of questions and other prompts for gathering information from respondents. This was preferred because questionnaires allow for collection of structured data from a large number of respondents, are time efficient and ensure that all respondents are asked the same questions thereby reducing interviewer bias and increasing reliability of the data. Questionnaire are cheap, do not require as much effort from the questioner as verbal or telephone surveys, and often have standardized answers that make it simple to compile data. As a type of survey, questionnaires also have many of the same problems relating to question construction and wording that exist in other types of opinion polls (Syed M, 2016).

#### **3.6.2 Interview Method**

Interviewing involves asking questions and getting answers from participants in a study (Syed M, 2016). Individual face-to-face semi-structured interview was conducted to gather qualitative data that is hard to collect with the use of questionnaires. Interviews were preferred because they offer in depth insights into the experiences, perceptions and opinions of respondents. Interviews allow for follow up questions and probing which enables the researcher to gather information that is more detailed and clarify respondents' answers. They also provide contextual information that may not be captured through questionnaires offering a more nuanced understanding of the research phenomenon.

### 3.7 Data collection instruments

#### **The data collection instruments included the following**

##### 3.7.1 Questionnaires

Odiya, (2019) refers to questionnaires as forms on which there are written questions or statements that call for written responses to be presented on the spaces provided on the form. Ibid (2019) further states that these forms can be personally administered to the respondents or mailed to them. In line with this, the researcher personally administered the questionnaires to the respondents at AVSI Foundation. The administered questionnaires consisted of structured or closed questions to capture quantitative data. This questionnaire adopted Likert scale that ranges from 1 to 5 in which respondents are to indicate strongly disagree, disagree, neutral, agree or strongly agree, from 1 to 5 respectively so that variables would be measured based on how they relate to each other. Furthermore, this questionnaire aims at collecting data on the dimensions of e-recruitment, which include e-job advertisement, e- selection and e - interviews.

##### 3.7.2 Interview guide

Griffiee (2005) stated that Interviewing is a popular way of gathering qualitative research data. Using this method of data collection, the researcher directly communicated with the employees and Employees to ascertain their views on key variables under study. The researcher also intended to use an interview guide to collect the qualitative data. The interview guide is a direct face-to-face attempt to obtain valid measures in form of verbal responses from one or more respondents (Kathori, 2018). In this study, an interview guide was used to gather data from 7 key informants who included 2 doctors, 2 pharmacists, 1 ICT officers, and 2 Employees because these are presumed to have key information

concerning e-recruitment and employee performance at AVSI Foundation. In line with Kathori (2018), the interview guide will allow the researcher to obtain detailed descriptions of individual experiences.

### 3.8 Validity and reliability

#### 3.8.1 Validity

Cooper and Schindler (2016) and Leedy and Ormrod (2020) state that, validity refers to the ability of a research instrument to measure what it is supposed to measure. They proposed three widely accepted classifications of validity that consist of three major forms, namely content validity index, criterion-related validity, and construct validity. Under this study, Content Validity index test was used to assess accurately the construction correlation for this research. The validity of the instrument was obtained through the development of the scales using Content Validity Index (CVI) to determine the degree to which elements of the questionnaire to be used are relevant and representative of the targeted variables. Sekaran (2003) stated that for an instrument to be valid, its content validity index must be 0.7 and above. The Content Validity Index (CVI) is given by the formula.

$$CVI = \frac{\text{No of questions declared valid}}{\text{Total No. of items in the questionnaire}}$$

**Total No. of items in the questionnaire**

Table 3: *Validity statistics*

<b>Variables</b>	<b>No. of items</b>	<b>CVI</b>
E- job advertisement	6	0.861
E - selection	7	0.923
E-job interviews	8	0.879
Employee performance	7	0.737
<b>Average</b>	<b>7</b>	<b>0.850</b>

**Source: Primary data (2024)**

According to Amin (2005), an instrument that scores an index of 0.7 or above is accepted as being valid. Therefore, with a CVI of 0.85, the instrument is concluded to have been valid.

### 3.8.2 Reliability

This means the level of dependability of data collection instrument. Reliability of the questionnaire was obtained through pre-testing of pilot samples of some questionnaires; this helped to rephrase some questions, which could sound or appear **ambiguous in meanings**. This was obtained using Cronbach alpha coefficient value, which was computed to show how reliable the data is using Statistical Package for Social Scientists (SPSS Version 21). Cooper and Schindler (2018) indicated that the acceptable reliability coefficient is 0.7 and therefore 0.7 was used in this study as the cut off point.

Table 4: *Reliability statistics*

<b>Variables</b>	<b>No. of items</b>	<b>Cronbach's Alpha</b>
E-job advertisement	6	0.722
E – Selection	7	0.842
E- job interviews	8	0.831
Employee performance	7	0.704
<b>Average</b>	<b>7</b>	<b>0.775</b>

**Source: Primary data (2024)**

The cronbanch's Alpha test was run on the different variables of the questionnaire. The critical point for Cronbanch's Alpha is 0.7 (Mugenda & Mugenda 2018). Therefore, with an average coefficient of 0.775, the findings and the tools were concluded to be reliable.

### **3.9 Data Analysis**

Data analysis is systematic process of evaluating the collected data using statistical and logical codes to compare and summarize data (Sekaran, 2020).

#### **3.9.1 Quantitative data**

The quantitative data was analyzed using statistical package for social science (SPSS) version 21. Analyzing the data using this technique involves the creation and application of codes to the data collected. According to Miles (1994), the coding of data from the questionnaire transcripts, field notes, policy documents, photographs can be analyzed through “open and relational coding methods” Here the researcher will be guided by statistical package for social science (SPSS) version 21.

Means, standard deviation, multiple regressions and correlations will be determined. The Pearson R correlation will be determined to measure the strength and direction of linear relationship between the variables (Hair *et al.*, 2020). The study adopted multiple regression models at 5% level of significance to examine the effect of e-recruitment and Employee satisfaction.

#### **3.9.2 Qualitative data**

Whereas the qualitative data was analyzed, using analytical strategy that is to say the researcher became familiar with interview data and created meaning using analytical category (Hitchcock and Hughes, 1995). The qualitative data analysis helped the researcher to gain an in-depth understanding of respondents’ perception of service quality. Thus, the findings were included in the discussion to strengthen the interpretation.

### **3.10 Measurement of variables**

E-recruitment was measured in terms of e- selection, e - interviews and e-job advertisement whereas employee performance was measured in terms of adaptive performance, task performance and contextual performance. Measurement of these variables was done using ordinal scale, which provides for variables that generate responses that can be ranked. The tool for gathering responses was designed on a five point Likert scale which ranged from 1) strongly disagree, 2) disagree, 3) neutral, 4) agree, and 5) strongly agree to be used to measure the variables. This was used to determine the level of agreement and disagreement.

### **3.11 Ethical consideration**

Ethical aspects of this study were effectively addressed as proposed by Kimmel (2017) in the following manner:

Research respondents were briefed about the aims and objectives of the study and requested for their consent before the primary data collection process. In addition, members of the sample group were not subjected to coercion in anyway and, their anonymity was censured by avoiding collection of personal information unless the respondent wished and consented to it.

Any information from other scholars but is part of this work was fully acknowledged and appreciated. Since the searcher based on many ideas from different scholars, he too believes that his study is part of the struggle on knowledge generation that other researchers can also lean on in generating more knowledge.

### **3.12 Study limitations**

The study was undertaken in a private organisation, which was apprehensive about sharing detailed information about their work systems and processes; also the respondents were fearful of being viewed as traitors to the organisation if they undertook to share such information. However, the researcher minimized this challenge by fully introducing herself and reassuring the organisation and the respondents that the study was purely for academic purposes.

The researcher is employed and therefore encountered challenges allocating sufficient time to undertake research and field studies; this she countered by working extra hours after work and taking leave from work to complete the study with the help of research assistants.

The study was conducted in the period of the Covid-19 pandemic and many respondents were hesitant dealing with a stranger. However, the researcher together with the assistants ensured social distance, face masks and always sanitized.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

#### 4.0 Introduction

This chapter provides a data presentation, analysis, and discussion of findings according to the three objectives of the study. The first section presents the response rate, the second presents the background information and the third section is the discussion of findings in relation to specific objectives.

#### 4.1 Response Rate

The study population was 94 employees of AVSI Foundation sample size was 73. The study administered 73 questionnaires to the respondents and 67 completed questionnaires were received hence 91.8% response rate.

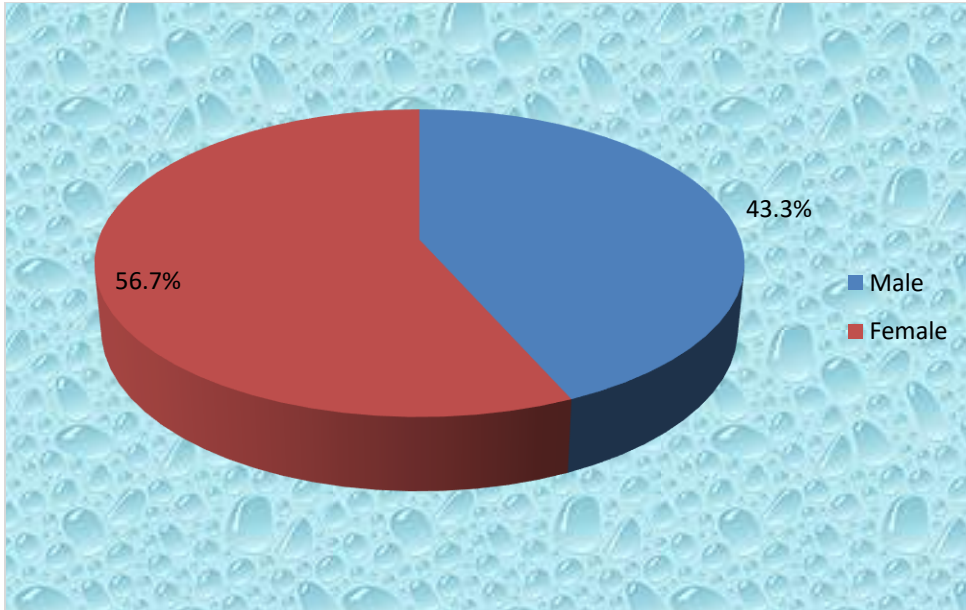
According to scholars like Mugenda & Mugenda (2003), a response rate of 50% is adequate when quantitative data is collected. Therefore 91.8% was a good response for the study and suggests that the survey results were representative of the survey population.

#### 4.2 Demographic characteristics of study respondents

In this section, the researcher presents the profile of the 67 respondents only that filled the questionnaire. Gender, age, duration, and highest level of education are presented to appreciate their background characteristics.

##### 4.2.1 Gender of respondents

Figure 1: *Gender of respondents*

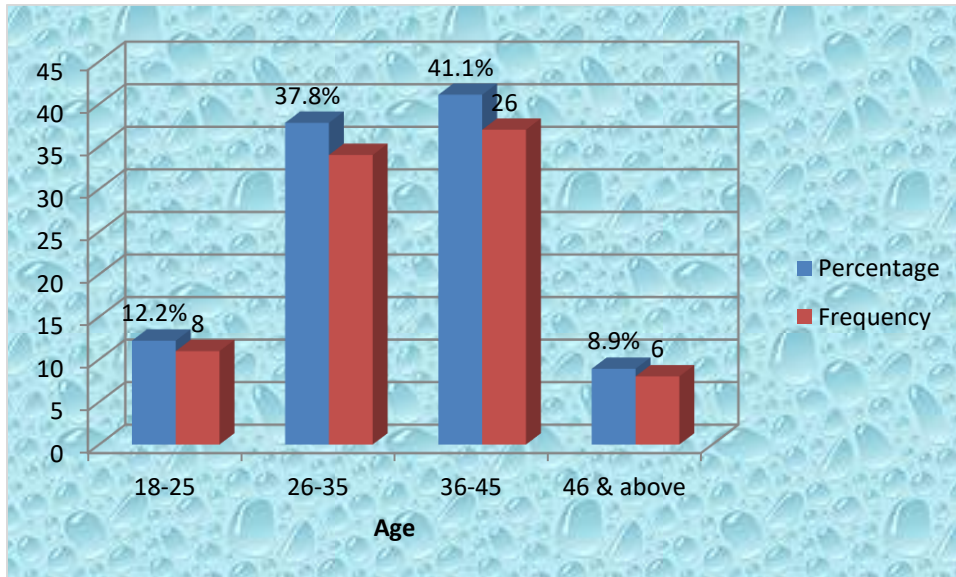


**Source:** *Primary Data (2025)*

Figure 1 above revealed that both male and female respondents participated in the study, with the females constituting the majority, (56.7%) whereas the males constituted (43.3%). The findings imply that AVSI Foundation is relatively gender sensitive. This is in disagreement with the findings of Gerdeman (2017) that it is not news that women are much less likely to be hired for jobs than men, even when the candidates have the exact same qualifications. Employers favour men not because they are prejudiced against women, but because they have the perception that men perform better on average at certain tasks.

#### 4.2.2 Age of respondents

Figure 2: Age of respondents

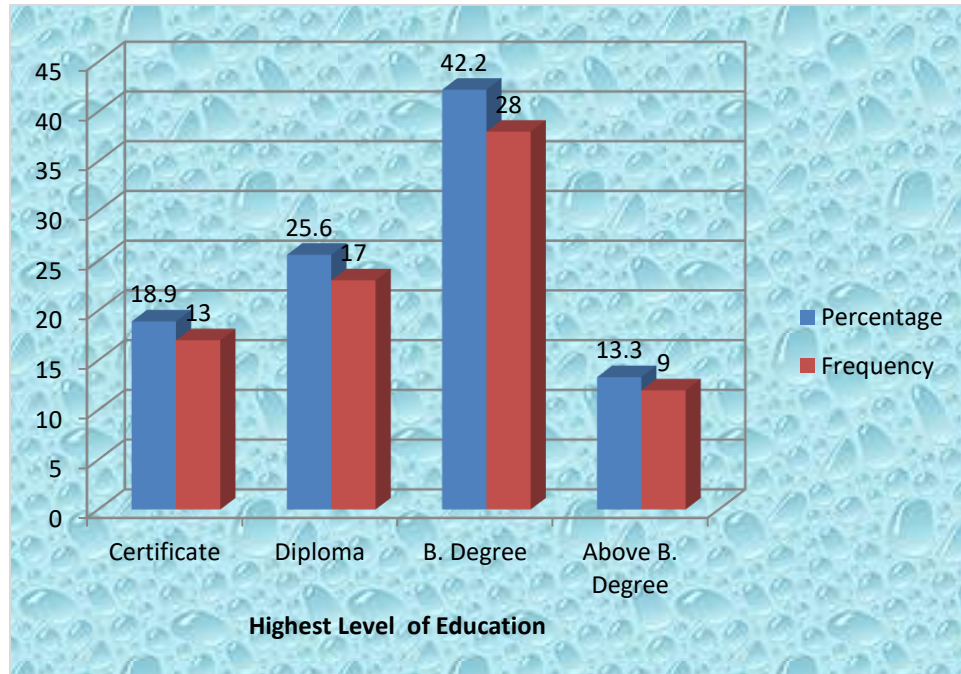


**Source:** Primary Data (2025)

Findings in figure 2 above revealed that majority of the respondents were 36-45 years (41.1%), followed by 26-35 years (37.8%), 18-25 years (12.2%) and lastly 46 and above years (8.9%). This implies that majority of the respondents were mature enough to give reliable responses and that AVSI foundation hires from the most energetic age groups.

### 4.2.3 Highest level of education

Figure 3: *Highest level of education*



**Source:** *Primary Data (2025)*

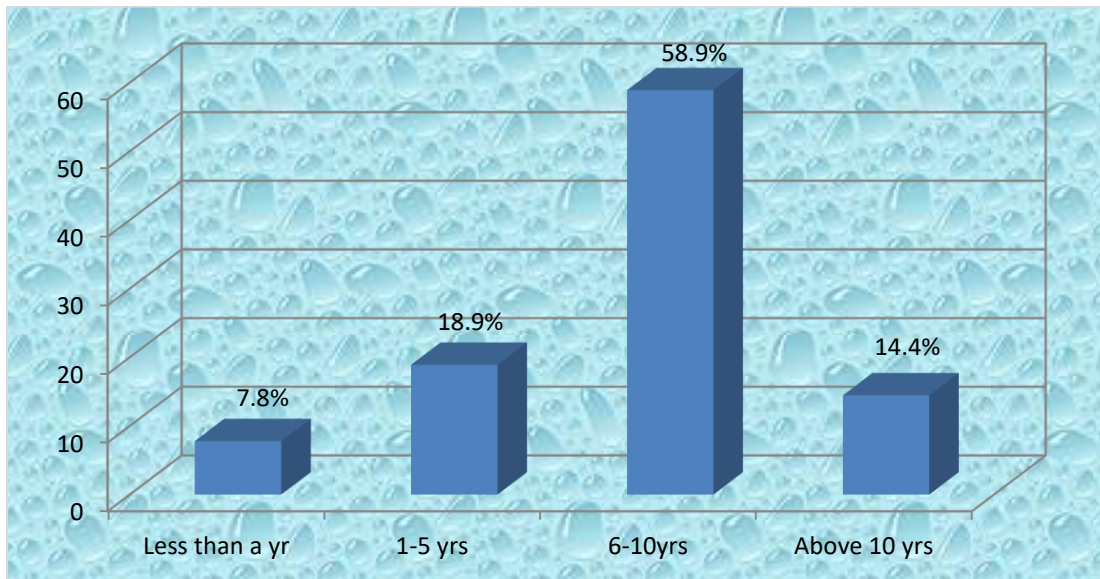
Figure three above shows that majority of respondents (42.2%) were Bachelors Degree holders, whereas (25.6%) possessed Diplomas, (18.9%) possessed certificates and (13.3%) were educated above bachelor's degree. This suggests that the respondents possessed sufficient education levels to understand the questions in the questionnaire and the questions in the interview guide and thus provided useful and objective responses to the study.

This is in line with the findings of Mark (2018) who stressed that the studies indicate education has the following benefits on officers' abilities and performance: Better behavioral and performance characteristics, Better skilled with independent decision-making and problem-solving Better skilled at articulating their thoughts, Greater aptitude

for innovative thinking, Improved adaptability, Fewer on-the-job injuries and assaults, technology, Enhanced grant writing abilities, Improved budget and management abilities, Fewer departmental disciplinary actions and internal investigations.

#### 4.2.4 Period with AVSI Foundation

Figure 4: *Period with AVSI Foundation*



**Source:** *Primary Data (2025)*

Findings revealed that majority of the respondents had been with AVSI Foundation for a period of 6-10 years (58.9%), followed by 1-5 years (18.9%), above 10 years (14.4%) and lastly less than a year (7.8%). This implies that majority of the respondents had satisfactory experience with AVSI Foundation and hence e-recruitment.

#### 4.3 Descriptive statistics

Descriptive statistics was collected with the help of the questionnaire based on the five point likart scale (1-5) and the findings were interpreted basing on the scale below.

Descriptive statistics were interpreted basing on the Likert scale of strongly disagree (1.0 - 1.4), disagree (1.5 - 2.4), neutral (2.5.0 - 3.4), agree (3.5- 4.4), strongly agree (4.5 - 5.0).

#### 4.3.1 Descriptive statistics on E-Job Advertising

The descriptive statistics below was collected in order to adress the first objective that sought to examine the effect of E-recruitment on Employee performance at AVSI Foundation.

Table 5: *Descriptive Statistics on E-Job Advertising*

Statement	N	Mi n	Ma x	Mea n	Std. Deviation
AVSI advertises jobs on the website and other job boards	67	4	5	4.83	.459
AVSI searches for applicants on job boards and companies' career websites	67	2	5	4.51	.501
Multimedia content fully attracts potential candidates	67	1	5	4.09	.984
Thousands of potential applicants can be easily reached with e-job advert	67	1	5	4.49	.731
The cost of e-job advert is less than ordinary job advertisements	67	1	5	4.32	.860
Online job advertising is the AVSI's most used recruitment tool	67	1	5	4.78	.442
Valid N (listwise)	67				

**Source:** *Primary Data (2025)*

Findings revealed that majority of the responses were in strong agreement as indicated by the mean 4.83 and less variations in responses of standard deviation 0.459 that, AVSI

advertises jobs on the website and other job boards. This implies that AVSI foundation uses e-job advertising as one of the ways of communicating offers.

*Some of the respondents in an interview stated that “E-Job Advertising in addition to head hunting had been there before however with the outbreak of COVID 19, and the lockdowns, it has been intensified*

The findings were in agreement with some scholars who assert that, Organizations’ investment at the job portal and career content on the website can be beneficial in the long run (Khan, Awang & Ghouri, 2023). A significant proportion of recruiting companies adopting online recruitment. The companies are considering the online recruitment as an effective method in future making a rising trend in its total use (Parry & Tyson, 2018). Parry & Tyson (2018) provided insights into the practice and potential accomplishment of online recruitment systems.

Majority of the responses were in strong agreement as indicated by the mean 4.51 and with less variation in responses of standard deviation 0.501 that, AVSI searches for applicants on job boards and companies’ career websites. This implies that AVSI Foundation also conducts e-head hunting. The findings were in line with some scholars like Harris (2015) who described online recruitment approaches as: we-find-you approach and you-find-us approach wherein we-find-us approach, recruiters search for applicants on job boards and companies’ career websites, and in you find-us approach, recruiters place job advertisements enabling job applicants to apply. Online recruitment provides the benefit of reaching a wider audience of both active as well as passive job applicants. Through we-find-you approach, passive job applicants can easily be found (Carter, 2021 and Haudof & Duncan, 2018).

Responses were in agreement as indicated by the mean 4.09 and high standard deviation of 0.984 implying high variations in responses that, Multimedia content fully attracts potential candidates. This implies that many potential candidates also have access to multimedia content. Findings were found to concur with some scholars who assert that, online advertisement with interactive as well as rich multimedia content can attract the targeted users effectively. Additionally, screening and testing through internet support an organization in its recruitment efforts (Ngai et al, 2017).

Responses were in agreement as indicated by the mean 4.49 and slightly high standard deviation of 0.731 implying some high variations in responses that, thousands of potential applicants can be easily reached with e-job advert. This implies that E-Job Advertising covers a wider coverage of applicants. Findings were in agreement with some scholars who argue that, before the internet, recruiters had access to limited pools of talent: active job seekers and recent graduates. Now, recruiters cannot only find thousands of potential qualified applicants, they can also screen them and contact them immediately (Girard and Fallery, 2020). From posting jobs online to receiving, screening The Benefits of E-Recruitment: Web 1.0 and Web 2.0 8 and managing applications electronically, the use of the internet has significantly changed the way recruitment activities are done.

Responses were in agreement as indicated by the mean 4.32 and high standard deviation of 0.860 implying high variations in responses that, the cost of e-job advert is less than ordinary job advertisements. Some scholars like Parry and Tyson (2018) analysed the perceived success of using “electronic advertisement” in both the “corporate websites” and “commercial job boards”. Girard and Fallery (2020) summarize Web 1.0 recruitment in three aspects: Career Sites, Job Boards and Recruitment Systems. These tools allow

organizations to attract candidates at a lower cost than with the traditional methods, like paper adverts and application forms or using third parties like recruitment agencies, thus making it an easy way for candidates and organizations to manage applications and access to a larger pool of talent (Parry and Tyson, 2018).

Responses were in strong agreement as indicated by the mean 4.78 and low standard deviation of 0.442 implying less variation in responses that, online job advertising is the AVSI's most used recruitment tool.

*Some respondents added that they got to know about the offer through online job ads.*

Scholars like Schreyer and McCarter (2018) also agrees that online advertising has become HR managers' sharpest recruiting tool; however, the study notes that a proper strategy is of primary importance for overall success. Discussing opportunities provided by the Internet for global recruiting, Laabs (2018) emphasize the importance of understanding the local labor markets and tailoring approaches to integrate online and traditional practices.

### 4.3.2 Descriptive statistics on E-Selection

Table 6: *Descriptive Statistics on E-Selection*

Statement	N	Mi n	Ma x	Mea n	Std. Deviation
AVSI has a policy and procedure for e-selection and recruitment	6 7	4	5	3.56	.509
e-selection is a tool used to get the best applicants	6 7	1	5	4.24	.993
AVSI uses online pre-screening tools on all online applications	6 7	3	5	4.77	.671
Automated selection gives equal chances to the applicants	6 7	4	5	4.71	.498
Applicants through internet are more productive at work	6 7	3	5	4.62	.505
Selectors always interact with applicants	6 7	4	5	4.74	.458
The best candidates have always been selected	6 7	4	5	4.79	.404
There are effective selection practices at AVSI	6 7	4	5	4.45	.563
Valid N (listwise)	6 7				

Source: *Primary Data (2025)*

Findings revealed that, majority of the respondents were in agreement as indicated by the mean 3.56 and a moderate standard deviation 0.509, which implies moderate variation in responses that, AVSI has a policy and procedure for e-selection and recruitment. However, although the respondents agreed, the mean was somehow low which may imply that some respondents may not be sure about the existence or non-existence of the policy. Scholars also advise that, a reputable organisation must ensure that it applies and implements best practices and high ethical standard during recruitment processes (Bartram 2018). Although, it is unlikely that all organisations have policy and procedure for selection, most organised and reputable organisations do have such policy and procedure guiding selection and recruitment (Rainey, 2019).

Findings revealed that, majority of the respondents were in agreement as indicated the mean 4.24 and a high standard deviation 0.993, which implies high variation in responses that, e-selection, use a tool to get the best applicants. This also implies that largely e-selection has met the recruitment needs of the organisation.

*Some respondents added that e-selection can handle a big number of applications and it can be non-segregative which gives equal chances to all applicants hence the best results of the exercise.*

According to Rychen and Salganik (2020), selection is the process of differentiating between applicants in order to identify those with greater likelihood of success in the job. Therefore, it can be said that recruitment is the link between the organization and the vulnerable people, but selection is the tool that assist in getting that right person who can satisfy the position and add value to the organization.

Responses were in strong agreement as indicated by the mean 4.77 and a low standard deviation 0.671, which implies low variation in responses that, AVSI uses online pre-screening tools on all online applications. Scholars also contend that, online pre-screening tools facilitate the organizations to automatically filter out the fit applications from a large number of applications based on the self-administered tests. Fully integrated and online recruitment system can reduce the administrative burdens and simplify the induction process (Barbar, 2016).

Responses were in strong agreement as indicated by the mean 4.71 and a low standard deviation 0.498, which implies low variation in responses that, automated selection gives equal chances to the applicants. This implies that with automated selection, the organisation is able to get the best employees. Buckley et al. (2018) had also pointed out that by having automated processes for application it create equality for all applicants regardless of which channel they apply weather it was applied through the organizations site or recruitment agencies. Also in case of large organizations, having uniformity for treatment of applicants across multiple locations and office will be solved.

Responses were in strong agreement as indicated by the mean 4.62 and a moderate standard deviation 0.505, which implies moderate variation in responses that, applicants through internet are more productive at work. This implies that with E-Selection has attracted the most productive employees. According to the scholars, it is believed that, it is believed that mostly applicants through the Internet are more literate compare to non-user. The system will automatically short-list some of the candidates. This way the recruiter can concentrate on quality more (Parry, 2019). Candidate Manager uses the technological advantage of applicant tracking software to reduce the administrative workload for HR

staff, who can then concentrate on identifying talent faster, and focus on the most suitable candidates. Detailed reporting allows for evaluation of efficiencies, and whether further efficiencies can be introduced. The talent pool gives a critical competitive edge in the continuous search for new talent.

Responses were in strong agreement as indicated by the mean 4.74 and a moderate standard deviation 0.458 which implies moderate variation in responses that, Selectors always interact with applicants. Also the work of Zapala-Kraj (2022) reinforces the need for the best candidate that fits the job to be appointed because of the skills and improvement that such person will bring to the organisation. He continues and writes thus “regardless of its human resources (HR) policies, the search for a new workforce is a crucial element for all organisations as all employers would like to hire the most qualified candidate, who will not only possess the most suitable knowledge, experience, and qualities, but will also, fit into the company’s organisational structure. The process also ensures that the best candidates have been selected for the positions offered by an organisation that aims to expand and has concrete targets to fulfil.” Zapala-Kraj (2022) also indicates that “by applying the right methods of employee selection, businesses do not only have an opportunity to achieve their desired results but also to avoid the job mismatch issues leading to enormous costs of staff turnover since recruitment is merely one of the stages of the entire process

Responses were in strong agreement as indicated by the mean 4.79 and a moderate standard deviation 0.404, which implies moderate variation in responses that, the best candidates have always been selected. Also the work of Zapala-Kraj (2022) reinforces the need for the best candidate that fits the job to be appointed because of the skills and improvement that such person will bring to the organisation. He therefore writes thus “regardless of its human

resources (HR) policies, the search for a new workforce is a crucial element for all organisations as all employers would like to hire the most qualified candidate who will not only possess the most suitable knowledge, experience, and qualities, but will also fit into the company's organisational structure." The process also ensures that the best candidates have been selected for the positions offered by an organisation that aims to expand and has concrete targets to fulfil." Zapala-Kraj (2022) also indicates that "by applying the right methods of employee selection, businesses do not only have an opportunity to achieve their desired results but also to avoid the job mismatch issues leading to enormous costs of staff turnover since recruitment is merely one of the stages of the entire process

Responses were in agreement as indicated by the mean 4.45 and a moderate standard deviation 0.563, which implies moderate variation in responses that, there are effective selection practices at AVSI This is in line with the scholars who assert that, the application of best practices is important in recruitment and selection because most of the organizations place full reliance on the impressions formed by the applicants during the selection which is more or less a limited amount of information as a result of time and space constrains (Dipboye, 2015).

### **4.3.3 Descriptive statistics on E-job interviews**

The descriptive statistics below was collected in order to address the third objective, which sought to evaluate the effect of E-Job interviews on employee performance at AVSI Foundation.

**Table 7:** Descriptive Statistics on E-job interviews.

Statement	N	Min	Max	Mean	Std. Deviation
E-interviews can predict the applicant’s competencies	67	2	5	4.21	.117
Digitally interviewed and hired candidates have performed according to the mission and vision of AVSI	67	1	5	4.40	.593
Interview panel does not block internal applicants seeking promotions	67	4	5	4.78	.385
E – interviews are the centre piece of employee selection at AVSI	67	1	5	4.32	.532
Interview medium influence how interviewees perform	67	1	5	4.14	.412
In e – interviews applicants are able to manage impression	67	1	5	4.13	.930
E-interviews have impediments	67	4	5	4.84	.105
E-interviews have increase applicants anxiety	67	3	5	4.10	.405
Valid N (listwise)	67				

**Source:** *Primary Data (2025)*

Findings revealed that, majority of the respondents agreed as indicated by the mean 4.21 and a low standard deviation 0.117 that implies low variation in responses that, E-job interviews can predict the applicant’s competencies. This implies that E-Job interviews can be used to forecast the applicant’s capabilities. While some studies have shown that selection are unable to predict an applicant’s success on certain jobs; other studies have shown that interview may be used as a valid

means of predicting success in various activities (Wagner, 2019). Consequently, almost all studies accept interview as inevitable if not indispensable in recruitment and selection processes (Barber 2018).

Respondents agreed as indicated by the mean 4.40 and a moderate standard deviation 0.593, which implies moderate variation in responses that, digitally interviewed, and hired candidates have performed according to the mission and vision of AVSI. This implies candidathat through E-Job interviews, have contributed to the achievement of organisational mission and vision. Scholars also assert that, the competitiveness in most of the industry and sectors of the economy dictates that the best person should be appointed to fill the post in order to deliver in accordance with the mission and vision of the organisation (Donnellan, 2020). Cheese et al. (2017) point out that in today's organisations, "The key factor in determining the success of any organisation is its ability to use human talent to discover it, develop it.

Respondents were in strong agreement as indicated by the mean 4.78 and a low standard deviation 0.385, which implies low variation in responses that, interview panel, does not block internal applicants seeking promotions. This implies that internal applicants are free to compete fairly. In addition, scholars argue that, recruitment should be well planned and must be consistent with overall corporate strategy, culture and values of the organisation (Bryson, 2021). It is important to point out that some organisation's recruitment and selection strategy policy and procedures may adopt the use of internal promotion with the main aim of ensuring that staffs remain motivated and loyal (Meara O, 2023).

Respondents agreed as indicated by the mean 4.32 and a low standard deviation 0.532, which implies low variation in responses that, E-interviews are the centrepiece of

employee selection at AVSI. Scholars also argue that, the employment interview continues to be a centerpiece of employee selection. Next to resumes and application blanks, the interview may be the most commonly used technique for assessing job candidates (Macan, 2019; Tross & Maurer, 2018).

Respondents agreed as indicated by the mean 4.14 and a moderate standard deviation 0.412, which implies moderate variation in responses that, Interview medium influence how interviewees perform. Findings were in support of earlier studies which argue that, in particular, there are myriad individual differences that may influence the capability of interviewees to present their qualifications, a number of which have received only marginal attention in the literature e.g interview specific self-efficacy; (Tross & Maurer, 2018) or have been overlooked entirely e.g cultural background; Banki & Latham, 2020). Further, there are situational and interactive factors that can influence how interviewees perform, such as interview medium (Chapman, Uggerslev, & Webster, 2003) and interviewer personality (Graves, 2023).

Respondents agreed as indicated by the mean 4.13 and a high standard deviation 0.930 that implies high variation in responses that, in e-interviews applicants are able to manage impression. Scholars also postulate that impression management refers to a set of behavioral techniques (e.g., patterns of speech, nonverbal behaviors, visual cues) applicants use to influence interviewers' perceptions (Ellis, West, Ryan, & DeShon, 2022; Stevens & Kristof, 2015). Impression management tactics are successful, in that they increase interviewers' ratings (Barrick, Shaffer, & DeGrassi, 2019). However, applicants in technology-mediated interviews may not be able to impression manage as they would in face-to-face interviews. Extant research demonstrates that seemingly innocuous features of

technology can be a force of situational strength that impedes impression management tactics (Blackman, 2022).

Respondents were in strong agreement as indicated by the mean 4.84 and a high standard deviation 0.930, which implies high variation in responses that, E-interviews have impediments. Scholars had also argued that, the way in which technology impedes impression management will differ across technology type, but all technology-mediated interviews have some degree of impediment. In telephone interviews, all nonverbal cues are removed, and therefore applicants cannot adjust their responses based on the interviewers' facial cues. There is also potential that poor connections interrupt communication. In video-based interviews, verbal communication can be frustrating as there may be a time lag (Wegge, 2016).

Respondents agreed as indicated by the mean 4.10 and a moderate standard deviation 0.405 that implies moderate variation in responses that, E-interviews have increased applicants anxiety. Also according to the scholars, from one perspective, it is possible the use of technology-mediation will increase ratings as it may reduce interviewee anxiety by removing pressure associated with an in-person interview (Chapman & Rowe, 2021). However, prior research (Wegge, 2016) indicates that the use of technology media in selection procedures can introduce anxiety

#### **4.3.4 Descriptive statistics on Employee performance**

The descriptive statistics below was collected in consideration of the dependent variable, which sought to measure employee performance.

Table 8: Descriptive Statistics on Employee performance

	N	Min	Max	Mean	Std. Deviation
Employees have always accomplished their work tasks	67	1	5	4.2	.923
Employees exhibit excellent tasks knowledge	67	1	5	4.10	.974
There are performance standards	67	1	5	4.30	.834
Employees are flexible with work circumstances	67	1	5	4.17	.933
New employees have adjusted their personal behaviours to fit in AVSI team	67	1	5	4.21	.930
Employees are always willing to volunteer	67	1	5	4.45	.755
Employees at AVSI work with passion	67	1	5	4.67	.829
Employees have always accomplished their work tasks	67	1	5	3.61	1.042
Employees exhibit excellent tasks knowledge	67	1	5	4.61	.401
Valid N (listwise)	67				

Source: Primary Data (2025)

Findings revealed that, majority of the respondents agreed as indicated by the mean 4.22 however, with high standard deviation 0.923 that implies high variation in responses that, employees have always accomplished their work tasks.

*Some employees added that their work targets are in most cases met and even some have worked over time and they usually receive those benefits.*

The findings were in agreement with some scholars, who contend that, Performance is a multi-component concept and on the fundamental level, one can distinguish the process aspect of performance, that is, behavioral engagements from an expected outcome (Roe, 2019). The behavior over here denotes the action people exhibit to accomplish a work, whereas the outcome aspect states about the consequence of individual's job behavior (Campbell, 2020).

Responses agreed as indicated by the mean 4.10 however, with high standard deviation 0.974, which implies high variation in responses that, Employees exhibit excellent tasks knowledge. Scholars advise that, performance in the form of *task performance* comprises of job explicit behaviors that includes fundamental job responsibilities assigned as a part of job description. Task performance requires more cognitive ability and is primarily facilitated through task knowledge (requisite technical knowledge or principles to ensure job performance and having an ability to handle multiple assignments), task skill (application of technical knowledge to accomplish task successfully without much supervision), and task habits (an innate ability to respond to assigned jobs that either facilitate or impede the performance) (Conway, 2019).

Responses were in agreement as indicated by the mean 4.30. However, with high standard deviation 0.834 it implies high variation in responses that, there are performance standards. This implies that employees' performance is measured against clear and specific parameters. Scholars also argue that, the expected job performance comprising of planning, organizing, and administering the day-to-day work through one's technical ability, business judgment and so on are called as technical-administrative task performance. Leadership task performance is labeled through setting strategic goals,

upholding the necessary performance standards, motivating and directing subordinates to accomplish the job through encouragement, recognition, and constructive criticisms (Tripathy, 2018).

Responses were in agreement with mean 4.17 however with high standard deviation 0.933 that implies high variation in responses that Employees are flexible with work circumstances. This is in agreement with some scholars who assert that, an effective adaptive performance necessitates employees' ability to efficiently deal with volatile work circumstances (Baard, Rench, & Kozlowski, 2018), for example, technological transformations, changes in one's core job assignment, restructuring of organization and so on. Evolutions of various new occupations as an offshoot of technological innovation need employees to engage in fresh learning and get oneself adaptable with changes in an efficient manner (Griffin, Parker, & Mason, 2020; Hollenbeck, LePine, & Ilgen, 2016).

Responses were in agreement as indicated by the mean 4.21 however, with high standard deviation, 0.930, which implies high variation in responses that, new employees, have adjusted their personal behaviours to fit in AVSI team. Scholars also argued that, the employees are also expected to adjust their interpersonal behavior in such changed circumstances to work successfully with a wide range of peers and subordinates. In the context of wholesome work performance, Griffin, Neal, and Parker (2017) cited that job proficiency may aid for task performance, but adaptability and pro-activeness to one's job role is important to address uncertain business environments.

Responses were in agreement as indicated by the mean 4.45 however with high standard deviation 0.755, which implies high variation in responses that employees are always

willing to volunteer. This may imply rightful and self-motivated employees. In addition, Industrial psychologists have referred such non-job components as organizational citizenship behavior (OCB) or contextual performance that refers to voluntary actions of employees (Bateman, & Organ, 1983) that benefit employers intangibly.

Responses were in agreement as indicated by the mean 4.67 however with high standard deviation 0.829, which implies high variation in responses that, Employees at AVSI work with passion. Findings were in agreement with scholars who assert that, it is believed that an engaged employee works with a sense of passion, which leads to translation into not only high performance but extra role behavior as well (Kahn, 1967). The contextual performance is elaborated on the ground of “feeling and viewpoint” that employee embraces about their colleagues, which is termed as esprit-de-corps (team’s spirit). A kind of fellow feeling gets intensified through team spirit, wherein employees are able to share their issues and problems willingly and freely with each other within the organization (Jaworski, & Kohli, 2023). Esprit-de-corps is an excellent endeavour for deriving organizational success (Jones et al., 2017; William, Swee-Lim, & Cesar, 2015) and earlier researchers in this context have advocated that growth in teams spirit within an organization results in better employee performance and a happier workplace (Cohen, & Bailey, 2019).

Responses were in agreement with mean 3.61 however with high standard deviation 1.042, which implies high variation in responses that, employees have always accomplished their work tasks. This implies on average employees are seen as accomplishing their tasks but not to a consistently high degree. The wide variation also means performance is not uniform that is while some consistently complete tasks others may struggle or do so less

consistently. This could reflect differences in work habits, capacity or external challenges affecting task accomplishment.

Responses were in strong agreement as indicated by the mean 4.61 that employees exhibit excellent task knowledge. This suggests a workforce that is highly skilled and well prepared to perform their responsibilities. A low standard deviation of 0.401 implies low variation in responses confirming that, excellent tasks knowledge is a widely held perception among respondents.

#### **4.4 Correlation analysis**

Correlation analysis was conducted to find out whether there exists a relationship between E-recruitment and Employee performance. This was further to predict whether e-recruitment has an effect on employee performance as it may be impossible to have an effect without a relationship. The correlation results were interpreted basing on Zakaria Zaadi (2019) as indicated in Table 9 below.

**Table 9: Correlation interpretation**

Correlation coefficient interval	Interpretation
0.000 – 0.199	Very weak
0.200 – 0.399	Weak
0.400 – 0.599	Moderate
0.600 – 0.799	Strong
0.800 – 1.000	Very strong

Source: Zakaria Zaadi (2019)

**4.4.1 Relationship between E-Job Advertising and Employee performance.**

Table 10: Correlation between E-Job Advertising and Employee performance

		E-Job Advertising	Employee performance
E-Job Advertising	Pearson Correlation	1	.792**
	Sig. (2-tailed)		.000
	N	67	67
Employee performance	Pearson Correlation	.792**	1
	Sig. (2-tailed)	.000	
	N	67	67

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

Source: Primary Data (2025)

From table 10 above, the study findings revealed a correlation coefficient of 0.792\*\*, significant at 0.01 level of a two tailed test with 67 degrees of freedom (number of

respondents). Hence, the study findings imply that there is a strong positive significant relationship between E-Job Advertising and Employee performance.

Findings were in agreement with Veger (2016) who reviewed Internet recruitment methods and describes how they can enhance recruitment performance. According to Veger (2016), recruiters to post jobs and to search for resumes use job boards and corporate career websites frequently. Efficiency gains include time saving, cost reduction, and minimizations of other resources. Internet recruitment is also associated with a broader audience and more accurate and detailed information about applicants.

#### 4.4.2 Relationship between E-Selection and Employee performance

Table 11: *Correlation between E-Selection and Employee performance*

		E-Selection	Employee performance
E-Selection	Pearson Correlation	1	.589**
	Sig. (2-tailed)		.000
	N	67	67
Employee performance	Pearson Correlation	.589**	1
	Sig. (2-tailed)	.000	
	N	67	67

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

**Source:** *Primary Data (2025)*

From table 11 above, the study findings revealed a correlation coefficient of 0.589\*\*, significant at 0.01 level of a two tailed test with 67 degrees of freedom (number of respondents). Hence, the study findings imply that there is a moderate positive significant

relationship between E-Selection and Employee performance. The findings were in support of earlier scholars who argue that, confirming the persistent use of selection for recruitment and selection, Arvey and James (2022) indicate that “research dealing with the reliability and validity of the interview, methodological issues, decision making, interviewer training, minority characteristics, nonverbal behaviour, interviewee characteristics, and interviewee training show why persistence in the use of interview still exists.”

#### 4.4.3 Relationship between E-Job interviews and Employee performance

Table 12: *Correlation between E-Job interviews and Employee performance*

		E-Job interviews	Employee performance
E-Job interviews	Pearson Correlation	1	.693**
	Sig. (2-tailed)		.000
	N	67	67
Employee performance	Pearson Correlation	.693**	1
	Sig. (2-tailed)	.000	
	N	67	67

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

**Source:** *Primary Data (2025)*

From table 12 above, the study findings revealed a correlation coefficient of 0.693\*\*, significant at 0.01 level of a two tailed test with 67 degrees of freedom (number of respondents). Hence, the study findings imply that there is a strong positive significant relationship between E-Job interviews and Employee performance. Additionally, applicants’ social skills can be misinterpreted because eye contact is difficult due to camera angles. In computer-mediated or interactive voice response (IVR) interviews, applicants

may not have the opportunity to ask for clarification. Similar to a telephone interview, they cannot see the interviewer and adjust responses accordingly. This is concerning, as applicants rely on impression management techniques to maintain control of how they are perceived by interviewers. Further, impression management has been positively linked to job performance, which suggests it is a valuable workplace skill (Ingold, Kleinmann, König, & Melcher, 2015).

## 4.5 Regression analysis

### 4.5.1 Model summary

The four factors were subjected to linear regression analysis in order to measure the success of the conceptualization and predict causal relationships and effect between independent Variables (E-Job Advertising , E-Selection and E-job interviews), and the dependent variable (Employee performance).

Table 13: *Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.711 <sup>a</sup>	.637	.625	.867 44

a. Predictor: (Constant), E-Job Advertising, E-selection, E-job interviews).

The findings in table 13 above revealed that E-recruitment (E-Job Advertising, E-selection and E-job interviews) explain 62.5% of the variations (Adjusted R Square = 0.625) on Employee performance. This means that 62.5% of the relationship is explained by E-Job Advertising, E-selection, and E-job interviews, and the rest 37.5% is explained by other factors of that were not part of this study.

#### 4.4.2 Multiple regression

A multiple regression analysis was conducted to determine the effect of each variable on Employee performance.

Table 14: *Multiple regression analysis*

Model	Unstandardized		Standardized	T	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	1.101	.233		4.992	.000
1 E-Job Advertising	.681	.144	.692	1.812	.001
E-Selection	.334	.160	.396	2.016	.000
E-job interviews	.449	.134	.532		.004

a. Dependent Variable: Employee performance

The findings in table 14 above revealed that taking all factors (E-job advertising, E-Selection and E-job interviews) constant at zero, Employee performance will be 1.101 times. The findings also revealed that taking all other independent variables at zero, a unit increase in E-job advertising will lead to 0.692 times (69.2%) increase in employee performance and E-job advertising is the greatest contributor to employee performance. In addition, a unit increase in E-Selection will lead to 0.396 times (0.396%) increase in Employee performance significant  $p < 0.000$ . A unit increase in E-job interviews will lead to 0.532 times (53.2%) increase in Employee performance significant at  $p < 0.004$ .

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter presents the summary, conclusion and recommendation of the findings basing on the objectives of the study as presented below:

#### 5.1 Summary of the findings

The aimed at examining the effect of e-recruitment (E-Job Advertising, E-Selection, and E-Job interviews) on Employee performance. Sixty seven respondents answered the questionnaires out of the 73 questionnaires distributed hence a response rate of 91.8% and this was supported by the scholars to be adequate and representative of the study population.

##### 5.1.1 E-Job Advertising and Employee performance

The study findings revealed that most of the respondents were in agreement with the statements they were subjected to in line with e-job advertisement and the inferential statistics revealed that E-Job Advertising has a positive significant effect on Employee performance ( $\beta = 0.692$ ,  $P < 0.001$ ). Findings also revealed that there is a strong positive relationship between E-Job Advertising and Employee performance  $r = 0.792$ .

##### 5.1.2 E-Selection and Employee performance

The study findings revealed that most of the respondents were in agreement with the statements they were subjected to in line with E-Selection and the inferential statistics revealed that e-selection has a positive significant effect on Employee performance ( $\beta =$

0.396,  $P < 0.000$ ). Findings also revealed that there is a moderate positive relationship between E-Selection and Employee performance  $r = 0.589$ .

### **5.1.3 E-job interviews and Employee performance**

The study findings revealed that most of the respondents were in agreement with the statements they were subjected to in line with E-Job interviews and the inferential statistics revealed that E-Job interviews has a positive significant effect on Employee performance ( $\beta = 0.532$ ,  $P < 0.004$ ). Findings also revealed that there is a strong positive relationship between E-Job interviews and Employee performance  $r = 0.693$ .

## **5.2 Conclusion of findings**

From the summary of findings above, it can be concluded that e-recruitment has a positive significant effect on Employee performance at AVSI Foundation Uganda. Overall, the three factors E-Job Advertising, E-job interviews and E-Selection all together combined as e-recruitment influences Employee performance. The conclusions in line with specific objectives are presented as follows;

### **5.2.1 E-Job Advertising and Employee performance**

Basing of the study findings it can be concluded that E-Job Advertising has a positive significant effect on Employee performance coupled with a strong relationship as revealed by the multiple regression and correlation analysis and e-job advertising is the most predictor of Employee performance among the studied variables at AVSI Foundation Uganda.

### **5.2.2 E-Selection and Employee performance**

Basing of the study findings it can also be concluded that E-Selection has a positive significant effect on Employee performance coupled with a moderate relationship as revealed by the multiple regression and correlation analysis and is the least predictor of Employee performance among the studied variables

### **5.2.3 E-Job interviews and Employee performance**

Basing of the study findings it can as well be concluded that e-job interviews has a positive significant effect on Employee performance coupled with a strong relationship as revealed by the multiple regression and correlation analyses

## **5.3 Recommendation to the study**

### **5.3.1 E-Job Advertising and Employee performance**

The researcher recommends that AVSI Foundation should continue leveraging e-job advertisements, particularly through widely recognized and frequently used job boards. This approach broadens the organization's reach, attracts a larger and more diverse pool of applicants, and enhances visibility among potential candidates.

### **5.3.2 E-Selection and Employee performance**

The researcher recommends that AVSI Foundation Uganda should develop a comprehensive profile of the ideal candidates. This profile can then be integrated into the e-recruitment system to enable targeted searches and screening. Also, maintain a talent pool of high-performing employees who have already demonstrated both competence and cultural alignment, making them suitable for rehire when opportunities arise.

### **5.3.3 E-job interviews and Employee performance**

The researcher recommends that AVSI Foundation should incorporate audio-visual media during e-interviews, to enable panelists to better observe applicants' expressions, behaviors, and reduce impersonation risks. However, given that, technology challenges such as poor connectivity are common, flexibility in scheduling and interview modalities should always be considered.

### **5.4 Areas for further research**

- ✓ This very study may be conducted in another related environment especially those that have embraced e-recruitment.
- ✓ Employee motivation and employee performance.
- ✓ Training and employee performance.

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**APPENDICES**

**Appendix I: Questionnaire**

I am **Zalwango Jane Frances**, a student of Uganda Martyrs University- Nkozi pursuing a Master of Business Administration (MBA) degree. I am carrying out my research on **E-recruitment and Employee performance in NGOs**. Having chosen you to be one of the respondents, I kindly request you to provide the necessary information to enable me complete my research successfully. Kindly note , this research is strictly for academic purposes and any information provided will be handled with utmost confidentiality.

**Thank you in advance.**

**SECTION A: DEMOGRAPHIC DATA**

You are kindly requested to tick your most appropriate option

1. Gender

(a). Female (b).Male

2. Age

(a) 18-25  b) 26- 35  c) 36-45  d) 46 above

3. Highest Education level

(a). Certificate  b) Diploma  (c). B.Degree  (d) Above B. degree

4. Period served at AVSI Foundation- Uganda

a) Less than a year  b) 1 – 5 years  c) 6 – 10 years  d) Above 10 years

**SECTION B:**

Use the following symbols 1 =strongly disagree, 2=disagree, 3=not sure, 4=agree, 5=strongly agree

No.	E-job advertisement	1	2	3	4	5
1.	AVSI advertises jobs on the website and other job boards					
2.	AVSI searches for applicants on job boards and companies' career websites					
3.	Multimedia content fully attracts potential candidates					

4.	Thousands of potential applicants can be easily be reached with e-job advert					
5.	The cost of e-job advert is less than ordinary job advertisements					
6.	Online job advertising is the AVSI's most used recruitment tool					
	<b>E – selection</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	AVSI has a policy and procedure for e-selection and recruitment					
1.	e-selection is a tool used to get the best applicants					
2.	AVSI uses online pre-screening tools on all online applications					
3.	Automated selection gives equal chances to the applicants					
4.	Applicants through internet are more productive at work					
5.	Selectors always interact with applicants					
6.	The best candidates have always been selected					
7.	There are effective selection practices at AVSI					
	<b>E-Interviews</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	E-interviews can predict the applicant's competencies					
2.	Digitally interviewed and hired candidates have performed according to the mission and vision of AVSI					
3.	Interview panel does not block internal applicants seeking promotions					
4.	E – interviews are the centre piece of employee selection at AVSI					
5.	Interview medium influence how interviewees perform					
6.	In e – interviews applicants are able to manage impression					
7.	E-interviews have impediments					

8.	E-interviews have increase applicants anxiety						
	<b>Employee performance</b>						
1.	Employees have always accomplished their work tasks						
2.	Employees exhibit excellent tasks knowledge						
3.	There are performance standards						
4.	Employees are flexible with work circumstances						
5.	New employees have adjusted their personal behaviours to fit in AVSI team						
6.	Employees are always willing to volunteer						
7.	Employees at AVSI work with passion						

**Appendix II: Sampling table**

<b>N</b>	<b>S</b>	<b>N</b>	<b>S</b>	<b>N</b>	<b>S</b>	<b>N</b>	<b>S</b>	<b>N</b>	<b>S</b>
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	383
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	152	600	234	2000	322	40000	380
85	70	260	154	650	242	2200	327	50000	381
90	83	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

**Appendix III: Reliability statistics**

**Reliability Statistics on e-job  
advertising**

Cronbach's Alpha	N of Items
.722	6

**Reliability Statistics on e-  
selection**

Cronbach's Alpha	N of Items
.842	7

**Reliability Statistics on e-job  
interviews**

Cronbach's Alpha	N of Items
.831	8

**Reliability Statistics on employee  
performance**

Cronbach's Alpha	N of Items
.704	7