

**EFFECT OF ADOPTING HUMAN RESOURCE INFORMATION SYSTEMS ON
RECRUITMENT PROCESS IN BARCLAYS BANK NAIROBI COUNTY**

BY

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MASTER OF BUSINESS ADMINISTRATION

(HUMAN RESOURCE MANAGEMENT)

KCA UNIVERSITY

2017

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**A DISSERTATION PRESENTED TO THE SCHOOL OF BUSINESS AND
PUBLIC ADMINISTRATION IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTER OF
BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT) OF
KCA UNIVERSITY**

OCTOBER 2017

DECLARATION

I declare that this dissertation is my original work and has not been previously published or submitted elsewhere for the award of the degree of Master of Business Administration (Human Resource Management).

Signature.....

Date.....

ROSELINE KHISA MARARO

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I do hereby confirm that I have examined the masters dissertation of

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And have certified that all revisions that the dissertation panel and examiners recommended have been adequately addressed.

Signature.....

Date.....

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DEDICATION

I dedicate this work to my mum, Mrs. Agnes Nanjala Mararo for her unwavering support and belief in the value of education; and to Enoch, and Caro Mararo for being my loudest cheerleaders in this walk. God bless you all. I also wish to thank my employer for allowing me time off duty to pursue my studies and also to carry out my dissertation.

ACKNOWLEDGEMENT

I would like to wholeheartedly thank my Course Supervisor, without whose expert knowledge and guidance creating, nurturing and developing this Project idea would have been impossible.

To him I say thank you and be blessed.

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DEFINATION OF TERMS

Adoption – Availability and use of HRIS (Yang et al, 2007).

Application Blank– Refers to a candidate’s demographic particulars including name, experience, age and qualifications (Parry, 2010)

Human Resource Information System - a technological database innovation employed in the acquisition, manipulation, storage, distribution and retrieval of relevant organization’s human resources information (Kavanagh, 2012)

Paper Screening – A review of pertinent background information of a candidate including education and experience (Armstrong, 2009)

Recruitment – Refers to the overall process of attracting, selecting and appointing suitable candidates for jobs; either permanent or temporary within an organization (Florkowski et al 2006)

ACRONYMS

HRIS- Human Resource Information Systems

RPO- Recruitment Process Outsourcing

SPSS- Statistical Package for Social Sciences

NCST- National Council of Science and Technology

HR – Human Resources

O.T –Overtime

LMS – Learning Management System

C.B.D – Central Business District

BBK - Barclays Bank of Kenya

HR – Human Resources

ABSTRACT

This dissertation sought to find out the effect of adopting HRIS on recruitment process in Barclays Bank of Kenya. Research has clearly shown that though there are many emerging modern technologies, many banks in the developing countries are still reluctant in the adoption of HRIS. Of concern is the fact that it's not really clear on what is the effect of adopting HRIS and hence no recommendations have been made for improvement, change and continued adoption of HRIS to other banks in Kenya and in Africa. The study set out to find out the effect of adopting HRIS on recruitment process in Barclays Bank of Kenya. A structured literature review was conducted revealing the four key processes involved in the recruitment process namely; job analysis, sourcing, screening and selection. The theories utilized were the Social Constructionist theory and the Technologies in Practice theory. It also revealed the concepts, elements and the implementation of HRIS in the banks both locally and globally. The researcher did dwell on this key recruitment processes to carry out this study. The study was conducted through a descriptive survey. The study employed stratified random sampling in coming up with the sample size of 214 respondents. The study generated quantitative data where quantitative data was coded and entered into Statistical Packages for Social Scientists (SPSS Version 21) and analyzed using descriptive statistics. The study utilized questionnaires distributed through drop and picked -later method. The study found that the variables in the recruitment process: job analysis, employee sourcing and employee screening and selection affected HRIS uptake on the recruitment process in Barclays Bank of Kenya. The study concluded that BBK has adopted HRIS in the recruitment process: job analysis, sourcing, screening and selection. In addition, the study found that there is no complete use of HRIS in the Bank. This has mainly been attributed to the poor implementation processes and resistance to change by the old employees in the bank. The study also concluded that the use of HRIS tools that were not user-friendly contributed to the incomplete use of HRIS in the recruitment process in Barclays Bank of Kenya. The study found out that HRIS in job profiling showed improvements on the quality of candidate pool for recruitment and also on the duration of hiring by the bank. Similarly, the adoption of HRIS enhanced the selection and recruitment of the best talent to the bank with HRIS being useful in the screening and selection processes. The study found out that there was a variation of 61.3% of the adoption of HRIS on the recruitment processes at a confidence level of 95%. The study recommends that more attention needs to be placed on use of HRIS in Barclays Bank and other local banks in Kenya to ensure that there is complete use of it in the Bank because it's evident that it saves on time and cost in the recruitment process if well implemented and completely utilized. In the modern era of technological changes, the bank needs to embrace such changes positively too. This dissertation discussed the theoretical significance of HRIS and adds to the literature on HRIS in the recruitment process in the banking sector in Kenya.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

HRIS has changed the Human Resource functions completely in terms of both effectiveness and efficiency. HRIS have significantly improved HR activities such as staffing, performance management, recruitment, payroll, absence management and the employee self-service. Of great concern to the researcher is the low rate of adoption of HRIS in the recruitment processes in developing countries more specifically; Barclays Bank of Kenya. The HRIS is software which is used as an internet-based resolution for information admission, follow up and Human Resources (HR) statistics information needs a company (Heathfield 2013). According to Rietsema (2013), a HRIS is essentially a junction flanked by HR and IT via Human Resource software programme. This enables Human Resource practices and procedures to take place by electronic means.

According to the two definitions above, HRIS can be looked at as a pathway, through software programme for business of any magnitude to address various practices, including those that are HR related. Rietsema (2013) goes ahead to state that HRIS gives an organization the opportunity to mainstream its HR expenses in a cost-effective manner, and to also deal with having to spend a lot of finances on them. This assertion highlights the critical role of HRIS as a cost cutting tool in Human Resource Management because it provides for reasonable allocation of resources to Human Resources.

Because Human Resource Management involves many processes, it is important to focus on the role of HRIS in the recruitment aspect in particular. According to Chapman (2012), the use of Human Resource technology to recruit in organizations has resulted in limited or moderate success. These findings approve the advantage of applying technology, and specifically, information technology in the management of human resources in organizations. According to Chapman (2012), HRIS is important for managing the recruitment process in the sense that it helps in database management. This process involves the management of Curriculum Vitae of the applicants, contract details, interview details as well as salary details. The author further states that HRIS helps in report generating for Human Resource meetings such as weekly, monthly. It also helps in determining the attrition rate. He further states that HRIS can be used for forecasting and decision making for top management. Lastly, HRIS can be used for calculating and determining the performance of the recruitment teams in an organization.

According to Kinicki (2012) and Williams (2012), recruitment involves attracting, screening and selecting employees for an organization. Recruitment has four main stages namely job analysis, sourcing, screening and selection. Job analysis looks into determination of the different aspects of a job, which involves job description and job specification. Successful sourcing requires an organization to employ several strategies to attract and identify candidates either through internal or external advertisement. Screening involves assessing the employees who apply for the job. Selection is carried out after assessment has been conducted to understand relevant skills, knowledge, aptitude, qualifications, and educational or job related experience of employees and the best talent from the pool is chosen to join the organization.

Hendrickson (2010) in his study defines HRIS as the case of many multifaceted organizational information systems, the innovation further looks into the workforce, guidelines in place, as well as the information for the system and not just the known hardware and software of the system. According to Hendrickson (2010) HRIS presents the ability to collect, maintain, store, validate and retrieve information needed by institutions about their workforce, individual practices, as well as institution flanked by HRM and IT.

According to Cole (2010), the role of HR departments is managerial and widespread to all workplaces. The role involves managing already present workers' information, which essentially includes individual knowledge, accounts, achievements, abilities and wedges (Cole, 2010). Most of the manual workload of these HR functions began to be automated by use of HRIS and this has made organizations develop a competitive edge against the analogue organizations (The World Bank, 2010). Currently HRIS consists of salary information, moment and turnout, Performance assessment, remuneration management, and analytics (Institute of Human Resource Management, 2011).

1.1.1 Human resource information systems in banks

According to Singh (2010), adoption of HRIS in the banking sector is the result of growth of IT. The author further states that HRIS is employed in the banking industry for among other reasons, person and income management, recess or absence recoding, talent recording, checkup accounting, outcome assessment, training and development, recruitment, career development and debate etc. (Singh, 2010).

In the past, developing countries' financial services industry has been marred with noteworthy challenges in relation to human resource data management. This problem has affected their efficiency in the Human Resource department. This difficulty can be solved by adopting appropriate Human Resource management software. The banking industry attributes a considerable share of its benefits to HRIS. The bank's human resources are without adequate educations to enable them adopt the innovative system (Singh, 2010). In the same breadth, most of the banks' information systems are different, further reducing the efficiency thereof. This, therefore, means that even if banks implement HRIS, they ought to avoid viewing the process in isolation but rather in an integrated manner.

1.1.2 Human resource information systems in barclays bank of kenya

The Barclays Bank (Kenya) Limited, is among the 44 profit-making banks in Kenya, as approved by the Central Bank of Kenya (Barclays Bank of Kenya 2014). The bank is one of the major fiscal institutions in the country, having an approximate over Kshs.180.9 billion in wealth. The bank maintains a network of over one hundred and twenty branches and over two hundred and thirty ATMs in various locations across Kenya.

Human Resource Management System has been used in Barclays Bank of Kenya. The aim of this implementation was to ensure efficiency and productivity in the Human Resource department (BBK 2013). For the last three years the HRIS has been in effect. It is therefore important to do an evaluation of the system so as to measure the viability of its continued use. This is so because the mere adoption of the system by the bank does not guarantee positive results because the success of the system as noted earlier by Singh

(2010) depends on the choice of the system and the preparedness of the staff on the part of the necessary HRIS skills. This, therefore, means that the adoption can either lead to benefits, loss or even disaster. To take care of the worst happening, it is important to evaluate such a system for continued use or for change, overhaul or adjustment.

According to Martinson (2012), the goal of any performance monitoring and evaluation is to identify the beneficial aspects of the arrangement that makes it function and to highlight errors in an effort to advance the arrangement and not discrediting it. The author recommends the use of a HRIS performance monitoring plan as a tool of establishing its progress in an organization. Basically, HRIS in Barclays Bank Kenya is employed in among other practices, employees' management and in people management, recess recording, talent recording, health check, preparation and progress, outcome assessment, staffing, HR development, dialogue and career development, etc. This dates back from the year 2000.

The extent of HRIS use in its recruitment process mostly is seen in online recruitment and its selection processes where the online recruitment and selection Human Resource software are applied. Barclays Bank Kenya has employed Internet-based Recruitment Systems that provide an electronic and efficient procedure for applicants' information, selection, conducting interviews as well as processing and staff acquisition. The HR Software from Barclays enables the applicant and administrator to have access to the internet-based staffing executive arrangement at any given time or place. More prominently, the programme is developed to sort out all fundamental information in a secure approach.

1.2 Statement of the Problem

With the emergent of modern technologies in the developing countries, it is clearly evident that these countries are reluctant in the adoption of these technologies. As a result it is difficult to determine the effects of these existing and emerging technologies and hence very difficult to make any recommendations for improvements, change or continued existence of these technologies. This is what makes the basis for this research.

Human Resource being one of the key departments in the bank has had to adopt new technologies to enhance efficiency and productivity in its functions. Recruitment process is a very crucial aspect of Human Resource Management. Most organizations in developed countries recognize the value of HRIS as an important asset in their Human Resource functions. According to a research carried out by the University of Alicante in Spain on the effect of HRIS adoption in Spanish banks clearly shows that few banks have adopted the use of HRIS in their recruitment processes and hence it is still very hard to clearly show the effects of its use (Strohmeier, 2010). The research further showed that the adoption of HRIS use in these Spanish Banks had more positive effects to internal recruitment than the external recruitments both in terms of efficiency and effectiveness. However, many organizations in developing countries still view HRIS as an expense and a course meant to render them jobless, leading to a lack of attention to proper adoption and management of information systems on human resources.

A research carried out in Nigeria by Adeyanju (2012) shows clearly that though most banks in developing countries have been reluctant in the adoption of HRIS, they are slowly embracing the adoption of HRIS for sustainable banking and increased profitability purposes. Banks generally in Kenya and more specifically the Barclays Bank

of Kenya have slowly adopted latest methods of human resource information management to enhance efficiency and productivity (Mule, 2012). These adopted methods have involved the use of latest information technology. The adoption of the latest HRIS software is meant to improve the key human resource process.

Recruitment is among the vital functions in HRM. The recruitment process has four main stages namely job analysis, sourcing, screening and selection. Singh, (2010) contends that adoption of HRIS leads to efficiency in Human Resource functions. According to Mule (2012), HRIS adoption in Kenyan banks has been redundant despite the use of modern technologies and hence it has been difficult to easily find out the effect of HRIS on the recruitment process in Kenya. Barclays Bank of Kenya has made great effort in the adoption of HRIS in the recruitment processes. With no clear research having been carried out to clearly determine the effect of HRIS adoption on recruitment process, there is therefore the need to establish the effect of using HRIS in the recruitment process in Barclays Bank of Kenya. This study therefore seeks to establish the effect of adopting HRIS in the recruitment process in Barclays Bank of Kenya so as to give the necessary recommendations of improvement, change or continued adoption of the HRIS.

1.3 Objectives of the Study

The study objectives point to the main direction of the research. They refer to the goals that the study seeks to achieve. In this section the objectives were going to be categorized in two: the general objective and the specific objectives.

1.3.1 General objective

The main aim of this study was to analyze the effect of adopting Human Resource Information System on the recruitment process in Barclays Bank Nairobi County.

1.3.2 Specific objectives

The specific objectives that guided this study were as follows:

- (i) To determine the effect of job analysis on recruitment process in Barclays Bank Nairobi County.
- (ii) To find out the effect of sourcing on recruitment process in Barclays Bank Nairobi County.
- (iii) To establish the effect of employee screening on recruitment process in Barclays Bank Nairobi County.
- (iv) To determine the effect of employee selection on recruitment process in Barclays Bank Nairobi County.

1.4 Research Questions

The specific research questions that guided this study were as follows:

- (i)What is the effect of job analysis on the recruitment process in Barclays Bank Nairobi County?
- (ii)How does the adoption of sourcing affect the recruitment process in Barclays Bank Nairobi County?
- (iii)What is the effect of employee screening on the recruitment process in Barclays Bank Nairobi County?
- (iv)How does the adoption of employee selection affect the recruitment process in Barclays Bank Nairobi County?

1.5 Significance of the Study

The undertaking of this study was important because it gave answers to whether the HRIS uptake in the bank is effective or not. The study also provided answers to the

questions pertaining what should be done to adjust the HRIS so as to get optimum results from its adoption. The study therefore acted as management tool to the top management of Barclays Bank of Kenya Nairobi County to enable them make key decisions on HRIS. Undertaking this research also acted as good guide to the Human Resource Information Software manufacturers so that that they can be able to manufacture user friendly recruitment software for the recruitment and management of human resources. The study also helped the bank in improving its productivity through the adoption of cost-effective and efficient HRIS that minimizes costs and wastes and it enabled the Bank to recruit only the best people there are in the market. Last but not the least; the research served as an additional literature to the already existing pool of HRIS literature. It will therefore serve as an effective reference to researchers and scholars of HRIS. It will also serve to fulfill the mandatory requirement for the award of a Master's Degree in Human Resource Management on the part of the researcher.

1.6 Scope of the Study

The scope of this study was to basically answer the research questions i.e., how the adoption of the Human Resource Information affects the key stages of recruitment namely job analysis, human resource sourcing, screening and selection. Answers to the above questions will be sought so that the researcher could be in a position to offer insight into the effects of adopting HRIS on the recruitment process in Barclays Bank of Kenya. The study covered the Barclays Bank of Kenya Nairobi branches and the Barclays Bank of Kenya Human Resource Centre based in Westend Building Westlands. The respondents were the Human Resource employees of the Barclays Bank of Kenya and the branch managers in the Nairobi branches.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews selected literature and examine both general and specific theories that have been carried out in HRIS. Recent literature on technology and organization has depicted its importance in terms of societal background and hence wanted to put forth structures which will enhance both the social and material aspects of innovations case in point HRIS (Dery et al., 2006).

2.1 Theoretical Review

Theories have been developed that may be well thought of to explain the social aspect of technologies including HRIS. It is not possible to assess and investigate HRIS clearly absent the clear knowledge of the nature of persons and organizations which that will up take and the particular innovation (Williams & Edge, 1996; Grinnt&Woollgar, 1997; Orllikowski& Barlley, 2001).

Social Constructionist Theory is all about HRIS execution in various pertinent ways. The present research has underpinned the theory as well as pertinent empirical literature. The approach contests the argument that innovations and innovative apparatus have a predetermined and given implications. It also tries to emphasize on the fact that the process, composition and an assortment of innovations be open and one that can be easily subjected to further review (Pinch & Bijker, 1984). Technology here is characterized in terms of elasticity and a mixture of societal groups which clearly promote its particular

use. This implication that over time, the use of modern technologies appeared to be approved and the understanding of the innovation well balanced (Derry et al., 2006).

The Technologies-in-Practice Theory recognizes the difficulty to disconnect the innovation from its neighboring communal associations. Orlikowski (2000) looks at the theory a sort of configuration enabled by the up takers of the innovation as they leverage it in similar multiple manners. The vital insinuations of the assertion are to emphasize that the linked communal endeavors will structure as well as establish the worth attributable to it only in the event that persons use the HRIS.

The course of adopting an innovation involves consumer understanding of the protocols of using it and also the understanding of the skills and knowledge needed to go about implementation of the technology (Derry et al., 2006). The two theories are significant and functional in this study because they concede that when deliberating on associations and practices with innovation, it is important that communal elements and past experiences be put to consideration. It is therefore of great importance that the opinions of users/ respondents in a study be well familiarized with, in the background of persons and organizations that understand the implication, in the use and engagement of innovations (Derry et al., 2006).

2.1.1 Brief history and development of hris

Latest innovative endeavors have made it possible to create an up to date real-time data-based engaging job atmosphere. HRIS has advanced from conventional staff documentation observance from as early as 1960s all the way to more sophisticated digitalized coverage and choice arrangements. HRIS has gone ahead and enabled managers and employees today to take on roles once though-of as the field of HR

workforce. Subsequently, the workforce has been awarded relevant authority and accessible data for the deliberation of decisions.

The present class of HRIS computerizations devolves daily management and adherence to practices initially performed by commercial Human Resource divisions and is able to smooth the progress of HR outsourcing (Barronn et al., 2004). However, the innovation further provides Human Resource practitioners with chances to strictly put their attention wholly on the contribution to the tactical course of the business on such issues as management advancement and talent growth (Lengnicck-Hall et al., 2003). This has been made possible by the automation and devolvement of daily HR practices to similar administration (Lawller et al., 2003).

Available empirical literature on HRIS asserts that HRIS has diverse effects on the workforce across institutions, but only minimal account is given for the said difference. Past research shows that HRIS was used mainly to computerize routine administrative tasks and reduce on the paperwork that had increased in the HR departments (Marttinsons, 1994). Ball (2001) offered that HR had lacked the tactical occasion presented by the innovation but later literature indicates that there is more uptake of HRIS in the promotion of tactical conclusion by the administration in organizations(Hussain et al., 2007) . The level at which the innovation is employed strategically varies with institutions, with most of the institutions still adopting the innovation to phase out analogue processing as well as to save on costs (Bee&Bee, 2002; Brown, 2002).

2.1.2 Implementation of hris

According to Lee (2008), the HRIS implementation process should always be well planned and executed for it to be successful right from the introduction to the Go-live stage. HRIS project implementation is a step by step process based on respect for demanding timeframes, resource drawback and rival focus areas. The innovative team should endeavor to work with the different functions in the organization to develop an implementation schedule. If required, the HRIS team should visit the organization to assist in the collection, validation and configuration of information. Developing associations is also of great importance here and the HRIS project team should work collaboratively and strive to build successful relationships with all staff involved in the implementation process in the institutions. The process of execution requires data input, exchange as well as pledge from the two parties. The innovation's project team should also be ready to change to circumstances and adjustments of the execution process in order to work with specified institutional requirements.

2.13 Elements of human resource information system

According to Aggarwal (2012), the remuneration management module computerizes the pay process by hence speeding up the pay process of employee salaries as well as generating periodic fiscal information. Data is obtained from HR departments and time keeping schedules to calculate automatic deposits of manual working hours. The payroll module covers everything relating to employees as well as integrating it with the present fiscal administrative arrangements (Bambir et al, 2010). The periodical and approval package collects uniform period and job associated attempts. The improvement package provides wide broad elasticity and easier tracking of employees' attendance and

productivity (Yang, 2007).The benefits administration module ensures proper administering and tracking staff involvement in benefits arrangements.

The workforce administration package is software that simplifies a myriad of other HR functions. In this particular case, the package accounts for essential census information, screening, recruitment talents, remuneration arrangement and similar practices. Internet based recruitment is nowadays among the basic methods adopted by HR departments to gain likely employees for vacant posts in a company. Aptitude assessment by use of HRIS typically involves reviewing employee utility within a company, identifying likely workforce and hiring through the internet or publications to sell out both employees and employers (Bambir et al, 2010).

According to Mule (2012), employee self-service module as an element of HRIS allows employees to make enquiries on HR associated information and carry out some business endeavors through the innovation. Staff self- service allows employees to query any of their records from the innovation absent having to ask data from administrators. The package enables managers confirm inquiries from their juniors via the innovation absent the need to overload the practices on HR. Most institutions have now embraced HRIS because it supports most HR functions of which include employment, screening, absorption and output assessment while some have gone ahead and integrated an outsourced applicant tracking system that encompassed a subset of the above (Teo et al, 2007).The Analytics module on the other hand allows institutions to widen the worth of an innovation's execution by obtaining data for usage in similar innovations (Florkowski et al, 2006).

2.2 Empirical Literature Review

2.21 Job analysis and recruitment process

In order to find out the requirements of the jobs to be filled, it is necessary to conduct job analysis. Job analysis refers to a systematic and scientific study of a job in order to determine the nature and characteristics of the job and the knowledge, skills, and experience required for the successful performance of the job. According to Flippo (2010), job analysis entails researching information associated with the operations and accountabilities of a specific job. It clearly spells out in detail the individual tasks that comprise a job and the qualifications required for successful implementation of the job.

Job analysis in HRIS is the process of determining the content of a job in terms of what the worker is expected to do, the methods and techniques used, the working conditions and the skills required. It provides information about job contents, job duties and personal qualities required for the job. The procedure involved in job analysis includes the identification and isolation of the constituent duties of the job, examine why, when and how the tasks are undertaken, find out the duties and areas of responsibility involved in the job, identify the working conditions involved in the job, determine personnel demands which the job makes on the job holder and job relationships (Flippo, 2010). Job analysis serves several purposes and the first being providing a basis for manpower planning and for intelligent recruitment and selection of personnel. It reveals the nature and qualities of people required for a job. It also helps in proper placement of employees by matching job requirements and personnel. Due to this, cases of unfits and misfits are reduced.

According to Hamilton (2011), job analysis helps in planning the training and development programs for employees. It also facilitates job evaluation and performance appraisals which are necessary for wage determination, appraising the working conditions and for promotions and transfers in an organization. In addition job analysis helps in adding value to the design of jobs and work methods and hence making work both efficient and effective. It helps in analyzing the work processes and work simplification. It also serves as the basis for time and motion studies conducted to lay down work standards for incentive plans. It provides assistance to managers in the proper allocation of authority and accountability by describing the duties of each job and the interrelationships among jobs. HRIS in job analysis facilitates the matching of employee skills with job requirements; hence job analysis helps to improve job satisfaction, motivation and morale of employees. Absenteeism and turn-over of the personnel can be reduced.

Kent (2012) states that job description should be expressed clearly, accurately and precisely. It should be noted that job description only describes the job as it is and not as it should be. Often it fails to account for job changes over time. At the executive level, it is known as position description. Job specification in HRIS is a formal assertion of the minimum acceptance human qualities required for the successful performance of a job. It specifies the knowledge, skill, background, aptitude, and experience which an individual should possess in order to perform the job effectively. Without knowing what kind of a person is required for a particular job, it would be difficult to find the right person for the job and that is where information systems come in. While job description defines the contents of a job, job specification lays down the requirements sought in the person who

is to hold the job. Job specification or hiring specification serves as a guide in the selection, training and development of employees.

2.22 Sourcing of human resources and recruitment process

With increased employment legislation and compliance, HR outsourcing helps an organization gain access to the best talent in the competitive market and expert HR knowledge with low costs experienced by disseminating the weight of continuous expertise growth (Hamilton, 2011). Companies make use of relevant information, precise and up to date information and the needs thereof are plentiful and assorted. Orna, (2014) argues that an organization's information resources ought to be governed by use of a guideline based tactical aims. In a busy marketplace scenario, cost-effective delivery of pertinent service is essential to organizational success. As more organizations deliberate on the outsourcing of HR services or analyze their present systems, staffing course outsourcing is a type of Business Process Outsourcing (BPO) in which case an organization transfers the entire or even partial section of its staffing exercise to an outside party providing the service. RPO is when a service administrator takes the place of an organization's in-house staffing practice for a section of or all the jobs thereof.

RPO is not the same as hiring organizations and dependent maintained the external providers, that is, it assumes possession of the plan and administration of the staffing development and the accountability for the outcomes. With an increasing aim to save costs, organizations have found it vital to enhance the need for customization and advancing technology of workers, and in this particular case, the faultless liberation of innovative human resource services is going to be imperative. Since the major reason behind outsourcing is to make money and minimize the associated costs, making global

the jobs department could be yet another accelerator in the focus the concept of outsourcing (Minch, 2011).

Since more business oriented human resource services are outsourced, most of the human resource posts that are still present could also change (Ivancevich, 2012). This provides a possible explanation as to why at least a cross section of the human resource workforce is of the opinion that outsourcing enhances employment opportunities. As SHRM accounts for the observed trend through the years to come, but of the great importance is to determine the positive effect on human resource professionals in terms of advancement of their own career predictions owing to outsourcing. According to Luftman, (2013) only one quarter of firms achieve alignment of HRIS outsourcing with business. Systems of data were thought to be identical with commercial statistics dispensation and treated indifferently in support of routine tasks (Hussain et al, 2007).

2.23 Employee selection and recruitment process

According to Touron, (2011), among the major issues facing organizations in the advancement of the global companies has long been placing the right people at the right jobs always been to find the right balance between recruitment of the best talent and being in control of the corporate strategy of the organization. In selection, HRIS divides candidate appointments into two groups, namely the hired and those not hired. Selection is the process of eliminating many unsuitable candidates to choose the few best talented applicants for the available vacant positions. Therefore in human resource management information systems, selection is frequently described as a negative process as compared to the positive process of recruitment (Hamilton, 2011).

Selection of employees is vital because a lot of money is invested to new employees when it comes to induction and training and it is very difficult to terminate the services of an employee once he is confirmed on the job. It is important to ensure that the right persons are selected to prevent the employer having to suffer a huge loss in terms of quantity and quality of work. Selection of employees using HRIS must be done both very carefully and strategically because mistakes in selection may prove to be very costly for the organization in the future. The selection function if not performed efficiently would result in labor absenteeism and high turnover in an organization. The risk of employing unsuitable candidates would lead to reduced efficiency of the organization. Such employees will be frequently absent from work and they will shirk their jobs (Ball, 2012). A well-planned and suitable selection procedure is required in order to achieve the purpose of selection. Such a procedure consists of a series of steps and more information should be obtained at each step about the candidates so that a right choice can be made. A selection procedure will be ineffective if it fails to provide the relevant information at the right time (Noor, 2011). But in some organizations, the preliminary interview is held after the candidate has filled the application blank. In such cases, the applicants are called for employment tests and final interview only after they have cleared the preliminary interview (Armstrong, 2011)

Tests have become popular device when it comes to screening in employee selection. There are several types of tests that are used in the selection of personnel. Intelligence test is used to measure the mental capability of an individual in terms of memory, vocabulary, perception, etc. it also measures an applicant's learning ability, and that is, ability to understand instructions and to exercise judgment. Aptitude refers to the

potential of an individual for learning the skills required for a particular job. An aptitude test is used to measure an individual's potential for development. It is helpful in predicting the success of an applicant for the job to be filled (Hussain et al, 2007). A proficiency test measures the level of knowledge, proficiency or skills already acquired by an individual. Proficiency tests are widely used in the selection of technical personnel (Armstrong, 2010). Interest Tests are designed to find out the likes and the dislikes of the applicant for different jobs. Every individual has a special fascination and involvement in certain areas. Interest tests help to identify the jobs which may be satisfying to employees and are mostly used in vocational guidance to help the individual in selecting occupations of their interests (Kent, 2011).

Before final selection of a candidate, the prospective employer likes to investigate into his background, personal reputation, character and past employment from the references provided by the applicant. A referee is potentially an important source of information on a candidate's personality and character (Flippo 2010). A candidate who has passed all the tests in the selection process is formally issued with an appointment letter upon entering the organization and is then put on probation. Before putting a candidate on a permanent post he is generally put on the job probation for a period of a year or two. According to Cram (2010), probation is necessary as no screening device gives a true picture of the candidate's qualities except by observing a person at work. After successful completion of the probationary period, the selected candidate is confirmed in the job.

2.24 Employee screening and recruitment process

Screening is the procedure of investigating the potential applicant employees. The screening process has three phases namely; manuscript Screening, handset Screening and

interview. These, engagements with the job applicant present enough interaction and opportunity to make a solid decision on who may be the final and right candidate for the job opening. The common pre-employment screenings include among others credit history check, education verification, employment verification, and criminal records history. (Noor, 2011).

Hiring the wrong candidate can quickly turn into a costly situation, especially when a new hire is assigned financial responsibilities. Credit history checks are key to determining the potential risks associated with a candidate. A more detailed report is preferred in this case. A comprehensive view of a candidate's credit history helps determine if they are a fit for your organization.

Recent national recruitment statistics show that approximately 30% of applicants submit false, inaccurate, incomplete or misleading information to prospective employers. Since applicants tend to overstate their educational background more than anything else, verification is a must. Educational background verifications are relevant whether you are screening a new hire or evaluating a current employee for promotion.

Cross checking employment history on your own is time consuming, costly and opens you up to compliance issues. Employment verification screening addresses these issues and more, so you're always confident with your hiring decisions. Employment verification helps to verify your applicant's experience and dates of hire to ensure you know they can do the job. It involves direct communication with a candidate's previous employers.

Have you ever become suspicious that your criminal background check results are not giving you all the information? Trusted Employees offers a wide range of criminal record

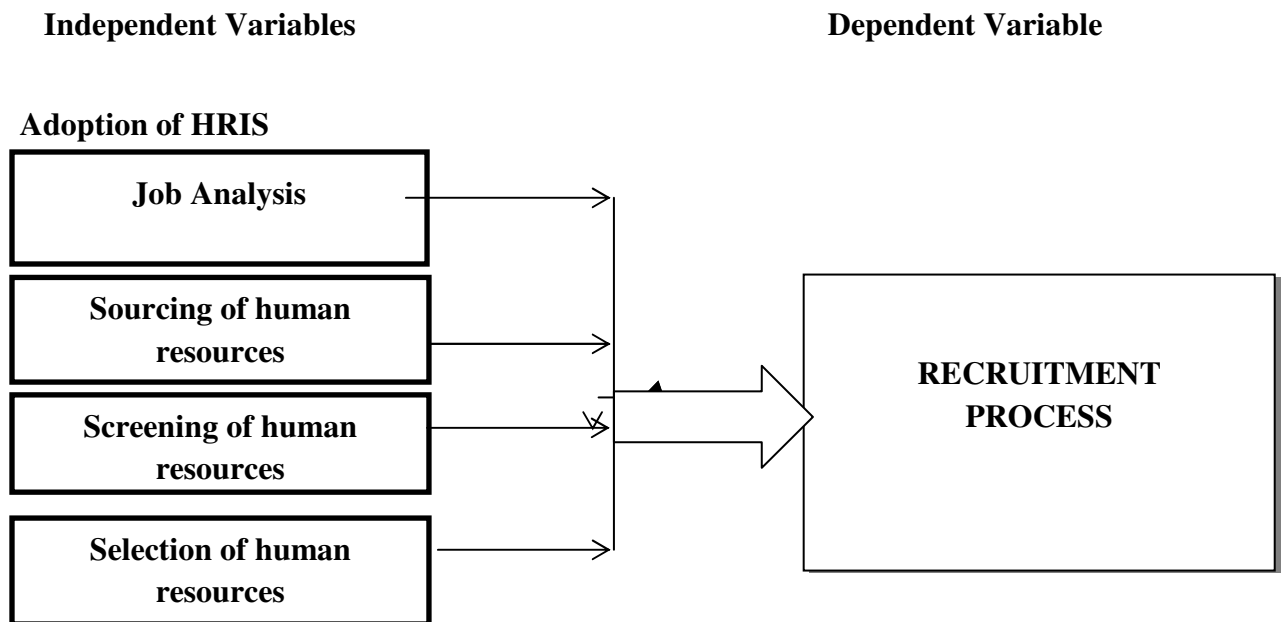
history solutions for organizations of all types. We are firmly committed to providing you with complete and accurate criminal data where all the facts are aligned and verified. You should expect nothing less, especially when an applicant's past has implications for your future

2.3 The Conceptual Framework

The conceptual framework in figure 1 is a depiction of the relationship between the dependent variable and the independent variable. The dependent variables are comprised of job analysis, sourcing, screening and selection. The independent variable on the other hand is the adoption of HRIS.

FIGURE 1

The Conceptual Framework



Source: Author (2017)

2.3.1 Operationalization of variables

To operationalize is to determine how to measure. The operationalization of this study explains the indicators of variables specified in the conceptual framework. These indicators represent the observable and measurable situations of the stated variables. The level of support organization receive, good human resource information system practices, the industry norms and the way all this components are managed in the work place will impact the echelon of work-family conflict that can affect job contentment and organizational commitment and ultimately lead to employee turnover Mulvaney, [2006]. Recruitment process is enhanced by various factors like job analysis, sourcing of employees, Screening and selection. Barclays bank therefore, needs to offer the employees with good human resource information system practices. This enhances greater working morale thus leading to superior performance within the human resource management and hence high organizational performance of the bank services. The relationship of the variables is shown in table 1 below

TABLE 1
Operationalization of Variables

Variable		Indicators	Measurements
Dependent	Recruitment process	-Number of qualified candidates per post -Recruitment timeline -Number of interviews per candidate -Job offer timeline -Acceptance rate	Ordinal
Independent	Job analysis	-Consistently supporting of employees qualification -Increasing of internal customer orientation -Motivation system improvement -Consistently develop of leadership skills and strengthen manager's role as a coach and a mentor	Ordinal
	Sourcing Of human resources	-Supplier performance and implementation level -Brand program implementation -Value of responsible sourcing for companies and suppliers -All generic skills/knowledge development	Ordinal
	Screening of human resources	- Professional training schemes management development -All internal and external training -Mix of staff skills corresponds to the service requirement	Ordinal
	Selection of human resources	-Staff available in sufficient and appropriate numbers to meet service requirements -Staff provide a service valued by the public	Ordinal

2.3.2: Hypothesis testing

In order to attain the objectives of the study, this research tested the following null hypothesis

H₀₁: Job analysis has no significant effect on the recruitment process in Barclays Bank Nairobi County.

H₀₂: Sourcing has no significant effect on the recruitment process in Barclays Bank Nairobi County

H₀₃: Screening has no significant effect on the recruitment process in Barclays Bank Nairobi County

H₀₄: Selection has no significant effect on the recruitment process in Barclays Bank Nairobi County

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter outlines the research design and methodology adopted in conducting this study. It gives a detailed analysis of the research design, population and sample, data collection methods and procedures, and the data analysis method that were adopted.

3.2 Research Design

The study employed the descriptive research design since the aim is to look into and describe the underlying effects of HRIS on the recruitment process in Barclays Bank Kenya. Descriptive design would easily allowed for quantitative coding and analysis and hence determine the means of the variables for research (Kavanagh, 2012). Descriptive survey studies a portion of the population and in this case the researcher in this study concentrated with only the staff of the Barclays Bank of Kenya CBD. Descriptive survey will also allow collection of data from the chosen and willing respondents by use of questionnaires. This survey design also allowed the researcher to summarize the responses in form of percentages, frequency counts, means and any other statistical indexes. This made it easier for the researcher to draw valid conclusions from the responses.

3.3 Location of Research

It involved a survey of the Barclays Bank Human Resource Centre which is based in Nairobi at the Westend Building in Westlands and the Barclays Bank of Kenya Nairobi Central Business District. The Human Resource Centre being the main head office for

Barclays Bank Kenya human resources and the Barclays Bank Nairobi Central Business District branches having the branch managers as human resource partners.

3.4 Target Population

Singh (2008) defines a population as any finite or infinite collection of individual elements. The target population was HR employees and Branch Managers in the Nairobi CBD in Kenya as at 31 October 2015. Branch managers for the purpose of this research because they are the functional heads as well as HR representatives of the branches and hence in charge of the human resources in the branches. HR employees are the best respondents for this research because they will give the true and reliable data needed. They are involved with the day to day HR activities and this involves the recruitment of employees for the bank. Table 2 shows the number of HR employees in the Barclays Bank of Kenya and the number of branch managers in Barclays Bank of Kenya.

TABLE 2
Target Population

	No. of Respondents
HR Staff	
Recruitment Officers	60
HR Administrators	40
HR Assistants	40
Branch Managers	117
	257
TOTAL	

Source: Barclays Bank of Kenya Staff Establishment Records 2017 (pg. 211).

3.5 Sample and Sampling Procedure

Martinson (2012) describes a sample in a survey research as a subset of elements drawn from a larger population. The study used the stratified random sampling technique and later the simple random sampling procedures to end up with the final study 80% sample. According to (Shibly, 2011) with Stratified random sampling, the population is divided into homogenous subgroups and then taking a simple random 80% (of target population) sample in each subgroup would be a reliable sample size for research. The population had both homogenous and heterogeneous characteristics that made them suitable to be grouped into different strata as branch managers, HR administrators, HR assistants and recruitment officers with each stratum capable of being studied independently of each other. The study as shown in table 3 ended up with the sample of 214 members of the population consisting of 90 Branch and senior Managers in the Nairobi region out of the 117 branches countrywide and 97 HR employees out of the total 140 HR employees.

TABLE 3

Sample size

Name of Staff	No. of Respondents
HR Assistants	36 out of 40
HR Administrators	36 out of 40
Recruitment Officers	52 out of 60
Branch Managers	90 out of 117
Total	214 out of 257

3.6 Data Collection Methods and Procedure

The study employed primary material data which was collected by use of questionnaires. Five-scale Likert measurements together with open ended questions were used to assess the respondents' thoughts on the effect of HRIS on the recruitment process in Barclays Bank of Kenya. The questionnaire was divided into 5 sections.

The first section was used to collect demographic information from the respondents. The second section collected information on the effect of HRIS on job analysis, the third section collected information on the effect of HRIS on sourcing, the fourth focused on the effect of HRIS on employee screening while the fifth was on employee selection.

The researcher first got an introduction letter from the university; KCA University. This was followed by also getting a research permit from the National Council of Science and Technology to legally carry out the research at the banks Human Resource Centre in Westlands and within Nairobi's 47 branches. The questionnaires were administered personally by the researcher. The drop and pick later approach was used. The questionnaires were then picked up later by the researcher in one week. The questionnaire was chosen as an instrument for the study due to its practicability and applicability to the research problem and the size of the population too. It is also cost effective and gives the respondents adequate time to fill in and return the same to the researcher in good time (Ivancevich, 2012)

3.7 Instrumentation

The researcher used an introduction letter from the KCA University and a structured questionnaire to collect data for the research.

3.71 Validity and reliability of research instruments

The research instruments were subjected to processes that ensured validity and reliability. Validity is a measure of how well a test measures what it is supposed to measure (Kristine, 2012). Reliability is a measure of how consistent the results from a test are (Parry, 2010). To ensure content validity, the items in the questionnaire were discussed with two experts that the researcher will select and then information was submitted to the Banks key informants for verification. The researcher also allowed for any recommendations from the key informants to enhance the smooth running of the data collection process. To ensure content reliability, pilot testing was carried out at the Barclays Bank HR Centre and within the selected branches by use of Cronbach Alpha Coefficient where 0.7 is regarded as the acceptable number to show reliability. The overall cronbach alpha of the instrument was 0.8.

3.8 Data Analysis

Data collected was analyzed using descriptive and inferential statistics. Descriptive statistical tools such as frequencies, percentages, mean and deviation helped to describe the data. In addition advanced statistical tools were also employed. Primary data collected from the questionnaires was checked for completeness, consistency and legibility. A coding system was then used on the results received from the respondents by use of the Statistical Package for Social Sciences version 21 to enhance smooth analysis. SPSS was Used because it well showed the relationship between the variables of the study; HRIS adoption and the recruitment processes in the Barclays Bank of Kenya. The study also used inferential statistics to strengthen the relationship between the dependent variables and independent variable. The study conducted multiple regression analysis and the main

empirical model that was used in this study is the multiple linear regression model specified below:

The regression model is thus:

$$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \varepsilon$$

Where Y= adoption of HRIS on the recruitment process

β_0 = intercept

$\beta_1, \beta_2, \beta_3, \beta_4$ = coefficients

x_1 = HRIS adoption in job analysis

x_2 = HRIS adoption on employee sourcing

x_3 = HRIS adoption on employee screening

x_4 = HRIS adoption on employee selection

ε = error term

3.9 Ethical Considerations

The researcher will use a consent form for groups that will be chosen to participate in the study. The researcher also will ensure that the subjects' identities that will participate in the study remain confidential. Permission will also be sought and obtained from the Banks Human Resource section heads and Branch Regional Managers to approach the staff and collect data from the groups.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.1 Introduction

This chapter entails data analysis, discussions and findings of the research. The purpose of the study was to analyze the effect of adopting human resource information systems in the recruitment process in Barclays Bank Kenya. The finding intended to answer the study's research questions. Data collected was summarized by use of descriptive statistics which involves the use of percentages, rank ordering, mean scores and standard deviation.

4.2 Response Rate

The purpose of presenting this section is to help in getting the correct number of the questionnaires that were returned out the total number of what was sent out, and again to check whether the number was adequate for data processes to continue, Borg & Gall (2008). The study targeted 214 respondents, 171 participants out of the 214 sample participants filled-in the questionnaires making a response rate of 79.9%. This reasonable response rate was achieved after the researcher made physical visits to remind the respondent to fill-in the questionnaires. According to Babbie & Earl (2009), 60% response rate is deemed adequate with 70% and over being deemed excellent sample response rate and one can proceed with data analysis. The response rate showed commitment of the respondents in the study.

TABLE 4
Response Rate

Response	Frequency	Percentage
Filled questionnaires	171	79.9
Un returned questionnaires	43	20.1
Total	214	100

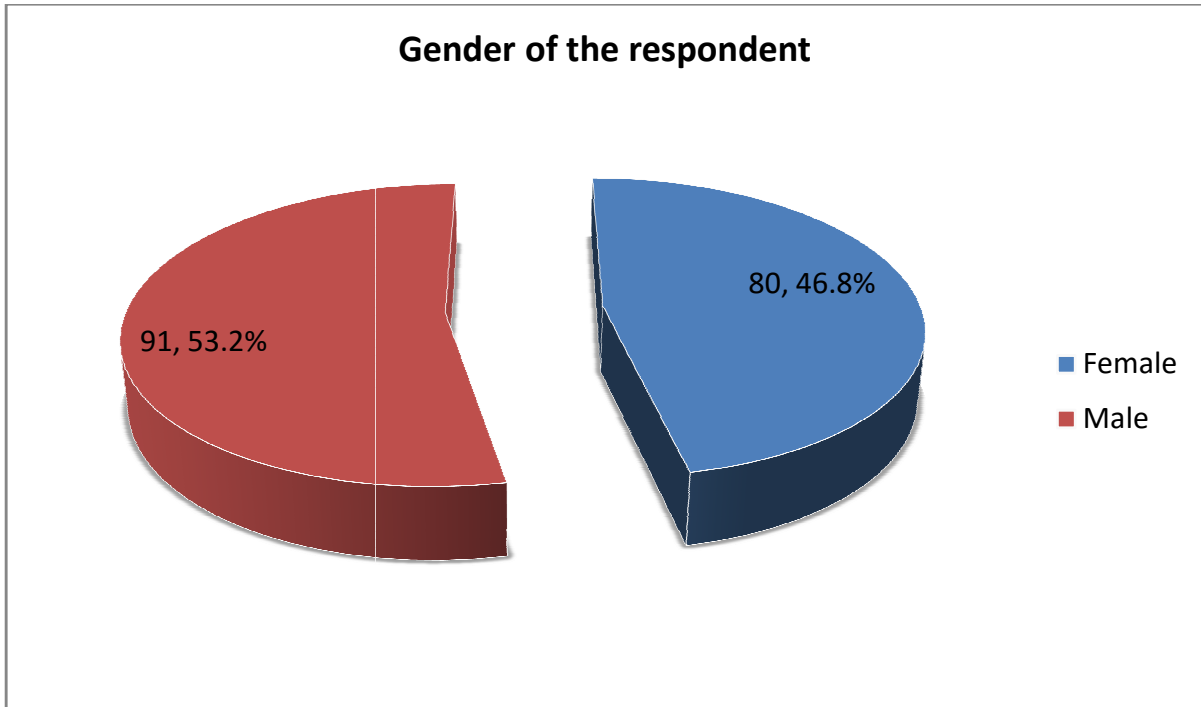
Source: Author 2017

4.3 Demographic information

4.3.1 Gender of the respondents

The study requested respondents to indicate their gender. The studies found out that majority (53.2%) of the respondents were male while the rest (46.8%) were females. It is clear that the male respondents dominated as shown by the respondents. This shows that more males have occupied the Barclays Bank human resources sector in Kenya as compared to their female counterparts. This could mainly be because of the introduction of human resources information systems in the sector and by the fact that the information systems sector is mainly dominated by men in country.

FIGURE 2
Gender of Respondents



Source: Author (2017)

4.3.2 Age of the respondents

According to table 4.2 below, majority of the respondents are quite young people i.e. less than 35 years old. It's a clear paradigm shift where most organizations are entrusting the young and talented to run with the emerging changes in the IT sector and in this case the human resource information systems. They are also quick to adapt to changes as compared to the older employees in the firms. This is clearly shown by the small number of older employees above 36 years (23.4%). This also explains why there has not yet been a great impact felt on the adoption of HRIS on recruitment process in Barclays.

TABLE 5
Age of Respondents

	Frequency	Percent
18-23 years	18	10.5
24-29 years	61	35.7
30-35 years	52	30.4
Above 36 years	40	23.4
Total	171	100

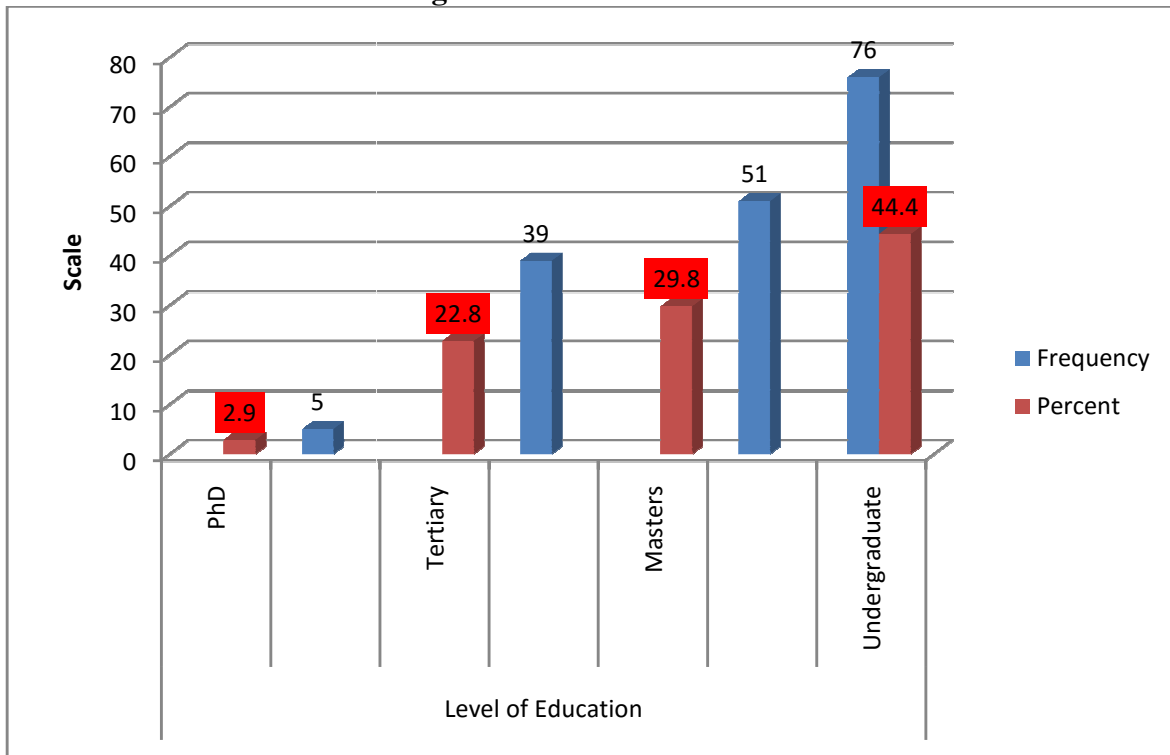
Source: Author (2017)

4.3.3 Highest level of education

The education levels of the respondents are quite impressive. As shown in figure 4.3 below, it's evident that most of the employees have university degrees both undergraduate (44.4%) and masters' degrees (29.8%). This is clear that banks today will only employ staffs who have a minimum of an undergraduate degree. Those with diplomas are few hired as Human Resource Assistants temporarily. The other fewer number of the doctorates (2.9%) are in senior management positions in the Human Resource section in Barclays.

FIGURE 3

Highest Level of Education

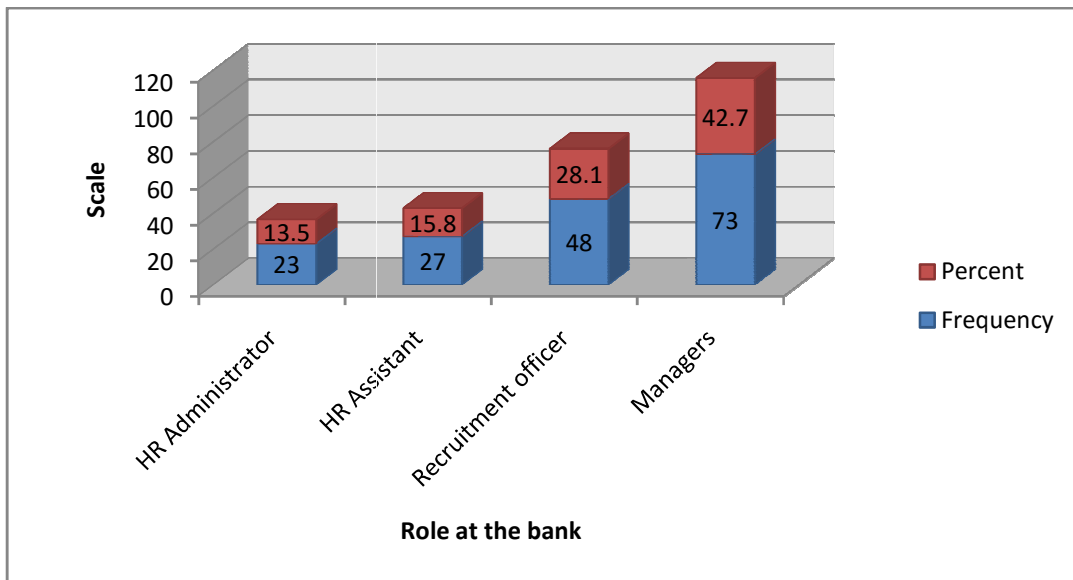


Source: Author (2017)

4.3.4 Respondents role in barclays bank of kenya

The study aimed to investigate the roles of the employees in the Human Resource Section to be able to really know the extent of their use of HRIS in their respective roles. From the findings, most respondents (42.7%) worked as managers followed by Human Resource recruitment officers (28.1%), the Human Resource Assistants (15.8%) and the Human Resource Administrators being the least in the department (13.5%). It's clearly evident that branch managers play a bigger role of managing human resources in the bank in Nairobi County followed by the recruitment officers and the human resource assistants and administrators take the least role in human resources acting as assistants and administrators.

FIGURE 4
Respondents Role in Barclays Bank



Source: Author (2017)

4.4: Effect of HRIS Use on Job Analysis in Barclays Bank Kenya

The respondents were asked to state the effect of HRIS use on job analysis in Barclays. From the findings, most respondents agreed that HRIS has been adopted in the process of job analysis which enhanced job classification with (mean response of 3.42). the study also shown that majority of the respondent agreed on the use of HRIS in the job analysis process as mostly when it comes to job description and job specification which some are still being carried out manually with a mean response of 3.47 and 3.70 respectively. It's clearly evident that HRIS has had some positive effects in job analysis in terms having ready databases, reduction in time and reduction on HR costs.

TABLE 6
Effect of HRIS use on Job Analysis

	N	Minimum	Maximum	Mean	Std. Dev.
HRIS has enhanced Job Classification	171	3	5	3.42	.593
HRIS has made Job Specification more efficient and effective	171	3	5	3.47	.597
HRIS has enhanced Job Description	171	3	5	3.70	.532

Source: Author (2017)

4.5 Effect of HRIS Use on Employee Sourcing In Barclays Bank Kenya

The respondents were asked to state the effect of HRIS use on employee sourcing in the organization. From the findings as seen in the table 4.4 below, it's clear that most of the respondents concurred that HRIS adoption had a positive impact on employee sourcing. From table 4.4 below, it's evident that HRIS improved job profiling with a mean response of 3.44 and the respondents were also in consensus that with the use of HRIS, there were improvements on the quality of candidate pool for recruitment (mean response of 3.72). The respondents also concurred that HRIS had improved on the duration of hiring by the bank and hence increasing on the organization's profitability and productivity (mean response of 3.84).

TABLE 7
Effect of HRIS use on Employee Sourcing

	N	Minimum	Maximum	Mean	Std. Dev.
HRIS has made improvements on the quality of candidate pool	171	3	5	3.44	.521
HRIS has enhanced the process of job profiling	171	3	5	3.72	.697
HRIS has resulted in improvements in the duration of hiring of new employees	171	3	5	3.84	.672

Source: Author (2017)

4.6 Effect of HRIS adoption on employee screening in Barclays Bank Kenya

The respondents were asked to state their opinion regarding the effect of HRIS on employee screening in Barclays Bank. From the findings indicated on table 4.4, most respondents agreed that credit history screening had been enhanced with (mean response of 3.73). According to the research again most of the respondent agreed that education verification screening had been made faster with (mean response of 3.50). The study indicated that employer verification had become valid and credible with a (mean response of 3.57) and while, also most of the respondents' were in agreement that a Criminal records history has become easier to get with (mean response of 3.90). The study indicated that there has been significant positive improvement on the employee screening in Barclays Bank Nairobi County resulting to the adoption of HRIS.

TABLE 8**Effect of HRIS adoption on the employee screening in BBK**

	N	Minimum	Maximum	Mean	Std. Dev.
Credit history screening has been enhanced	171	3	5	3.73	.543
Education verification screening has been made faster	171	3	5	3.50	.557
Employer verification has become valid and credible	171	3	5	3.57	.604
Criminal records history has become easier to get	171	3	5	3.90	.717

Source: Author (2017)

4.7 Effect of HRIS on Employee Selection in Barclays Bank Kenya

The respondents were asked to state the effect of HRIS use on employee selection in the bank. Table 4.5 shows the findings of the study and its clear most respondents were in consensus that HRIS had reduced turnaround time for hiring new employees (mean response of 4.39) as well as they were in agreement that HRIS has enhanced the selection and recruitment of the best talent for the Bank (mean response of 4.29). The study further indicated that majority of the respondent were in consensus HRIS had supported compliance efforts by determining who can see applicant information within the

organization with (mean response of 4.20). Lastly, the study indicated that majority of the respondent agreed that HRIS has resulted in cost reduction and increased revenue to the HR division with (mean response of 3.42). This has been attributed to the slow adaptation of change to HRIS by some staff members hence negatively affecting the selection process.

TABLE 9
Effect of HRIS adoption on Employee Selection

	N	Minimum	Maximum	Mean	Std. Dev.
HRIS has reduced turnaround time for hiring new employees	171	3	5	4.39	.535
HRIS has enhanced the selection and recruitment of the best talent for the Bank	171	4	5	4.29	.453
HRIS has supported compliance efforts by determining who can see applicant information within the organization	171	4	5	4.20	.405
HRIS has resulted in cost reduction and increased revenue to the HR division	171	3	5	3.42	.593

Source: Author (2017)

The study as shown in table 4.6 indicates that majority of the respondents agreed that HRIS has resulted in the reduced turnaround time for hiring new employees and hence it has resulted in cost reduction in the selection process The study further indicates that

HRIS has resulted in increased revenue. The human resource management information system will improve in selection by dividing those who offer themselves for appointment into two categories: namely those who are employed and those who will not be employed

4.8: Reliability and Validity Analysis

4.8.1: Validity

The research variables were chosen in such a manner that the explanatory variables which were deemed to have the largest impact on the response variable were investigated. This essentially was the researcher's way of ensuring internal validity of the research.

4.8.2: Reliability

The researcher used the Cronbach's alpha coefficients to test the reliability of this study. The results of reliability testing are shown in table 4.7 below.

TABLE 10
Reliability Analysis

Variables	Number of items	Cronbach's Alpha
Job analysis	3	0.901
Screening	3	0.910
Sourcing	4	0.674
Selection	4	0.914
Recruitment process	6	0.698

Source: Author (2017)

As evident in table 4.7 above, all values of the Cronbach's alpha were greater than 0.7. The overall Cronbach Alpha of the instrument was 0.812. We can therefore conclude that the level of internal consistency of the research instrument was acceptable.

4.9 Inferential Statistics

4.9.1 Correlation Analysis

The Pearson's coefficient was used to verify the existence or non-existence of linear correlation among the dependent variable (recruitment process) and independent variables (job analysis, sourcing, screening and selection) as indicated below. Emolument and size do exhibit a somewhat strong link. However, there was more evidence of linearity among the explanatory variables since the correlations among them were very strong and hence all the variables can be incorporated into the subsequent regression analysis. There was a significant relationship established among the independent variables and the recruitment process in the correlation analysis at a significance value of 0.01.

TABLE 11
Pearson Correlation

		Recruitment process	Job analysis	Sourcing	Screening	Selection
Recruitment process	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	171				
Job analysis	Pearson Correlation	-.677**	1			
	Sig. (2-tailed)	.000				
	N	171	171			
Sourcing	Pearson Correlation	-.734**	.917**	1		
	Sig. (2-tailed)	.000	.000			
	N	171	171	171		
Screening	Pearson Correlation	-.583**	.618**	.667**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	171	171	171	171	
Selection	Pearson Correlation	-.547**	.918**	.876**	.556**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	171	171	171	171	171

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

Source: Author (2017)

4.9.2 Regression model summary

Analysis in table 4.9 below shows that the coefficient of determination (the percentage variation in the dependent variable being explained by the changes in the independent variables) R Square equals 0.613. That means there is a 61.3% HRIS adoption in the recruitment process. The regression model explains a 61.3% adoption of HRIS on job analysis, sourcing of human resources, employee screening and selection in Barclays Bank Nairobi County leaving only 38.7 per-cents unexplained.

TABLE 12
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.783 ^a	.613	.604	.25534

a. Predictors: (Constant), Selection, Screening, Sourcing, Job analysis

Source: Kavanagah et al (2012)

Adjusted R² is called the coefficient of determination which shows how change in the independent variable results to changes in the dependent variable (Kavanagah et al, 2012). It is also the coefficient of determination that tells us how adoption of Human Resource Information System on the recruitment process in Barclays Bank Nairobi County varies with HRIS adoption in the recruitment processes; job analysis, sourcing of human resources & employee screening and selection. From data in the table 4.9 above, the value of adjusted R² is 0.613 which implies that there was a variation of 61.3% of the adoption of Human Resource Information System on the recruitment process in Barclays Bank Nairobi County which varied with HRIS adoption in the recruitment processes; job analysis, sourcing of human resources & employee screening and selection at a confidence level of 95%.

4.9.3 ANOVA analysis

The ANOVA analysis indicates that the overall regression model is significant hence it has some explanatory value. This indicates that there is a significant relationship between the predictor variables job analysis, Sourcing, Screening and Selection. At 95 percent

confidence interval i.e. P-value ($p=0.00 < 0.05$) it implies that all the independent variables combined do influence recruitment. As shown in table 4.10 below.

TABLE 13
Analysis of Variance
ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	17.146	4	4.286	65.745	.000 ^b
Residual	10.823	166	.065		
Total	27.968	170			

a. Dependent Variable: Recruitment process

b. Predictors: (Constant), Selection, Screening, Sourcing, Job analysis

4.9.4 Regression coefficient analysis

Multiple regression analysis was conducted to determine the relationship between the dependent and independent variables. The multiple regression analysis was mathematically expressed as shown below on table 4.11. A multivariate regression model was applied to determine the relative importance of each of the four variables with respect to the adopting of Human Resource Information System on the recruitment process in Barclays Bank of Kenya. The regression model was obtained as shown in the table below:

TABLE 14
Regression coefficient

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.874	.237		12.111	.000
1 Job analysis	-.367	.117	-.475	-3.147	.002
Sourcing	-.530	.091	-.763	-5.802	.000
Screening	-.123	.061	-.131	-2.007	.046
Selection	.571	.114	.630	5.017	.000

a. Dependent Variable: Recruitment process

4.9.5 Regression model fit

Regression equation and the predictor relationship

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4$$

The established multiple linear regression equation becomes:

$$Y = 2.874 - 0.367 x_1 - 0.530 x_2 - 0.123 x_3 + 0.571 x_4$$

The model indicates that;

Constant = 2.874 shows that if HRIS adoption in the recruitment process, job analysis, sourcing of human resources & employee screening and selection were all rated as zero, adoption of Human Resource Information System on the recruitment process in Barclays Bank would be increased 2.874 unit.

$X_1 = 0.367$ shows that one unit change in HRIS adoption in the recruitment process results in 0.367 units increase in the adoption of Human Resource Information System on the recruitment process in Barclays.

$X_2 = 0.530$, show that one unit change in HRIS adoption on job analysis results in 0.530 units increase in the adoption of Human Resource Information System on the recruitment process in Barclays.

$X_3 = 0.123$, shows that one unit change in HRIS adoption on sourcing of human resources results in 0.123 units increase in the adoption of Human Resource Information System on the recruitment process in Barclays.

$X_4 = 0.571$, show that one unit change in HRIS adoption on employee screening and selection, results in 0.571 units increase in the adoption of Human Resource Information System on the recruitment process in Barclays.

4.9.6: Hypothesis testing

The hypotheses of this study were framed in the null as follows:

H₀₁: Job analysis has no significant effect on the recruitment process in Barclays Bank Nairobi County.

H₀₂: Sourcing has no significant effect on the recruitment process in Barclays Bank Nairobi County

H₀₃: Screening has no significant effect on the recruitment process in Barclays Bank Nairobi County

H₀₄: Selection has no significant effect on the recruitment process in Barclays Bank Nairobi County

Going by the values and levels of significance of the regression coefficients, we reject the null hypothesis in all four cases and conclude that the HRIS has a significant effect on the recruitment process in Barclays Bank Nairobi County.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter depicts the discussions of the data findings on effect of adopting human resource information systems on recruitment process in Barclays Bank of Nairobi County with the empirical literature in context.

5.2 Summary of the findings

5.2.1 Effect of job analysis on recruitment process in barclays bank nairobi

The study found out that job analysis practices influences recruitment process in Barclay's banks in Nairobi County. The study established that most respondents agreed that HRIS had been adopted in job analysis were in consensus that HRIS was fully adopted as would be expected since it was well embraced and implemented in the job analysis mostly when it came to job classification, description and job specification. In addition, the study indicated that some processes in job classification and specification were still being carried out manually despite the introduction of HRIS in recruitment.

The regression analysis of the study had shown that job analysis had p (0.002) value <0.05 which significantly influenced recruitment process positively. Hence, indicated that job analysis was a significant predictor of recruitment process of Barclays' banks in Nairobi County. Quality human resource information systems have promoted the freedom of staffs to use their initiative in matters of customer delivery.

There is widespread involvement and communication to staff on all matters that concern their job and organization performance, reward systems that support staff performance, participation, initiative and fostering of team-work have been instituted in the Barclays' bank.

This study concurs with Hamilton (2011) who indicated that it's important for an organization to have the right HRIS tools and the right people who have the right attitude to operate them because this makes the whole recruitment process both effective and efficient. This is also well explained by Minch (2011) who says that an organization risks having poor implementation of any technological change if the people involved are not well prepared for it or the tools of work are not appropriate. This study concurs with (Flippo, 2010) who indicated that HRIS should be implemented gradually but with the right tools in all processes for it to be effective to the organization.

5.2.2 Effect of employee sourcing on recruitment process in Barclays bank Nairobi

The study established that employee sourcing influences recruitment process of Barclays' banks. The study found out that most respondents were in consensus that HRIS had been adopted in the employee sourcing process in the bank and HRIS was fully utilized when it came to sourcing of employees for the bank. HRIS adoption is evident in job profiling with most respondents indicating that HRIS adoption made improvements on the quality of candidate pool for recruitment and also on the duration of hiring by the bank. The respondents attributed this to the user-friendly nature of some of the HRIS tools available that were easy to apply. That quality human resource information system has become a vital outcome of establishing quality recruitment process in the Barclays' bank and in ensuring effective service delivery; employee sourcing has

resulted in staff satisfaction and effective allocation of resource for human resource management at Barclays' bank.

The study indicated that employee sourcing had $p(0.000)$ value <0.05 and significantly influenced recruitment process positively which indicates that employee sourcing was a significant predictor of recruitment process of Barclays' banks in Nairobi County. The estimate coefficient value indicated that recruitment process of Barclays' banks was positively influenced by employee sourcing.

This study is similar to Bambir et, al (2011) who indicated that proper HRIS equipment enhances outsourcing providing you with cost-effective access to market-leading skills and expert HR knowledge by sharing the burden of training and continued professional development. It's clearly evident that with the right HRIS equipment; user friendly, then it makes the adoption of HRIS smooth and cost effective for the bank. This results to revenue generation for the bank as a whole from the HR division.

5.2.3 Effect of employee screening on recruitment in barclays bank nairobi

The study established that employee screening influences recruitment process of Barclays' banks. From the study it was established that most respondents agreed that HRIS had fully been adopted in the screening stages of the recruitment process. This was attributed to the fact that the older manual methods were still in use and more of paper work was still evident with regard to applicants' stored information. Similarly it was established that other respondents agreed that there was no complete use of HRIS in Barclays Bank mostly due to resistance to change by top management and by the fact that some of the HRIS tools available weren't that user friendly too of HRIS in the

recruitment process at Barclays Bank. These mostly were the interns working temporarily as HR Assistants.

Employee screening has provided a mechanism for bank human resource to shape their internal banking system, limit threats, take advantage of opportunities and enable to respond to quality issues proactively. In addition, employee screening has facilitated the building of Barclays' banks core capabilities and strengthening human resource information system.

Armstrong (2009) supported this by affirming that all staff in the organization should always undergo training on the importance of any change in the organization to avoid any form of resistance to change and to also ensure smooth implementation of the expected change. In addition, Aggarwal (2012) emphasized the importance of getting the right HRIS tools that fit your organization's tasks and tools that are user-friendly to enhance the smooth implementation of the technological change in the organization in the shortest time possible.

5.2.4 Effect of employee selection on recruitment process in barclays bank nairobi

The study established that employee selection influences recruitment process of Barclays' banks. The study established that most respondents agreed that HRIS had been adopted in the selection process with significant and positive effect and were in consensus that HRIS had little impact on selection in the recruitment process. Most respondents indicated that adoption of HRIS enhanced the selection and recruitment of the best talent to the bank. Mule (2012) indicated that the basic purpose of selection is to choose the right type of candidates with the requirements of a job. The respondents were

also in consensus that HRIS enhanced job placements in terms of time frame and cost. This was attributed to the fact that some new HRIS tools had been bought in exchange of those that were not user-friendly and also the fact that there are a majority of the young people who have positively embraced the technological change hence the somewhat smooth implementation process.

According to the study the calculated p value for the selection process was 0.000 which was < 0.05 . Indicating that HRIS affected the human resource recruitment process of the Barclays bank and hence, employee selection was a significant predictor of recruitment process of Barclays banks Nairobi County with the estimate coefficient value for employee selection having been 0.571.

This study is reflective of Touron, (2011) who indicated that Selection involves screening or evaluation of applicants to identify those who are best suited to perform the jobs which have fallen vacant in an organization. The human resource management information systems selection effectively and efficiently divides between those who offer themselves for appointment into two categories, namely those who was employed and those who will not be employed. The study also concurs with Kavanagh (2012) who is of the opinion that if the equipment you have cannot fully give you value for your money or the required end result then it's better to discard it and get the right HRIS tools.

5.3 Limitations of the Study

There were various limitations experienced in the process of this study. Lack of correct information is also an anticipated challenge in this study due to the subjectiveness of some respondents. The researcher also anticipates a challenge in the timeliness of the research due to the tight work schedules and the inability to secure official permission

from the employer for crucial research activities like data collection as well as the timely availability of finances to cater for transport and upkeep.

5.4 Conclusions

Based on the objectives of the study, it is concluded that Barclays Bank of Kenya Nairobi County has adopted HRIS in the recruitment processes which include job analysis, sourcing, screening and selection. Similarly, it was found that the bank has adopted HRIS in most of its processes in the recruitment process but not completely as would be expected. All dependent variables were found to have a positive and significant relationship with HRIS adoption with HRIS having a significant effect on job analysis, sourcing, screening and selection in the recruitment process.

5.5 Recommendations of the Study

Based on the above conclusions and the objectives of the study, the study recommends that more attention needs to be placed on use of HRIS in the recruitment process in the entire Barclays Bank of Kenya to ensure that there is complete use of it in the Bank. The bank should ensure that HRIS is in complete use in job analysis, employee sourcing, and employee screening and employee selection too. This will help improve on the quality of candidate pool for recruitment and also on the duration of hiring by the bank.

The study also recommended that the Bank should ensure that user friendly HRIS equipment should be sought and brought onboard to ensure that employees have the right tools of work to work both efficiently and effectively to deliver the desired results of adopting HRIS. This concurs with Kavanagh (2012) who says that having the right tools of work increases the morale of employees to work more so if the tools of work are user friendly.

The study also recommended that ample time should be set aside to have a refresher course on the importance of embracing HRIS in the recruitment process for all staff starting from senior management to ensure smooth and complete implementation of HRIS use in the bank. This will reduce on the resistance to change mostly by senior management when it comes to implementation. This concurs with Aggarwal (2012) that prior training to all staff on any change in the organization ensures a smooth and quick transition hence maintained or improved performance in the organization.

5.6 Recommendations for Further Study

The study investigated the effect of HRIS adoption on recruitment in Barclays Bank of Kenya. The study suggests that further research should be undertaken by future researchers for the available different Banks in the country to verify and compare the study results. The study also recommends further research on individual variables, to enhance deep and thorough understanding of influences of each variable on effects of adopting Human Resource Information System in their division as a whole in Barclays Bank of Kenya and not just the recruitment process.

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APPENDICES

APPENDIX 1: LETTER OF TRANSMITTAL

KCA University

School of Business Studies

Department of Human Resources

P.O.Box 83732-80100

Nairobi, Kenya

Dear Sir/Madam,

RE: TO WHOM IT MAY CONCERN

My name is Roseline Mararo. I am a postgraduate student in the School of Business Studies, KCA University, conducting a project research paper on the effects of adopting Human Resource Information Systems on recruitment in Barclays Bank Kenya,

For this purpose, the bank's HR section and branch management in the Nairobi CBD has been identified for study and this is to request you to kindly spare some time and fill in the enclosed questionnaire. This information will be treated with strict confidence and is purely for academic purposes and as such will not be disclosed to any unauthorized persons.

Your assistance and co-operation in this exercise will be highly appreciated.

Yours faithfully,

Roseline K. Mararo

13/00876

APPENDIX 2: RESEARCH QUESTIONNAIRE

Hi, my name is Roseline K.Mararo, a Masters of Business Administration student at the KCA University, Ruaraka campus. I am conducting a research on the effect of adopting Human Resource Information Systems on recruitment in Barclays Bank Kenya,

Introduction: confidentiality and consent: You have been randomly selected to participate in the study. Consequently, with your consent, kindly respond to this questionnaire. We would like to assure you that the information you share with us will be treated with strict confidentiality. Your name will not be written on this form, and will not be used in connection with any information that you give. Your honest answers to these questions will be highly appreciated in helping us understand better the effects of Human Resource Information Systems on recruitment in Barclays Bank Kenya.

QUESTIONNAIRE IDENTIFICATION INFORMATION

001	Respondent:	Code:
	Name: Roseline Mararo	Reg. No. 13/00876
002	Date of Response...../...../.....	

Please fill in answer or tick (✓) answer as appropriate

Section A: Background Information

1. Gender Male Female

2. Please select your age bracket

18-23 years 24-29 years 30-35 years 36 and above

3. Kindly tick your highest level of education attained:

Tertiary Undergraduate Masters Doctorate

4. Please tick your role in Barclays Bank of Kenya

Recruitment Officer HR Administrator HR Assistant Manager

Section B: Determining the effect of HRIS use on job analysis in Barclays Bank Kenya

5. Has HRIS enhanced the matching of employee skills with job requirements?

Yes No

6. Please indicate your views on whether you find the adoption of HRIS useful in the job analysis processes in the table below using a scale of 1-5; where 1=(SD) Strongly disagree, 2= (D) Disagree. 3= (U) Uncertain, 4= (A) Agree, and 5= (SA) Strongly Agree. Please tick (✓) in the appropriate box against each statement.

Statement	1	2	3	4	5
HRIS has enhanced Job Classification					
HRIS has made Job Specification more efficient and effective					
HRIS has enhanced Job Description					

Section C: Determining the effect of HRIS use on employee sourcing in Barclays Bank Kenya

7. Is HRIS adopted in the process of job profiling?

Yes [] No []

8. Using a scale of 1-5; where 1= (SD) Strongly disagree, 2= (D) Disagree. 3= (U) Uncertain, 4= (A) Agree, and 5= (SA) Strongly Agree. Please tick in the box which best describes your agreement or disagreement level on each statement in the table below.

Statement	1	2	3	4	5
HRIS has made improvements on the quality of candidate pool					
HRIS has enhanced the process of job profiling					
HRIS has resulted in improvements in the duration of hiring of new employees					

Section D: Determining the effect of HRIS use on Employee Screening in Barclays Bank Kenya

9. Is HRIS adopted in the following assessment tests?

Intelligent Tests Yes [] No []

Proficiency Tests Yes [] No []

10. Using a scale of 1-5; where 1= (SD) Strongly disagree, 2= (D) Disagree. 3= (U) Uncertain, 4= (A) Agree, and 5= (SA) Strongly Agree. Please tick in the box which best describes your agreement or disagreement level on each statement in the table below

Statement	1	2	3	4	5
Credit history screening has been enhanced					
Education verification screening has been made faster					
Employer verification has become valid and credible					
Criminal records history has become easier to get					

Section E: Determining the effect of HRIS on Employee Selection in Barclays Bank of Kenya

11. Have you adopted HRIS in your selection processes?

Yes No

12. Using a scale of 1-5; where 1= (SD) Strongly disagree, 2=(D) Disagree. 3= (U) Uncertain, 4= (A) Agree, and 5= (SA) Strongly Agree. Please tick in the box which best describes your agreement or disagreement level on each statement in the table below.

Statement	1	2	3	4	5
HRIS has reduced turnaround time for hiring new employees					
HRIS has enhanced the selection and recruitment of the best talent for the Bank					
HRIS has supported compliance efforts by determining who can see applicant information within the organization					
HRIS has resulted in cost reduction and increased revenue to the HR division					

13. Has the adoption of HRIS brought any significant effect on the recruitment process in Barclays Bank? Yes No

Thank you very much for participating in this study!